



# IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN GENERAL HOSPITAL MUBI, ADAMAWA STATE

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## ABSTRACT

*The major issues identified are deficiencies in health promotion, weak preventive care services, and problems in the curative health services such as inadequate of trained personnel, lack of motivational incentives, weak management and inadequate of regulation. In addition, problems such as unequal distribution of available resources, inadequate appropriate referral systems and congestion in some hospitals, while others are under-utilized, continued to loom over the health system of the country. The main objective of the study is to examine the influence of motivation on employee performance. The study is a survey research design in form of descriptive survey in which data was collected through questionnaire administered to 194 respondents. Data collected was subjected to percentage analysis and hypotheses were tested using regression analysis at 0.05 level of significance. The result revealed that coefficients of the training and workshop on employee performance is statistically significant ( $\beta = 0.200$ ,  $t = 3.777$ ,  $p < 0.05$ ). Good leadership style on employee performance is statistically significant ( $\beta = 0.146$ ,  $t = 2.386$ ,  $p < 0.05$ ). Improve working environment on employee performance is statistically significant ( $\beta = 0.131$ ,  $t = 2.359$ ,  $p < 0.05$ ). The study, recommends that the management of the hospital are advice to provide their employees with extensive training programmes are this will go along way to boost their morale and increase their sense of creativity in the hospital. The management of the hospital should make decision making process an open flow for every employee to contribute their own quota or the majority of the employees should agreed to the decision making before it is fully implemented in the hospital.*

**KEYWORDS:** *Employee, general hospital, impact, motivation and performance.*

## INTRODUCTION

Employee performance can be observed at the individual, team, and organizational levels. Thus, to be creative, team or individual ideas should be both novel and useful and have potential value for organizational development. Employee performance has been a topic of interest to both scholars and practitioners for more than 35 years (Amabile, 2016). Grounded in the discipline of organizational psychology, employee performance is consistently defined as the employees' production of novel and useful products in any domain (Amabile, 2016). This widely accepted definition has been used as foundational in many disciplines. The emphasis on creativity as an outcome, instead of the mental process through which creative ideas ultimately emerge, allows creativity to be quantified with relative ease and consensus (Ebener & Hasselhorn, 2019).

In many organizations worldwide, motivational consists of a range of payment methods and accompanying benefits which can be used as motivators by organization and are all part of the human resource management philosophy prevalent in many organizations. Motivation is the responsibility of senior management, direct managers, and employees. Motivation of employees is perceived to have positive impact on the performance creativity, yet many organizations have not realized this, or they have but lack the capacity to implement it (Kemoh, 2016). Nabi, Islam, Dip and Hossain (2017) acknowledged that employee's creativity increase with its level of motivation even though this fact was refuted by Certo (2016) who posited that a good employee performance is not because of motivation only, but also includes other factors such as ability, skills, equipments and time.



Several training practices can be used in order to enhance employee performance, which results in improving the performance of the organization as a whole. Thus, training practices can be the main factor for the success of organization, which justifies their evaluation through research. Influence of training practices on organizational performance has been an important topic of research recently (Manning, 2017). Considering various kinds of motivation such as training, promotion, salary increment, sponsorship for further studies, improving working environment conditions, rewards and praises, many organizations have not adopted these for improving their employees creativity (Osabiya, 2015).

A good leader always understands; nonetheless, it should be recognized that each family has its own stressors. Employees may have their own at work, as well as those related to family duties. Such employees may arrive at work stressed and want a boss who is compassionate and sympathetic. A leader who accepts an employee's difficulty as his or her own and embraces him or her motivates and commits the employee to his or her responsibilities in the organization. This boosts motivation and in turn increase employee performance (Bhuvanaiah & Raya, 2015).

