

The Impact of Health Workers' Motivation on the Delivery of Health Services in Uganda: A Case Study of Mbale Regional Referral Hospital in Mbale City Local Government

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Abstract: *The study heavily focused on investigating the impact created by motivation on health workers performance at Mbale regional referral hospital in Mbale city local government. The study was guided by the research objectives, questions and the appropriate methodologies that generated credible and reliable findings that was very significant to government and non-government actors as a guide in the advocacy and formulation of policies and programs geared towards enhancing the productivity and efficiency of the staffs through encouraging a series of trainings and workshops. From the findings, it was observed that the majority of the respondents strongly agreed (60%) that there is a close correlation between health workers motivation and service delivery, 30% of the respondents agreed that motivation leads to better health delivery, 6% disagreed that motivation leads to better service delivery in the health sector, while 4% disagreed strongly that. The government should avail enough funds and support to the hospitals and ministry of health for motivation of health officials.*

Keywords: health workers' motivation and health services

Background to the study

In this era of globalization and liberalization, employees are becoming the competitive advantage for organizations. In a tight labor market, keeping good employees and developing employees loyalty becomes increasingly important and a continuing challenge. With the tight labor market, employers therefore need a strategy to retain their key experts and crucial skilled workers. As prospective employers continuously bid for top performers, management strategies must therefore give due consideration and sufficient resource allocation to keep employees motivated and satisfied (Rigby, 1992).

Motivation is a mechanism which ultimately influences people to act in a desired way. According to Pinder (1998 in Ambrose & Kulik, 1999) work motivation may be regarded as a set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity and duration. The concept relates to the work context specifically, and includes the influence on work behavior of both environmental forces, and those inherent in the person. In the workplace, work motivation presents as an invisible, personal and hypothetical construct that manifests itself in the form of observable, and therefore measurable, behaviors.

Improving productivity is one big challenge that engages the attention of employers, whether private or public by devising appropriate mechanism for motivating their workers. The seriousness of this challenge can be understood from the management's perception of the strong functional correlation between employee motivation and organizational productivity. For years, employers of labor have been experimenting with different strategies in an attempt to relate effectively, the motivation of workers to their work contribution. (Alavi, 2003) has explained the importance of motivation as related to productivity.

The reasons why Japan's national productivity is soaring is to say that the secret of the Japanese success is the great concern Japanese manager's show for the well-being and development of workers. The fact that motivation is the most important factor for productivity and quality is not a new discovery. It has been pointed out for the first time by the studies conducted by Elton Mayo around 1930 (Ouchi, W. G. (1987).

Problem statement

Motivation is such a vital aspect in organizational management though it is associated with various challenges. Motivation is influenced by a complex set of social, professional and economic factors. There are many reasons health workers remain motivated and decide to stay at their jobs. Generally, a health worker will be motivated and express job satisfaction if they feel that they are effective at their jobs and performing well. Factors contributing to motivation and job satisfaction also include strong career development, an adequate compensation, and adequate working and living conditions (GRC, 2019)

Objectives of the study

1. To find out the relationship between motivation and the delivery of health services by health workers in Mbale Referral main hospital
2. To examine the different available motivational strategies for health workers in Mbale referral main hospital

3. To investigate the challenges faced by management in the motivation of their health workers and devise practical remedies to the above challenges.

Research questions

1. What is the relationship between motivation and the delivery of health services by health workers in Mbale Referral main hospital?
2. What are the different available motivational strategies for health workers in Mbale referral main hospital?
3. What are the challenges are faced by management in the motivation of their health workers and which practical remedies can be used to address the above challenges?

Methodology

Research design.

A qualitative research design which is descriptive and explanatory in nature was used. The aim of this design was to ensure that the required data is collected objectively, accurately and economically to generate both credible and reliable findings that will guide further action.

Study population

Population is any collection of a given specified group of human beings or non-human such as objects (Shawkat W, 2000). The study population shall comprise of officials from Mbale regional referral hospital, ministry of health, Mbale district local government and CSOs working with the hospital. This is because such a population can offer credible information/ views concerning the educational affairs.

