

## Article

# Effect of Motivation Through Healthy Work Environment and Workers Participation in Management Decision Making on Employee's Job Performance in FMC, Taraba State, Nigeria

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**Abstract:** This study investigates the effect of motivation through healthy work environment and workers participation in management decision making on employee's job performance in Federal Medical Centre Jalingo, Taraba State, Nigeria. With the aid of the study objectives, two hypotheses were formulated in the study. A sample size of 334 was adopted from the population of the study using Taro Yamane formular for sample size determination. The proportionate sampling technique was used in this study to determine the number of respondents drawn from each of the departments in the FMC, Jalingo Taraba State, Nigeria. The summation of all the responses were presented in frequency distribution tables and simple percentages. The mean analysis was used to analyze the data generated from the field while the multiple regression statistical tool was used to test the hypotheses formulated in the study. The findings reveal among others that, motivation through healthy work environment has significant effect on employee's job performance in FMC Jalingo, Taraba State, Nigeria. The study concludes that motivation through healthy work environment, and employee's participation in management decision-making has effect on employee's job performance in FMC Jalingo, Taraba State, Nigeria. The study recommends among others that, FMC Jalingo, Taraba State should continue to motivate its employees by ensuring a healthy work environment that fosters well-being and reduces job stress. This also includes ensuring a cordial relationship amongst staff and implementing policies that promote work-life balance which in turn leads to improved employee's job performance and satisfaction, and organizational growth.

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## 1. Introduction

Healthcare employee motivation serves as a complex universal concept which determines patient care quality and healthcare operational efficiency (Diefendorff et al., 2022). Higher job motivation leads healthcare professionals to increase their satisfaction with work and active participation along with stronger role commitment that produces superior patient results and supportive workplace environments. Healthcare motivation exhibits one essential factor through its relationship between job satisfaction and maintaining employment. The research demonstrates that when healthcare workers are motivated they avoid burnout while extending their tenure in their jobs. Healthcare organizations reduce both turnover costs together with service disruptions while maintaining ongoing patient care through decreased rates of employee departure. The

quality and safety of healthcare services improves when motivated healthcare workers continue their professional development and show extensive dedication toward helping their patients (Sowunmi, 2020).

The performance levels of healthcare employees decrease when they lack motivational drive. Low motivation results in organizational performance decline and increased worker absence while simultaneously increasing medical mistakes that endanger patients and their satisfaction (Joraid et al., 2024). The healthcare industry's demanding conditions including emotional work with stressful situations leads to motivation decrease in employees throughout time. The motivation levels of healthcare workers experience substantial changes when affected by external factors including organizational culture, leadership factors and compensation benefits. Healthcare organizations need to spend money on initiatives that boost employee motivation through rewards systems and training options and supportive leadership styles to reduce negative effects of minimal motivation that harms staff and patient health. Healthcare employee performance together with job satisfaction depends heavily on motivation which creates extensive effects for patient care standards and organization success. Healthcare leaders together with policymakers must focus on motivation management because this essential area guarantees satisfactory results for staff members and patients (Eisenbeiss et al., 2015).

Medical motivation creates broader effects on healthcare performance along with patient healthcare results. Healthcare systems bear economic repercussions due to the absence of motivation. Healthcare institutions achieve better operational efficiency as well as economic benefits when employees maintain high levels of motivation. Efficient resource use and decreased testing and procedure rates characterize motivated staff who build quality-focused workplaces (Muthuri et al., 2020). Healthcare becomes more inefficient when healthcare workers lack motivation because patient wait times rise while staff readmission rates increase alongside escalating healthcare expenses. The inability to maintain healthcare budgets because of this strain restricts healthcare organizations from delivering quality care across all patient populations. Employee motivation needs to receive proper attention from healthcare policymakers as well as administrators because strategic resource allocation intersects with cost containment and medical system sustainability (Provost et al., 2024) under present-day healthcare conditions.