The physical environment of an organization has a significant impact on its productivity. A lousy worker, as the saying goes, has quarrels with his tools. You could find that the tools that an organization's employees utilize don't always make life easy for him. It's possible that he'll be uncomfortable where he works. The study of an employee's social influence on others at work is a constantly evolving topic. According to Amabile and Sleilati (2016), a company's work environment might influence how creative its people are (Amabile et al., 2016). Amabile et al. (2016) suggest that work environment could influence the employees' intrinsic motivation that they would be ready to perform beyond their expectation. Employees who are intrinsically motivated might bring new ideas that are beneficial to the organization, eventually leading to innovation (Shalley, Zhou & Oldham, 2004).

### Statement of the Problem

In the case of health sector in Nigeria, according to the reports of the federal ministry of health (2018). The major issues identified are deficiencies in health promotion, weak preventive care services, and problems in the curative health services such as inadequate of trained personnel, lack of motivational incentives, weak management and inadequate of regulation. In addition, problems such as unequal distribution of available resources, inadequate appropriate referral systems and congestion in some hospitals, while others are under-

utilized, continued to loom over the health system of the country (Jenkinson, Coulter & Bruster, 2002).

Studies identified the relationship between motivation and employees creativity, but to the best of my knowledge, among the studies reviewed their findings failed to pinpoint variables like training, good leadership style, proper organizational physical facilities. Also (Alhashem, Alquraini & Chowdhury, 2011; Mercer, Tanabe, Pang, Gisondi, Courtney, Engel, Donlan, Adams & Makoul, 2008) their findings were not based on Nigerian context.

Probably there is limited literature that related to this topic in Nigeria context; the study is going to fulfill this gap by contributing in limited Nigeria literature by applying empirical methodology and researches on the influence of motivation i.e. training, good leadership style, improved working environment on employee performance using Nigerian context to identify the relationship existing between independence variables and the dependant variables.

### Research Hypotheses

The following hypotheses were formulated to guide the study:

- |                   |  |
|-------------------|--|
| HO <sub>1</sub> : | Training and workshop does not have significant influence on employee performance in Mubi General Hospital |
| HO <sub>2</sub> : | Influences good leadership style has not effect on employee performance in Mubi General Hospital           |
| HO <sub>3</sub> : | Improved working environment has no detectable influences on employee performance in Mubi General Hospital |

### LITERATURE REVIEW

#### Conceptual Clarifications

##### Concept of Motivation

The term motivation has received varied scholarly definitions. According to Baron, Henley, McGibbon, McCarthy (2012) motivation was driven from Latin word 'movere' meaning move. The act of providing people with incentives to make them act in a desired manner is considered as motivation Certo (2016). In view of Nelson (2013), motivation is the process of arousing and sustaining goal-directed behavior. According to Geomani (2012), motivation is a decision-making process. It is inspiring a person to accomplish a behavior which is goal-oriented. Stanley (2012) perceived motivation forces that are psychological and control direction of an individual's effort level together with his/her tenacity in obstacles. Motivation can be defined as a driving force within a person which stimulates the individual to do



something up to the target level in order to fulfil some need or expectations. Such intrinsic or nonfinancial rewards include training and continuous development courses, job titles, good work environment, on the-spot praise, leadership roles, team spirit, social gatherings, time-off, social recognition and performance feedbacks (Dobre, 2013).

In this particular study; motivation would be divided into three (3) surrogates, which are training and workshop, good leadership style, improved working environment. These are further discussed below:

Employees training enables them to improve on their knowledge, skills, capabilities and competence. Some organizations have taken the initiative to engage their employees in various workshop and training to help boost their skills in performance. As considered the most asset of the organization, employees feel encouraged and empowered when trained and embrace the organizational goals with all their efforts. This in turn increases organizational productivity Waiyaki (2017). Some organizations have also adopted the use of bench marking where their employees are taken to other companies or organization to see by themselves and learn how various activities are undertaken. The new environment they are taken motivates them and makes the eager to learn from people who works with them in the same capacity but may be effective in their performance. The knowledge gained from this together with workshops can be transferred to the organization which sponsored them to help meet the organizational set objectives. Training empowers employees with new skills and competencies. The acquired knowledge and skills are provided to assist employees in improving their job performance (World Bank, 2011).