Sample size determination

The researcher interviewed about 40 respondents of whom 20 were officials from Mbale referral hospital, 5 from ministry of health, 10 from Mbale local government and 5 from the CSOs, who tend to have reliable information about the research topic.

Primary Method of data collection

Questionnaires

The researcher administered questionnaires to a selected number of respondents or use emails, cell phones more especially in cases where it was difficult to have interviews. This helped the researcher to generate as much information as possible.

Interview

Interview is a face to face conversation with the respondent. Structured and unstructured Interviews were used to generate as much information as possible

Data analysis

Data was analyzed qualitatively. This is because the study was basically qualitative that was meant to investigate the relationship between domestic violence and the increasing number of school dropout. Data was analyzed progressively using thematic qualitative analysis which is a descriptive presentation of qualitative data using SPSS version 23 (Nelson. K, 2022).

RESULTS

Bio data of the respondents

This section describes data collected on the respondents basing on their Age, Sex, and period taken

Age of respondents

Respondents were grouped in different age groups. This is illustrated in the table below

Table 1: Showing the age of the respondents

Age group	Frequency	Percentage (%)
13 – 20	1	2%
21 – 30	15	30%
31 – 40	28	56%

41 – 50	5	10%
51 and above	1	2%
Total	50	100%

Primary data

From the table above the age group of 13-20 had 1 respondents (2%), age group 21-30 had 15 respondents (30%), age group 31-40 had 28 respondents (56%), age group 41-51 had 5 respondents (10%) and age group of 51 and above had 1 respondent (2%) of the sample

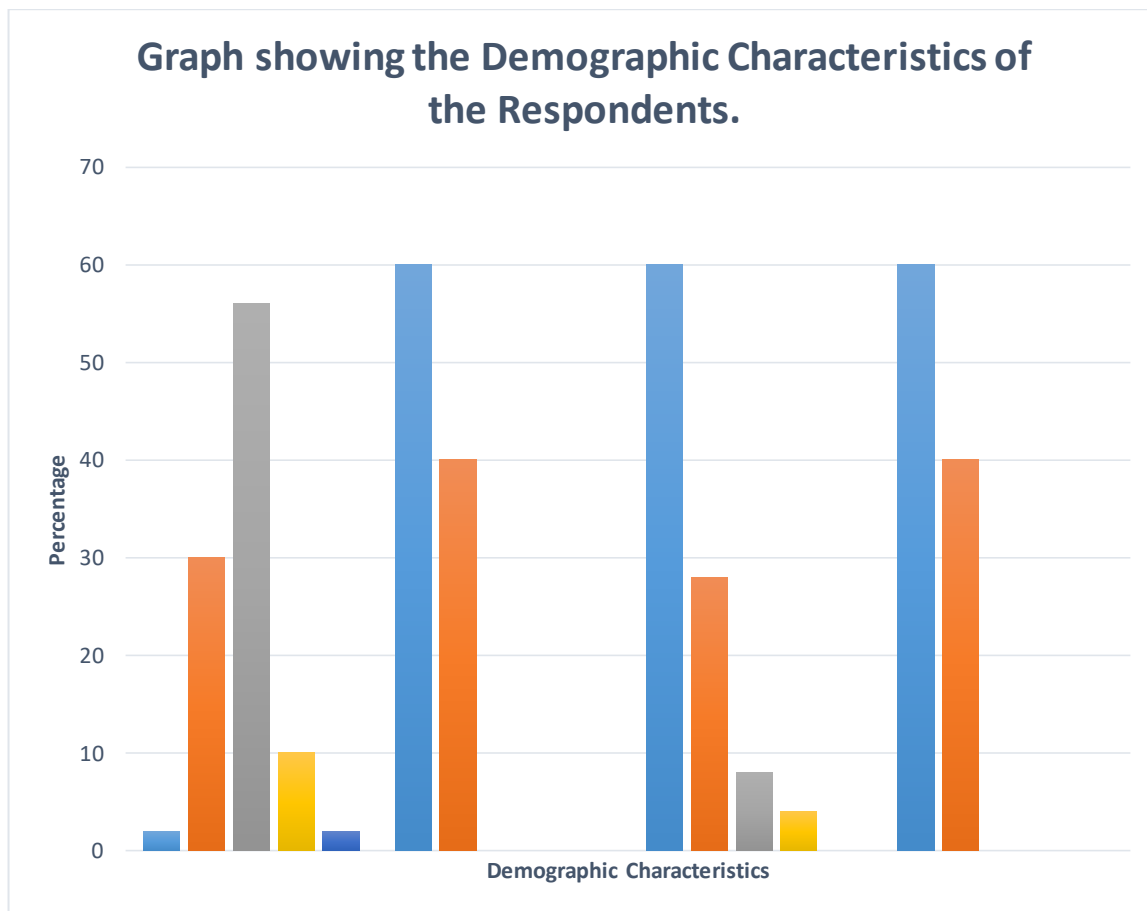
This implies that most of the respondents and staff of Mbale referral hospital lie in the age brackets of 21-30 (30%) and 31-40 (56%). While the least age groups are 13-20 and 51 and above which both have 1%. This implies that most are young and mid age generations that are. This also implies that