A person's work environment affects their motivation at multiple levels of social significance (Colquitt et al., 2001). People working in organizations with sustainability-focused core values continue to find jobs increasingly because of rising population awareness about environmental deterioration and climate change. Organizations that create safe and environmentally-friendly working conditions receive better success in both employee recruitment as well as retention. The LinkedIn (2023) talent acquisition research reveals that employees make their job selection based on how dedicated their potential employers are to environmental sustainability. A work environment that supports employee health creates motivation for current workers and contributes to the organization's ability to recruit new people. The organization maintains sustained job performance across time and demonstrates market resilience by increasing employee commitment because those who align with company values show enhanced engagement together with productivity within their work.

The involvement process in decision-making extends its impact from individual motivational factors toward building broader organizational outcomes. The research done by Cotton et al. (1988) demonstrates that businesses which adopt participatory management achieve improved creativity performance and show better problem-solving abilities. Staff member involvement during decision-making enhances both decision quality and generates fresh innovative solutions. Organizations demonstrate collective intelligence because evaluating multiple perspectives leads to superior decisions

according to Woolley et al. (2010). Participation as a result enables both employee encouragement and business resilience to changes in the evolving market environment.

### **Statement of the Problem**

Motivation plays a crucial role in fostering cooperation and cohesion among diverse healthcare professionals such as physicians, nurses, pharmacists, and therapists. Veenstra *et al.*, (2022) maintained that when healthcare team members are motivated and share a common goal of improving patient outcomes, the quality of healthcare improves as well as and patient safety enhanced. Employees at the Federal Medical Centre, which includes doctors, nurses, administrative staff etc., appear to be facing less motivation techniques and as result, the employee's job performance appears to have been affected leading to low productivity and efficiency at the Federal Medical Centre, Jalingo Taraba State, Nigeria. Addressing this issue is critical because motivated employees are essential for maintaining high standards of patient care and ensuring the smooth operation of healthcare services.

In another dimension, studies have been carried out by researchers which include, Ali and Anwar (2021), Tegegne *et al.* (2024), Uka and Prendi (2021), towards investigating the linkage between motivation and employee's job performance at the workplace as well as considering thematically, the different forms of motivation but none has been carried out to investigate the influence of motivation through healthy work environment and workers participation in management decision making on employee's job performance in the Federal Medical Centre Jalingo Taraba State, Nigeria. In order to fill this lacuna, this study therefore investigates if motivation through healthy work environment and workers participation in management decision making has effect on employee's job performance in the Federal Medical Centre Jalingo, Taraba State, Nigeria.

### **Research Questions**

The following questions are raised in this study:

1. Does motivation through healthy work environment has effect on employee's job performance in Federal Medical Centre Jalingo Taraba State?
2. Does motivation through workers participation in management decision making has effect on employee's job performance in Federal Medical Centre Jalingo Taraba State?

### **Objectives of the Study**

The general objective of this study is to investigate the effect of motivation through healthy work environment and workers participation in management decision making on employee's job performance in Federal Medical Centre (FMC) Jalingo, Taraba State, Nigeria. Specifically, the objectives are:

1. To determine if motivation in through healthy work environment has effect on employee's job performance in Federal Medical Centre Jalingo Taraba State.
2. To examine if motivation through workers participation in management decision making has effect on employee's job performance in Federal Medical Centre Jalingo Taraba State.

### **Research Hypotheses**

The following null hypotheses are formulated in this study:

- H<sub>01</sub>:** Motivation through healthy work environment has no significant effect on employee's Job performance in Federal Medical Centre Jalingo Taraba State, Nigeria.
- H<sub>02</sub>:** Motivation through workers participation in management decision making has no significant effect on employee's job performance in Federal Medical Centre Jalingo Taraba State, Nigeria.

## 2. Materials and Methods

### Literature Review

For proper understanding of this work, literatures on motivation through healthy work environment and employee's job performance, and motivation through workers participation in management decision making and employee's job performance are reviewed.