### **Good Leadership**

Leadership is defined as the ability to inspire confidence and support among the people who are needed to achieve organizational goals (DuBrin, 2012). Leadership is the most popular to be investigated by researchers, so there are so many definitions of leadership. The concept of leadership is a human theory that is constantly researched, and it continuously develops a characteristic of leadership. According to Michael (2015), leadership has a direct cause-effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. It should be stressed that leaders can be found at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit

from the organization's resources, including its most vital and expensive human resources/capital.

### **Work environment**

Work environment is about creating conditions in which an employee can perform his/her duties comfortably Gitonga (2015). He further noted that effective application of ergonomics can help realize an equilibrium amid the task of employees' and demands. Some employees have been exposed in a working environment which are dusty, noisy and hostile. They organizations at times do not provides protective gadgets or working gears that may protect the employees from dust and noise. Some of them work in a poorly ventilate facilities that degrade their health gradually. An employee might be discouraged while he or she thinks of such conditions and may feel like not going to work. In most cases absenteeism realized by many organizations may be associated with their poor working environment that the employees tend to fear Bushiri (2014).

### **Concept of Employee performance**

Employees with proactive personalities are the one which are mostly admired to make constructive change (Zhou & George 2013). Employee's creativity can be most commonly be referred to an individual who has new ideas for his work & working style, he must be flexible in order to work in team rather than individually completing a project, a creative employee is one who has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employees are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life (Runco, 2014). Employee performance is a complex and multidimensional phenomenon in the business literature. Employee performance comprises of the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals and objectives. The employee performance involves three areas associated with the organization – financial performance (return on investments, profits etc.), shareholder return (economic value added, total shareholder etc.) and the product/service market performance (Gavrea, 2011).

### **Impact of Training and workshop on Employee performance**

Hung (2010) has proposed four categories of factors that can describe the effectiveness of a training and workshop program being implemented. These categories are: Behavioral changes,



improvements employees' creativity, skills and attributes, Substantial and measureable outcomes, & Reaction of the trainees (employees) in terms of perceived training benefits and improved performance. On the other hand, Noe (2008) presented some conditions that need to be fulfilled for making a training and workshop program efficient and beneficially effective. These are: employees who get training must be provided with sufficient chances to put the learned things into work and then get review response (feedback) on that; complete, relevant, and interesting training material should be delivered while keeping in view the outcomes expected from the training program; the basic requirements must also be met to ensure the smooth completion of training event and then getting transfer of learned skills; observation and practice based learning opportunities must be given to the individuals attending the training session. According to the view of Glaveli and Karassavidou (2011), providing training and learning opportunities, innovation, and cost reductions stimulate performance. together with these the competencies gained during training and development have a dramatic impact on job performance if transferred properly.

#### **Impact of Good Leadership Style on Employee performance**

Employee might have their own at work places combined with others associated with family obligations. Such employees may come to work while stressed and may need a very caring and understanding leader. A leader who takes employee's problem as his or hers and embraces an employee makes him motivated committed to his duties in the organization. This improves performance and organizational productivity (Achua & Lussier, 2013). The senior leadership, direct manager and employees are responsible for motivation Bhuvanaiah & Raya (2015). Kemoh (2016) posited that engagement, trust, job satisfaction, achievement, values of individual and organization, acknowledgement and rewards fall among the motivational. Researchers also found a positive effect of transformational leadership style on employees' creative behavior (Gong *et al.*, 2012). While transactional leadership style is associated with setting goals, providing feedback, describing

desired outcomes, and exchanging rewards and recognition for accomplishing specified goals, it emphasizes on the in-role performance of the subordinates. These leaders are authoritative in nature. Researchers found that authoritarian leaders negatively impact group creativity (Dedahanov, 2016).