Table 2: Showing the categories of the respondents and their Gender/sex

Category	Males	Females	Percentage
Staff of Mbale referral hospital	20	10	60%
Officials of Mbale district local government and CSOs	15	5	40%
Total	50		100%

From the table above, it can be observed that the sample comprised of 60% of Mbale referral hospital and 40% of staff of the officials of civil society organizations and Mbale district local government. This implies that the sample is adequately representative and can be used to provide informed data on the subject of the impact of motivation of health workers and service delivery.

Figure 1: Showing the demographic characteristics of the sample.



The table illustrates the age and gender distribution of the respondents. Most of the respondents were males while there were also female participants in the study. The males constituted 60% of the study while 40% of the respondents were women. The majority of the respondents were in the age bracket between 31 to 40 followed by those between 21 to 30 years of age.

Table 3: Showing the different forms/types of motivation that were commonly used in Mbale referral hospital Mbale district local government.

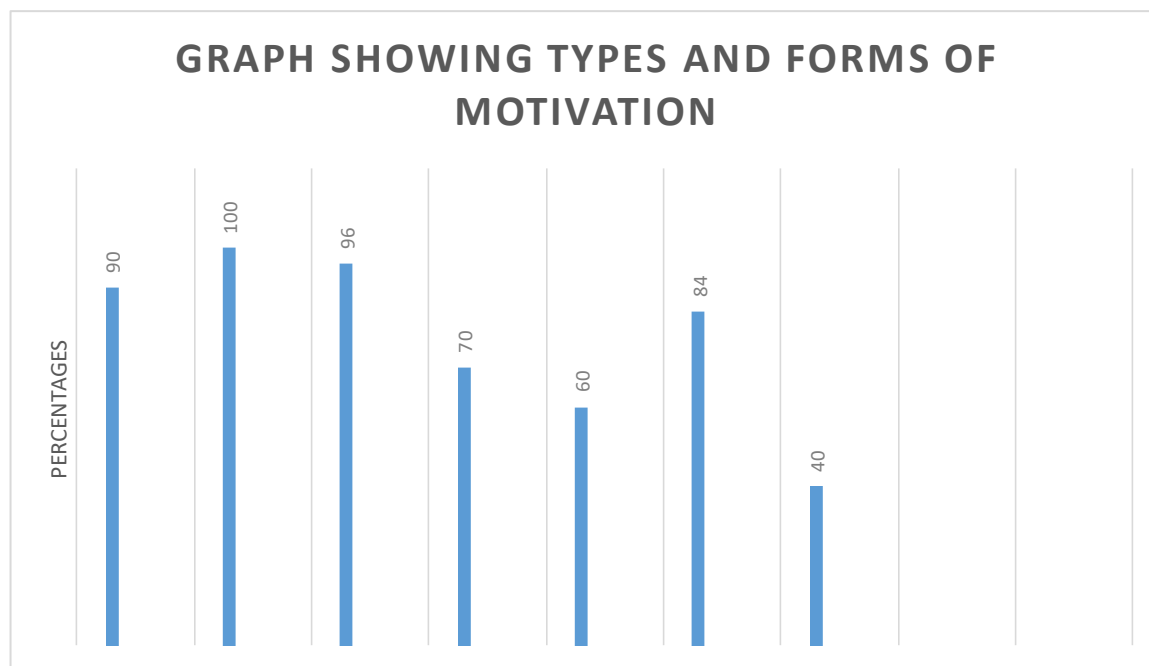
S/no.	Type/forms of motivation	Frequency	Percentage (%)
1	Intrinsic motivation	45	90
2	Extrinsic	50	100
3	Monetary	48	96
4	Non-monetary	35	70
5	Coercion	30	60
6	Caution	42	84
7	Promotions	20	40