### Motivation Through Healthy Work Environment and Employee's Job Performance

A healthy work environment has emerged as a critical factor significantly influencing employee's job performance and overall organizational productivity, transcending its former status as a mere workplace luxury (Bryant *et al.*, 2020). Maslow's hierarchy of needs theory underscores the importance of fulfilling basic physiological and safety requirements before employees can progress to higher levels of motivation and self-actualization. A healthy work environment delivers priority to air quality together with ergonomics and green spaces that straightaway fulfills these basic requirements. Workplace research by Alzadjali and Ahmad (2024) proved that natural workplace access creates better mental health which supports better employee focus along with performance results. The relationship proves that workplace environment directly affects employee productivity and quality of work thus businesses will gain measurable improvements by investing in health-focused workspace design.

Modern research investigates workplace circumstances because they fundamentally determine employee results and work environment wellness according to motivation principles. Bryant *et al.*, (2020) demonstrate that an optimal workplace atmosphere has become essential for organizations because it dramatically affects both task performance and workforce output. The theory matches Maslow's needs model since human beings require fulfillment of physiological basics together with safety needs before progressing toward self-actualization goals. Good air quality coupled with ergonomic design and green spaces in the workplace meet basic worker requirements through a healthy working environment. Organizations operating in the fast-changing business environment where creativity and adaptability produce success need to understand how workplace health produces innovative ideas for successful operations. The combination of better workforce job performance and industry-leading innovative position establishes the company at the front (Benchis & Văduva, 2024).

A healthy work environment delivers advantages that create positive effects which reach organization-wide outcomes. The research from Dijkshoorn-Albrecht *et al.* (2024) presents economic benefits connected to workplace health using data that proves reduced absenteeism coupled with improved employee retention. Health-related factors result in cost reductions which support organizational stability along with improved profitability. The findings of Quader (2024) establish workplace health beyond being a favorable option by showing its essential role in maximizing work performance. Studies which unite psychological concepts with practical evidence offer a complete understanding of environmental health importance in business environments. Research studies demonstrate that workplace health investments bring more than comfort benefits for employees since they trigger higher motivation levels and better job performance resulting in organizational achievement.

### Motivation Through Workers Participation in Management Decision Making and Employee's Job Performance

Employee engagement in organizational managerial decision processes enhances motivation which directly results in better job performance outcomes for the company structure. According to Locke and Latham (2002) employee voice regarding workplace decisions creates feelings of autonomy which establishes empowerment and ownership to enhance both job performance and productivity. The SDT theory (Deci & Ryan 2000) states people demonstrate intrinsic motivation through autonomy and competence and relatedness in their workplace environment thus this method follows current motivation

principles. Organizations can achieve stronger job performance when they let their employees choose decisions through which their internal motivations become activated and workers develop increased investment in work outcomes.

Studies conducted in the field confirm how worker involvement in decision processes results in better job results for employees. Research conducted by Chen and Silverthorne (2005) established a direct positive relationship between how much employees participate in decisions-making activities and their job performance results. Employee involvement delivers psychological empowerment to workers so they produce better results while working more efficiently. The successful implementation of genuine employee engagement needs proper communication mechanisms and leadership backing because both elements help prevent adverse outcomes. Studies and data confirm that active employee involvement in management decisions serves as a fundamental motivation tool which leads to better job execution and organizational growth (Heucher et al., 2024).

The success of decision-making involvement in boosting worker morale depends strongly on multiple environmental factors which affect the processes (Creswell & Creswell, 2017). Different organizational cultures together with leadership style and the nature of decision-making influence how participation affects positive outcomes. Koeswayo et al., (2024) presented research findings showing that particular decision-making scenarios do not support extensive worker participation but in some instances directive leadership might be needed. Researchers discovered through their additional study that specified decision environments do not support widespread employee involvement. This nuanced viewpoint highlights how important it is to match participation techniques with the particular demands of the organization and the nature of the issues at hand, avoiding an approach that is one-size-fits-all in the process.