#### **Impact of Improve Working Environment on Employee performance**

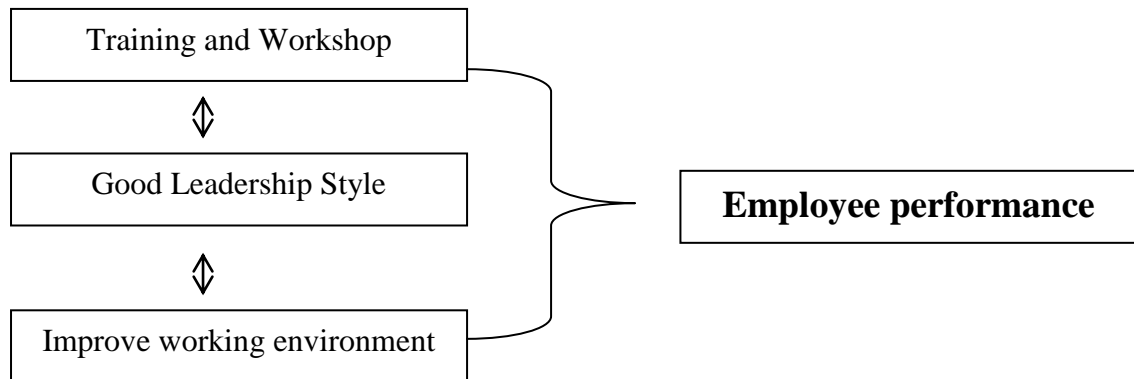
Work environments for creativity are not only important for employees with creative tasks such as R&D personnel, product designers, or marketers; "creative ideas may be generated by employees in any job and at any level of the organization" (Shalley *et al.*, 2004). Every employee needs a stress-free environment. This factor has not been considered by many organizations. In fact, some managers and leaders in the organization have slighted the issue of working environment Surjosuseno (2015). Many scholars have always advocated for a healthy and safe working conditions. Sedarmayanti (2012) gave two distinct working environments which comprises physical and non-physical. He further contended that employees are motivated by a better working condition. According to him clean, secured, friendly and safe working environment motivate employee and this in turn improves the organizational performance. Work environment is about creating conditions in which an employee can perform his/her duties comfortably Gitonga (2015). He further noted that effective application of ergonomics can help realize an equilibrium amid the task of employees' and demands. Some employees have been exposed in a working environment which are dusty, noisy and hostile. They organizations at times do not provides protective gadgets or working gears that may protect the employees from dust and noise. Some of them work in a poorly ventilate facilities that degrade their health gradually. An employee might be discouraged while he or she thinks of such conditions and may feel like not going to work. In most cases absenteeism realized by many organizations may be associated with their poor working environment that the employees tend to fear Bushiri (2014).



## Conceptual Model

### IV: Motivation

### DV: Employee performance



**Source:** adapted from George (2018). Employee Motivation, An Organizational Performance Improvement Strategy (A Review on Influence of Employee Motivation on Organizational Performance), Mini review, 1(5), 120-127.

## THEORETICAL FRAMEWORK

### Reinforcement Theory

The role of a coach is to help their coachee's to make a sensible connection between the needs and values of the coachee and the outcome of coaching. Coaches use reinforcement paradigm via creation of visualization concepts where they create mental pictures of events and things where the coachee is conditioned with descriptions based on their needs and values to drive them towards a self-desired state. Behaviour is described as a function of its consequences and a repeated behaviour with positive reinforcement results in a pleasant consequence (Fazel, 2013). Positive reinforcement or rewards can also be done verbally by uttering pleasant and encouraging lines when a coachee finds a new way of doing things or change their perspective. Coaches usually uses motivational quotes, messages, images or voices to portray positive reinforcements on the efforts of the coachee's to promote effective behaviours (Fazel, 2013). There are four notable approaches in Reinforcement theory, these approaches are:

Positive reinforcement – defined as adding of repetitive positive impetus to surge a certain behaviour or response.