Source: Survey

Participants were asked the following question: Which of the following forms and examples of motivation have they ever received in their life time?

Data in the table above shows 45 (90%) of the respondents have ever received or experienced intrinsic motivation that is to say, they felt they loved naturally the job they were doing as medical workers .50 (100%) of the respondents have ever received extrinsic form of motivation at one time taking money or monetary reward as the most common, 48 (96%) received monetary, 35 (70%) non-monetary forms; 30 (60%) were coerced to work by pressure from the bosses and government officials threatening them to lose their jobs if they do not work, 42 (84%) were cautioned and finally and least of all, 20 (40%) have been promoted and some transferred to other health centers after promotion.

Figure 2: Showing the different types and forms of motivation at Mbale referral hospital



Source: survey

The graph shows that 90% of the respondent have ever been motivated intrinsically 100% have ever been motivated extrinsically

96% have ever been motivated with monetary rewards

70% have ever been coerced to work

60% have ever been cautioned at some one moment

84% have ever been promoted and transferred to any health center

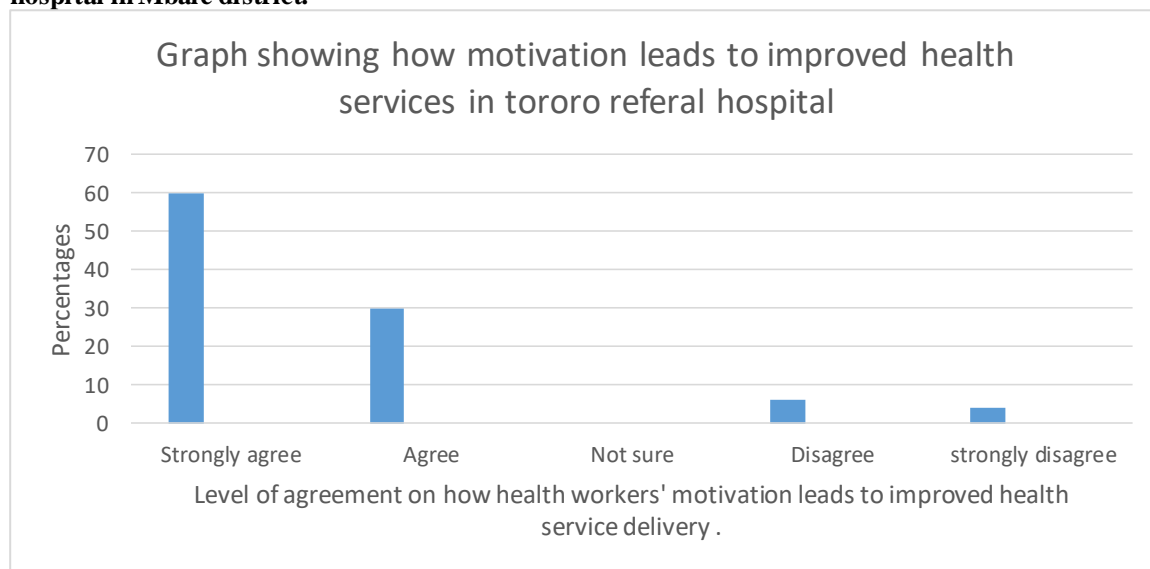
Table 4: Showing how the respondents opinionated on whether motivation can lead to better health service delivery among the health workers in Mbale referral hospital

Response	Frequency	Percentage (%)
Strongly agree	30	60
Agree	15	30
Not sure	0	0%
Disagree	3	6
Strongly disagree	2	4
Total	50	100