### **Theoretical Framework**

In this study, the Herzberg's Two-Factor Theory (1959) is adopted as the theoretical framework. Herzberg's Two-Factor Theory posits that job satisfaction and motivation are influenced by two distinct categories of factors namely; (the motivation and hygiene factors). According to Herzberg (1959), the motivators are: advancement, the work itself, possibility for growth, responsibility, recognition, and achievement, while the hygiene factors are; interpersonal relations, salary, company policies and administration, supervision, and working conditions (Thant & Chang, 2021). Accordingly, the provision of motivators such as recognition, work itself, advancement, responsibility and achievement generate job satisfaction while their absence leads to job dissatisfaction. On the other hand, lack of hygiene factors such as working conditions, pay, interpersonal relations, job security, company policies and administration produce job dissatisfaction while their presence generates job satisfaction (Malik & Naeem, 2013).

The implication and relevance of Herzberg's Two-Factor Theory as it applies to this study is that, in the Federal Medical Centre Jalingo, Taraba State, Nigeria, this theory offers a valuable lens through which to investigate and improve employee motivation and performance. Administrators together with policymakers should apply their strategies more effectively according to research by Galanis et al (2024) through factor differentiation of hygiene elements for baseline satisfaction versus motivating factors for increased motivation. Hygiene factors that include workplace safety through proper maintenance and employee job certainty need immediate attention to avoid worker dissatisfaction but motivational practices should concentrate on employee advancement and recognition and intrinsic motivators (Ryan et al., 2017). When effectively implemented this strategy produces a motivated staff that enhances patient outcomes and organizational performance specifically at Federal Medical Centre.

The Herzberg Two-Factor Theory provides strong application value to organizations like Federal Medical Centre Jalingo Taraba State Nigeria due to its fundamental influence on creating workplace conditions and employee motivation. The Federal Medical Centre, Jalingo, Taraba State, Nigeria must provide supportive workplace conditions and involve



workers in managerial choices to effectively address organizational problems and boost employee management connections as well as job performance. By taking the Herzberg 2-factor theory into consideration and ensuring increased level of motivating employees in the Federal Medical Centre, Jalingo, Taraba State, Nigeria through the provision of healthy work environment and allowing workers participation in management decision making, FMC, Jalingo can improve their performance and job satisfaction. In addition, the Federal Medical Centre, Jalingo, Taraba State must ensure that they not only meet the basic conditions (hygiene factors) to prevent dissatisfaction, but also promote the motivators to order to increase employee's job performance and organizational viability at large.

### **Methodology**

The survey research design was adopted in this study. The adoption of the survey research design can use quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods). The study was carried out in Federal Medical Centre (FMC) Jalingo, Taraba State. According to General Administration, Federal Medical Centre Jalingo (2024), Federal Medical Centre Jalingo, Taraba State, Nigeria was established in November, 1999 by the Federal Government in an effort to operationalize its policy of having/establishing at least a tertiary health institution in each State of the Nigerian Federation. Federal Medical Centre Jalingo, Taraba State, Nigeria has 33 departments namely: Internal Medicine, Family Medicine, Obstetrics and Gynaecology, Paediatrics, Surgery, Anaesthesia, Ophthalmology, Radiology, Electrocardiogram, Pathology, Dental, Pharmacy, Physiotherapy, Nursing, Public Health, Medical Laboratory Science, Medical Social Services, Nutrition, Medical Health Records, General Administration, Planning and Research, Information Communication Technology, Legal Unit, Library, National Health Insurance Scheme, Public Relations Unit, Training, Finance, Stores, Internal Audit, Assets, Procurement, and Works and Maintenance.

The population of the study comprises the entire workforce of Federal Medical Centre Jalingo, Taraba State, Nigeria. According to the General Administration Unit of the Federal Medical Centre Jalingo, Taraba State, Nigeria, the staff population is 2,038. The Taro Yamane (1964) sample size determination formula for finite population was used to determine the sample size of 334 for the study. On the basis of effective coverage and in order not to be biased, the proportionate sampling technique was adopted to determine the number of respondents that was drawn from each of the 33 departments in the FMC, Jalingo Taraba State, Nigeria since all the departments do not have equal number of populations.