Negative reinforcement – can happen in contrast to positive reinforcement and can create a positive behaviour. Negative reinforcement works on removing or reducing unwanted behaviour in a safe environment for coachee's

Extinction – Means the absence of reinforcement. It works by, lowering the probability of undesired

behaviour by removing the reward for that kind of behaviour

Punishment - Designed to remove obstinate, unsafe, or unwanted behaviour with the aim to reduce the probability of an undesired behaviour

Overall this theory works well to motivate the right type of behaviour for a desirable positive outcome however the reinforcement theory can be at times viewed as harsh and unethical in the context of negative reinforcement paired with punishment.

### Mentoring Theory

Mentoring theory claims that the mentor is able to help the protégé develop a sense of competence, confidence and self-esteem through the provision of psychological support (Allen & Day, 2002). This view is clarified by the principles of social learning theory. According to Bandura (1997) "Learning would be laborious, not to mention hazardous, if people had to rely solely on the effects of their own actions to inform them on what to do. Fortunately, most human behaviour is learned observationally through modelling: from observing others, one forms an idea of how new behaviours are performed, and on later occasions this coded information serves as a guide for action".

Simply put, the process of mentoring is facilitated by the protégé observing and modelling the behaviour of the mentor in the relevant social context. Merriam and Carafarella (1999) further express the relevance of the social learning theory in reference to mentoring by stating "Social learning theories contribute to adult learning by highlighting the



importance of social context and explicating the process of modelling and mentoring". In the same vein, the social cognitive theory supports the understanding of the mentoring theory. It states that knowledge can be enhanced by a close identification between the observer and the model as obtained between a protégé and a mentor. With adequate identification a connection that enables imitation is initiated. Bandura (1989) explains that behaviour, cognition and personal factors interact to produce the desired behaviour. The mentoring relationship is thus a reflection of how observation, imitation and identification of the mentor by the protégé are directed expertly to bring about a change in attitude, outlook and values in the protégé.

### Empirical Review

Weldon, Hannah and David (2020) carried our study on employee counseling and performance of employees in commercial banks in Kenya using descriptive research design targeting 30,903 employees of the 43 banks. Proportionate stratified combined with purposive sampling was used to identify 395 respondents. Reliability and validity of the instrument was tested using Cronbach alpha ( $\alpha$ ) and expert opinion respectively. Structured questionnaires were used for primary data while other studies, libraries, worldwide web and organizational reports provided secondary data. Descriptive statistics and regression model was used to analyze quantitative data while content analysis was utilized to analyze qualitative data. Employee performance was found to be affected positively by the employee counseling programs (61.8%). Employee counseling programs should be enhanced to improve performance. Commercial banks should consider policy changes on employee counseling programs, and that there would be need to incorporate them in the Employment Law of Kenya.

Juil, Sangsoon, Jiman and Sungok (2019) conducted study on enhancing employee performance for a sustainable competitive advantage through perceived human resource management practices and trust in management using survey approach with a Likert Scale-based survey questionnaire (for strong agreement, strongly disagree -1 and 5). The data collected based on convenience sampling technique through non-probability sampling. Total of 200 questionnaires would be distributed to employees in Malaysia that have experience being a coach or a coachee at a workplace. SPSS Amos Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM) and Regression Analysis is used to analyse the data collected. Their study found that the positive impact of coaching is assumed in Herzberg's 2 Factor Theory where it serves as an extrinsic factor to increase the motivation of a coachee. In addition,

some studies discovered a beneficial and substantial connection between coaching and having rewards and appreciation predicted that rewarding and acknowledging coaching would have an effect on coaching performance.