Source: Primary data

From the above table, it can be observed that the majority of the respondents strongly agreed (60%) that there is a close correlation between health workers motivation and service delivery, 30% of the respondents agreed that motivation leads to better health delivery, 6% disagreed that motivation leads to better service delivery in the health sector, while 4% disagreed strongly that. This implies that on the average, there is a strong and close correlation between health workers' motivation and delivery of health services which strongly calls for efficient and effective government and non-government interventions to curb inefficiency and ineffectiveness so as to improve the National Health Service sector and consequently improving the health service delivery in Mbale district generally.

Figure 3: Showing whether motivation of health workers can lead to improved health service delivery in Mbale referral hospital in Mbale district.



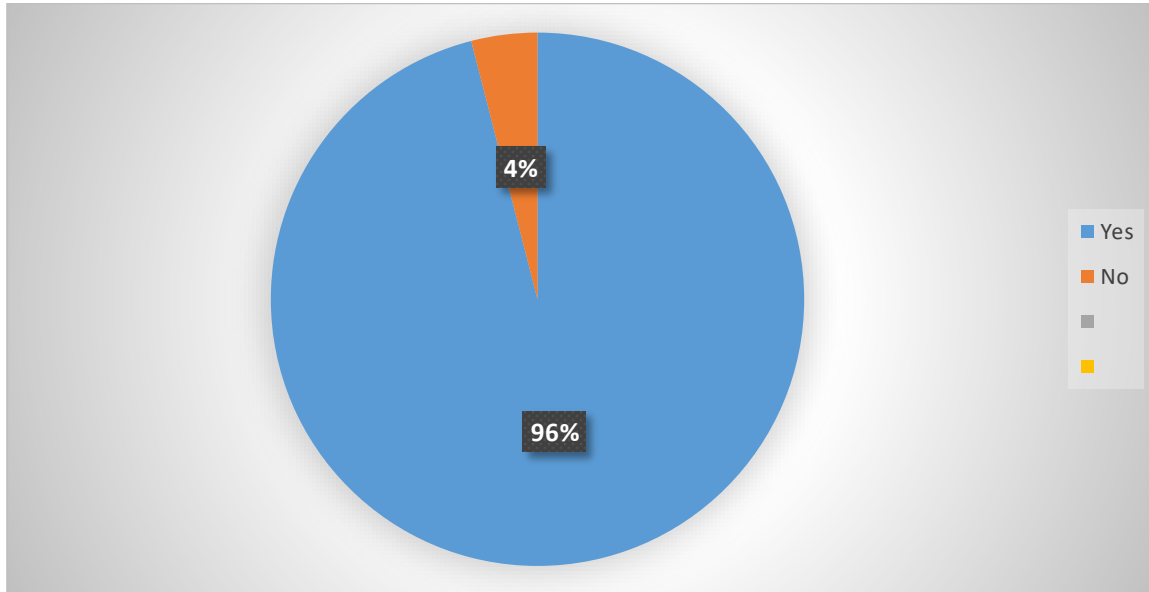
Source: primary data

The above figure depicts that respondents largely strongly agree constitute 60 and those who agree are 30%, none of the respondents was no sure as well as none disagreed and none strongly disagreed.

Source: Primary data,

The findings on the table above indicate that 28 males agreed that motivation can lead to improved health services delivery. These respondents were picked out of the sample of 40 which indicates 96% and only 04% were not comfortable as to whether motivation can indeed lead to better health service delivery.

Figure 4: Showing the number of respondents who agreed that health workers' motivation can lead to better health service delivery in Mbale referral hospital and those who didn't.



From the table and pie chart above, the findings show that 96% of the respondents agreed that there is a correlation between motivation and health service delivery in Mbale referral hospital. While 4% of respondents objected citing other factors such as nature and love for the job.

Conclusions

The study concluded that 100% of the respondents have ever heard about motivation and its relevancy. The study found out that money and monetary form of motivation is the most cherished and used.

Recommendations

The government should avail enough funds and support to the hospitals and ministry of health for motivation of health officials.

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