### **3. Results**

In this study, data were generated through the primary and secondary sources. The primary source consists of questionnaire and interview. The questionnaire was deemed imperative for this study because, it creates room for the anonymity of respondents, reduces bias errors, and ensures reliability and high response rate in research while the secondary sources of data collection consist of information generated from text books, journal articles, internet sources. The set of closed ended questionnaire was structured in Likert modified four points responds scale of Strongly Agree – 4 points, Agree – 3 points, Disagree – 2 points, and Strongly Disagree – 1 point. The Likert scale offers a structured and quantifiable approach to measure individuals' perceptions and attitudes. It is worth noting that Likert modified four points response scale has been widely used in various research domains, including healthcare management due to its versatility and ability to yield precise data. The interview schedule consists of questions that aimed at eliciting information on the phenomena under investigation. The reason for the interview is to validate and supplement the findings of the study.

The study employed SPSS (Statistical Package for the Social Sciences) for the frequency analysis of the responses gathered through questionnaire. SPSS is a widely recognized and trusted statistical analysis tool, particularly suited for this research given its ability to handle large datasets efficiently and its user-friendly interface for conducting frequency analysis. However, the frequency distribution tables were used to present the raw data from the field quantitatively for the purpose of easy and accurate interpretation. The simple percentages (%) was used to present the respond rate of the questions asked and to convert information generated from the field into a more statistical construction so as to produce a concise report. The mean analysis was used to analyze the data generated from the field while the multiple regression statistical tool was used to test the hypotheses formulated in the study. In terms of the interview conducted, the narrative analysis was used for the analyses. The responses from the participants were coded and categorized in line with the research questions and objectives. In addition, the interpretations of the interview conducted were stated to validate and supplement the findings of the study.

#### Data Presentation and Analysis

A total of 334 copies of questionnaire were administered in the field and all the copies were successfully retrieved. It was based on the retrieved copies of questionnaire that analysis was made in this study.

**Table 1: Respondents Perception on if motivation through healthy work environment has effect on employee's job performance in FMCJ.**

Items	Respondents B1				Total	Mean
	Strongly Agree	Agree	Disagree	Strongly Disagree		
1. Motivation in the form of conducive work environment has helped in boosting my efficiency performing specific duties through healthy work environment and its effect on employee's job performance in FMCJ.	Count 138 41.3%	Count 170 50.9%	Count 25 7.3%	Count 1 0.3%	Count 334 100.0%	3.32
% within Respondents	34.3%	33.0%	32.0%	14.3%	28.4%	
2. Conducive work environment has helped in reducing job stress thereby leading to effective conduct of the job functions assigned to me in FMCJ.	Count 138 41.3%	Count 170 50.9%	Count 21 6.1%	Count 5 1.5%	Count 334 100.0%	3.31
% within Respondents	34.3%	33.0%	26.9%	71.4%	41.41%	
3. I am efficient in carrying out the day-to-day duties assigned to me diligently as a result of the conducive	Count 126 37.7%	Count 175 52.4%	Count 32 9.3%	Count 1 0.3%	Count 334 100.0%	3.27
work environment and its effect on employee's job						

	nature of myperformance in workplace.	Count	31.3%	33.9%	41.0%	14.3%	30.1%	
Total	% within Respondents	402	40.1%	51.4%	7.5%	0.8%	100.0%	
	% within motivation in the form of healthy work environment and its effect on employee's job performance in FMCJ.	Count	40.1%	51.4%	7.5%	0.8%	100.0%	
	% within Respondents	402	40.1%	51.4%	7.5%	0.8%	100.0%	