Girma and Habtamu (2019) investigate the effect of reward system on employee performance in oromia credit and saving share company (Ocscssco) Case of Bale Zone Branch using select a sample of 158 respondents from target population of 260. Data was collected using open & close ended questionnaire. The general objective of this study was effect of reward system on employee performance in Oromia Credit and Saving Share Company case of Bale Zone Branches and in order to answer the research questions, the researcher used a software SPSS 21 version for data operation and analysis. The result of descriptive statistics indicated that practice level of both intrinsic & extrinsic rewards in OCSSCO is low. In addition, the results of Pearson correlation shows there is a significant and positive relationship between extrinsic reward, Intrinsic reward & employee performance. Moreover, the result of regression analysis indicates almost 76.3% of employee performance is explained by extrinsic & intrinsic rewards. Similarly, the result indicates intrinsic reward is more contributing factor to employee performance than extrinsic reward.

Chukwuma, Edwin and Obiefuna (2019) presented that organization without motivating its human resources cannot achieve its objectives and cannot run efficiently. The problem stated in research is to learn the ways and effects of motivating the workers in an organization. The research was carried out from 400 staff of the manufacturing firms in Nnewi. The methodology used is being survey method. The findings of research show that salaries paid to junior staff were very below hence poor motivated which leads to poor performance. Junior staff prefers financial incentives than no financial. Management of the manufacturing firms in Nnewi does not tend of their employee benefits, thus the study recommends that an increase in salary via promotion and other benefits should be used as motivational factors.

### METHODOLOGY

Descriptive research design was employed for the research work. This study was carried out in General Hospital, Mubi. The total population of the study is three hundred and seventy seven (377) which comprises staff of different carders. In determination of the sample size, the researcher adopted the use of Yamani (1964).

$$n = \frac{N}{1 + N(e)^2}$$



$$N = 377$$

$$n = \frac{377}{1 + 377(0.05)^2}$$

$$n = \frac{377}{1 + 377(0.0025)}$$

$$= \frac{377}{1.9}$$

$$= 194$$

Questionnaires were administered personally by the researcher and were collected back after some days. The questionnaire was design on five points likert scale ranging from Strongly agree (5) to strongly disagree(1). The above scale indicated the level at which respondents agreed or disagreed with the researcher's assertions. The questionnaire was in form of nominal scale design on five (5) points likert ranging from Strongly agree(5), Agree(4), Undecided(3) Disagree(2), Strongly disagree(1).

Data analysis is one of the major steps in any research work. The data collected for this study was subjected to descriptive: descriptive coefficients helped in summarizing a given data set, which is representation of the entire population or a sample of a population and inferential statistics using multiple regression analysis with help of Statistical Package for Social Sciences (SPSS) at 0.05 (5%) level of significance. The dependent variable for this study was employee performance while the independent

variables are; training and workshop, good leadership style, proper organizational physical facilities. When there are two or more independent variables, the analysis concerning effect is known as multiple liner regression and the equation describing such relationship is known as multiple regression equation. The equation assumes the form.

$$EP = f(TW, GLS \text{ and } PRPF) \dots\dots\dots 1$$

Stating in notation form

$$(EP = \beta_0 + \beta_1(TW) + \beta_2(GLS) + \beta_3 (PRPF) + \mu \dots\dots\dots 2$$

Where:

TW	=	Training and workshop
GLS	=	Good leadership style
EP	=	Employee performance
$\mu$	=	Error term

## DATA PRESENTATION AND ANALYSIS

Questionnaires, as well as observation are two primary data tools that were used in this presentation and analysis of the data collected. One hundred and ninety four (194) questionnaires were administered, and one hundred and eighty nine (189) were filled and returned by the respondents. The data was presented in tables which were arranged in order of research question; frequencies and percentage were used in the presentation and analysis of data.

## Hypotheses Testing

**Table above Model Summary of the Influence of Motivation on Employee performance**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 <sup>a</sup>	.989	.988	.64332

a. Predictors: (Constant), TW, GLS, IWE

b. Dependent Variable: EC

Table above shows there is a linear relationship between training and workshop motivation, good leadership style motivation, improved working environment, and employee performance. The coefficient shows a positive relationship between the variables ( $r = 0.994$ ,  $P < 0.05$ ). This implies that there is significant relationship between the surrogate of motivation and employee performance.