Source: Author's Analysis in SPSS version 23 Output

For item 1, which asks if motivation in the form of conducive work environment has helped in boosting employee's efficiency in performing their specific duties in FMCJ, 41.3% of respondents strongly agreed, while 50.9% agreed. This shows a strong positive response, with 92.2% of respondents affirming the positive impact. Only 7.3% disagreed, and 0.3% strongly disagreed. The mean score of 3.32 out of 4 further emphasizes the strong positive perception. Item 2, focusing on whether a conducive work environment has helped in reducing job stress thereby leading to effective conduct of the functions assigned to employees in FMCJ, shows similar results. 41.3% of respondents strongly agreed, and 50.9% agreed, totalling 92.2% positive responses. 6.1% disagreed, and 1.5% strongly disagreed. The mean score for this question is 3.31, indicating a slightly lower but still very positive perception compared to the first question. Item 3, addressing whether employees are efficient in carrying out day-to-day duties diligently as a result the conducive nature of the workplace, received slightly less positive responses. 37.7% strongly agreed, and 52.4% agreed, totalling 90.1% positive responses. 9.3% disagreed, and 0.3% strongly disagreed. The mean score for this question is 3.27, which, while still very positive, is slightly lower than the previous two questions. The results strongly suggest that motivation through healthy work environment has effect on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

**Table 2: Respondents perception on if motivation through workers participation in management decision making has effect on employee's job performance in FMCJ.**

Items	Respondents B2				Total	Mean
	Strongly Agree	Agree	Disagree	Strongly Disagree		
4. Motivation by allowing workers to participate in management decision-making FMCJ has boosted my performance assigned duties.	119	176	37	2	334	
Motivation through	35.6%	52.7%	10.8%	0.6%	100.0%	3.23



workers participation in management decision making and its effect on employee's job performance in FMCJ.	performance in FMCJ. % within Respondents	33.9%	33.5%	31.3%	28.6%	31.8%	
5. Worker's involvement in management decision-making in FMCJ has enhanced my self-esteem and confidence in carrying out my job.	Count % within motivation in the form of workers participation in management decision making and its influence on employee's job performance in FMCJ. % within Respondents	115 34.4%	176 52.7%	41 11.9%	2 0.6%	334 100.0%	3.20
6. My morale to the performance assigned duties has improved due to workers participation in decision-making processes in FMCJ.	Count % within motivation in the form of workers participation in management decision making and its influence on employee's job performance in FMCJ. % within Respondents	117 35.0%	174 50.1%	40 11.6%	3 0.9%	334 100.0%	3.21
Total	Count % within motivation in the form of workers participation in management decision making and its influence on employee's job performance in FMCJ. % within Respondents	351 35.0%	526 52.5%	118 11.4%	7 0.7%	1002 100.0%	

Source: Author's Analysis in SPSS version 23 Output

For item 4, which asks if motivation by allowing workers to participate in management decision-making in FMCJ has boosted their performance to assigned duties, 35.6% of respondents strongly agreed, while 52.7% agreed. This shows a positive response, with 88.3% of respondents affirming the positive impact. However, 10.8% disagreed, and 0.6% strongly disagreed. The mean score of 3.23 out of 4 indicates a generally positive perception, though less strongly than in previous sections. Item 5, focusing on whether worker's involvement in management decision-making in FMCJ has enhanced my self-esteem and confidence in carrying out my job, shows similar results. 34.4% of respondents strongly agreed, and 52.7% agreed, totalling 87.1% positive

responses. 11.9% disagreed, and 0.6% strongly disagreed. The mean score for this question is 3.20, indicating a slightly lower but still positive perception compared to the first question. Item 6, addressing whether employees morale to the performance of assigned duties has improved due to workers participation in decision-making processes in FMCJ, received similar responses. 35.0% strongly agreed, and 50.1% agreed, totalling 85.1% positive responses. 11.6% disagreed, and 0.9% strongly disagreed. The mean score for this question is 3.21, which is consistent with the previous two questions in this section. The results suggest that motivation through workers participation in management decision making has effect on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

### Test of Hypotheses

#### Test of Hypothesis One

**H<sub>0</sub>:** Motivation through healthy work environment has no significant effect on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

**H<sub>1</sub>:** Motivation through healthy work environment has significant effect on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

**Table 3: Dependent Variable: Employee's Job Performance**

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
Constant	0.287	-	1.794	0.074
Healthy Work Environment	0.822	0.845	19.654	0.000

**Table 4: Model Summary:**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.845	0.714	0.712	0.359

**Table 5: ANOVA:**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.146	1	26.146	386.197	0.000
Residual	10.418	154	0.068		
Total	36.564	155			

### Interpretation

1. **R-Square (0.714):** The model explains 71.4% of the variance in employee job performance based on the motivation provided by a healthy work environment. This suggests that a substantial portion of job performance is influenced by the quality of the work environment.

2. **ANOVA F-Test:** The significant F-value ( $p = 0.000$ ) indicates that the regression model is statistically significant, demonstrating that a healthy work environment has a significant effect on employee job performance.

3. **Coefficient for Healthy Work Environment:**

○ **Unstandardized Coefficient (B = 0.822):** This implies that for every unit increase in the motivation provided by a healthy work environment, employee job performance increases by 0.822 units, holding all else constant.

○ **Standardized Coefficient (Beta = 0.845):** This high Beta value underscores the strong positive relationship between a healthy work environment and job performance.

4. **p-value (Sig. = 0.000):** The p-value is far below the threshold of 0.05, leading to the rejection of the null hypothesis ( $H_{01}$ ). This provides strong evidence that motivation in the form of a healthy work environment significantly affects employee job performance at Federal Medical Centre Jalingo, Taraba State, Nigeria.

The regression analysis highlights that motivation through a healthy work environment significantly affects employee's job performance at the Federal Medical Centre, Jalingo, Taraba State, Nigeria. The statistically significant p-value (0.000) further

solidifies the conclusion that employees who carry out their duties in a healthy work environment exhibit enhanced job performance. With an R-square value of 0.714, the analysis shows that more than 70% of the variation in job performance can be explained by the quality of the work environment. The strong Beta value (0.845) further indicates that a healthy work environment is a critical factor in driving employee's job performance.

#### Test of Hypothesis Two

**H<sub>0</sub>:** Motivation through workers participation in management decision making has no significant effect on employee's job performance in Federal Medical Centre Jalingo Taraba State.

**H<sub>1</sub>:** Motivation through workers participation in management decision making has significant effect on employee's job performance in Federal Medical Centre Jalingo Taraba State.

**Table 6: Dependent Variable: Employee's Job Performance**

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
Constant	0.234	-	1.912	0.057
Workers' Participation in Management Decision-Making	0.803	0.822	18.876	0.000

**Table 7: Model Summary:**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.822	0.675	0.672	0.372

**Table 8: ANOVA:**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.136	1	24.136	356.287	0.000
Residual	11.584	154	0.075		
Total	35.720	155			

#### Interpretation

- R-Square (0.675):** The model explains 67.5% of the variance in employee job performance based on the motivation provided by workers' participation in management decision-making. This indicates that a significant portion of job performance is influenced by employees' involvement in decision-making processes.
- ANOVA F-Test:** The significant F-value ( $p = 0.000$ ) demonstrates that the regression model is statistically significant, suggesting that workers' participation in management decision-making significantly impacts employee job performance.
- Coefficient for Workers' Participation:**
- Unstandardized Coefficient (B = 0.803):** This implies that for every unit increase in the motivation provided by workers' participation in management decision-making, employee job performance increases by 0.803 units, holding all else constant.
- Standardized Coefficient (Beta = 0.822):** The high Beta value indicates a strong positive relationship between workers' participation in decision-making and job performance.
- p-value (Sig. = 0.000):** The p-value is well below the threshold of 0.05, leading to the rejection of the null hypothesis ( $H_0$ ). This provides strong evidence that motivation in the form of workers' participation in management decision-making significantly influences employee job performance at Federal Medical Centre Jalingo.