The model summary in table above reveals that the values of the coefficient of determination for models of independent and dependent variable are  $R = 0.994$ , the  $R^2$  statistic of 989% shows that the model is a good predictor of the dependent variable. This shows that the model explain about 98% accounted for variations in the dependent variable, while the remaining 2% is attributed to variables not captured by the regression model.

**Analysis of Variance Influence of Motivation on Employee performance****ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6501.959	7	928.851	2244.44	.000 <sup>b</sup>
	Residual	74.909	181	.414		
	Total	6576.868	188			

Dependent Variable: EP

Predictors: (Constant), T, GLS, IWE

The result on the ANOVA table above shows that the model had an  $F = 2244.344$  and a  $p$ -value = 0.000. This meant that the variables were both

significant ( $p$ -value less than 0.05). The  $F$ -statistics of 2244.344 suggest that the model is fit for the regression.

**Coefficients of motivational surrogates and employee performance**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.383	.215		1.778	.077
	TW	.224	.059	.200	3.777	.000
	GLS	.172	.072	.146	2.386	.018
	IWE	.148	.063	.131	2.359	.019

a. Dependent Variable: EP

The model in table below show that the coefficients of the training and workshop on employee performance is statistically significant ( $\beta = 0.200$ ,  $t = 3.777$ ,  $p < 0.05$ ). Good leadership style on employee performance is statistically significant ( $\beta = 0.146$ ,  $t = 2.386$ ,  $p < 0.05$ ). Improve working environment on employee performance is statistically ( $\beta = 0.131$ ,  $t = 2.359$ ,  $p < 0.05$ ). This means that there is significant relationship between training and workshop, good leadership style, improved working environment and employee performance in General Hospital Mubi, Adamawa state.

**SUMMARY OF FINDINGS**

The following findings were derived from the above hypotheses:

- Finding revealed that training and workshop has significant and positive influence on employee performance in Mubi General Hospital as indicated from the above analysis ( $\beta = 0.200$ ,  $t = 3.777$ ,  $p < 0.05$ ).
- It further revealed that influences good leadership style has effect on employee performance in Mubi General Hospital since ( $p < 0.05$ )
- From the above analysis, it further revealed that improved working environment has detectable influences on employee performance in Mubi General Hospital, since ( $\beta = 0.131$ ,  $t = 2.359$ ,  $p < 0.05$ ).

**CONCLUSIONS**

Training and workshop practices enhances employee performance in the hospital, employees prefers training programmes that suit their job needs. Most of the employees disagreed that the leader always ask for employees inputs in any decision making in the hospital, also disagreed that the hospital authorities take care of personal problems of employees, due to which everyone becomes happy. Employee supervisors don't always provide them with necessary supports at the right time in the hospital. The employees stressed that transparency in wages administration helps employees to agree with management on what they are paid for in the hospital. Employees disagreed that the physical security of offices affects employees' performance in the hospital. The organization hardly nominates individual employees for sponsorship in the hospital. It is also conclude that coaching program in the hospital has adequately addressed training needs of an employee. Lastly, employee counseling help reduce workplace stress, burnout and depression among employees in the hospital

**RECOMMENDATIONS**

Following the above findings and conclusion, the researcher recommends;

- The management of the hospital are advice to provide their employees with extensive training programmes are this will go along



- way to boost their morale and increase their sense of creativity in the hospital.
- ii. The management of the hospital should make decision making process an open flow for every employee to contribute their own quota or the majority of the employees should agreed to the decision making before it is fully implemented in the hospital.
- iii. There is need for the management of the hospital to promote and encourage employees to share mutual understanding among them and deals with conflicts amicably in the hospital without the interference of the management.

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