The regression analysis highlights that motivation through workers' participation in management decision-making significantly influences employee's job performance at the Federal Medical Centre, Jalingo. The statistically significant p-value (0.000) further solidifies the conclusion that employees who engage in management decision-making, showcase enhanced job performance. The R-square value of 0.675 indicates that more than 67% of the variation in job performance can be attributed to the level of employees' involvement in decision-making processes. The strong Beta value (0.822) further emphasizes the importance of including workers in management decisions to enhance their performance.

#### 4. Discussion

The finding in the test of hypothesis one reveals that motivation through workers participation in management decision making has significant effect on employee's job performance in Federal Medical Centre Jalingo, Taraba State. The finding supports the work of recent research by Alzadjali and Ahmad (2024) which establishes a positive correlation between access to natural elements in the workplace and enhanced mental well-being, which in turn leads to improved focus and job performance. This relationship highlights the intricate connection between environmental factors and employee productivity, suggesting that organizations investing in creating healthier workspaces may see tangible benefits in terms of employee output and quality of work. The finding is equally in consonance with Benchis and Váduva (2024) in their accession that, in today's rapidly evolving business landscape, where creativity and adaptability are crucial for success, organizations must recognize the intrinsic link between a healthy workplace and the generation of novel ideas. This not only enhances workforce job performance but also positions the company at the forefront of innovation within its industry. The finding is in consonance with the interviewee 1 who maintained that:

“the working environment of the Federal Medical Centre, Jalingo has been manageable but the coming of the new Managing Director of FMC, Jalingo has boosted the working environment by ensuring that there is cordial relationship amongst staff in FMC and also by providing new furniture's, stationaries, and logistics for effective conduct of the day-to-day activities as well as tools for patients and employee safety and as a result, employee's job performance is satisfactory and geared towards the attainment of the goals and aspirations of the hospital”.

The finding in hypothesis two reveals that motivation through workers participation in management decision making has significant effect on employee's job performance in Federal Medical Centre Jalingo, Taraba State. The finding corroborates with Locke and Latham (2002) who suggest that, providing employees with a voice in workplace decisions can foster a sense of autonomy, empowerment, and ownership, which in turn can lead to improved job performance and productivity. The finding is also in agreement with Chen and Silverthorne (2005) in their studies that a significant positive correlation between the level of employee involvement in the decision-making process and their overall job performance. The research highlights the psychological empowerment gained through participation, which translates into improved work output and efficiency. The finding is in consonance with the interviewee 4 who stated that:

“in the Federal Medical Centre Jalingo, Management has an open-door policy. It has over the years scheduled meetings with the staff and in those meetings, Management gets feedback from the staff on the necessary things to be done in order to move the hospital forward. She stressed further that, FMC Jalingo, operates a bottom-up approach where every staff is carried along during decision making except on certain decisions from the Federal Ministry of Health which is superior to the Management at the Centre. Internal decisions by the Centre are widely consulted upon and Management holds top management meetings with the HoD's and that has helped in bringing to Management,

the views of the employees which invariably, encourages team work and gives room for employee's job satisfaction and performance".

## 5. Conclusion

This study has provided compelling evidence and the crucial role of motivation through healthy work environment and employee participation in management decision-making in enhancing employee's job performance in the Federal Medical Centre Jalingo Taraba State, Nigeria. However, the study recommends that:

1. Federal Medical Centre Jalingo, Taraba State should continue to motivate its employees by ensuring a healthy work environment that fosters well-being and reduces job stress. This also includes ensuring a cordial relationship amongst staff and implementing policies that promote work-life balance which in turn leads to improved employee's job performance and satisfaction, and organizational growth.
2. Federal Medical Centre Jalingo, Taraba State should continue to implement practices that involve employees in decision making processes. This can be achieved through regular meetings, feedback sessions, and collaborative planning etc. Allowing employees in FMC, Jalingo to participate in decision making would make them feel accommodated as part of the organization and thereby enhances their job performance and organizational effectiveness at large.

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