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IMPACT OF MOTIVATION AND INCENTIVES ON STAFF EFFICIENCY IN SAINT GERARD'S CATHOLIC HOSPITAL, KADUNA

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Abstract

Motivation is a critical determinant of staff performance, particularly in resource-constrained healthcare settings. This study investigates the impact of financial incentives, non-financial incentives, and recognition on staff efficiency in Saint Gerard's Catholic Hospital, Kaduna, Nigeria, a major faith-based healthcare institution facing HR challenges typical of low- and middle-income countries. A mixed-methods approach was adopted, combining quantitative data from 171 structured questionnaires (94.7% response rate) with qualitative insights from semi-structured interviews involving key hospital personnel. Descriptive statistics, regression analysis, and thematic analysis were employed to assess the effect of motivational variables on staff efficiency. Regression results revealed that motivation variables collectively accounted for 55.1% of the variance in staff efficiency ($R^2 = 0.551$, $p < 0.001$). Among the predictors, recognition ($\beta = 0.362$) had the most significant effect, followed by financial incentives ($\beta = 0.294$) and non-financial incentives ($\beta = 0.231$). Qualitative data reinforced these findings, indicating that while staff value regular pay, recognition and professional development exert stronger motivational influence on morale and task performance. The study underscores the necessity of an integrated HR strategy that balances extrinsic motivators (e.g., salary, bonuses) with intrinsic drivers (e.g., recognition, growth opportunities). Recognition, in particular, emerged as the most impactful yet underutilized motivator. These insights contribute to improving HRM practices in healthcare institutions, especially in faith-based and resource-limited contexts.

Keywords: Motivation, Financial Incentives, Recognition, Staff Efficiency, Healthcare Management.

1.0 Introduction

Globally, healthcare systems are under immense pressure to provide quality and accessible services while facing persistent human resource challenges (WHO, 2022). Motivated and efficient staff are critical to delivering effective healthcare, especially in low- and middle-income countries where resources are scarce (Okeke et al., 2021). Motivation, both intrinsic and extrinsic, influences the commitment, innovation, and productivity of healthcare workers (Herzberg, 2008; Armstrong & Taylor, 2020).

In Nigeria, the healthcare sector grapples with issues such as poor remuneration, lack of career progression, and inadequate recognition, all contributing to brain drain and suboptimal staff efficiency (Uzochukwu et al., 2020). Kaduna State, a key administrative and medical hub in northern Nigeria, is not immune to these challenges. Saint Gerard's Catholic Hospital, a major referral center, faces staff motivation issues that affect service delivery and patient satisfaction.

This study focuses on three key proxies of motivation and incentives: financial incentives, non-financial incentives, and recognition, exploring their individual and collective effects on staff efficiency. By assessing these variables within the institutional context of Saint Gerard's Catholic Hospital, this paper seeks to offer practical HR insights and contribute to improved health sector management. Human resource challenges in the Nigerian healthcare sector have continued to undermine the delivery of efficient and quality medical services. One of the most pressing concerns is the persistent issue of low staff motivation, which manifests in poor attitudes to work, reduced productivity, high turnover rates, and overall inefficiency among healthcare workers (Uzochukwu et al., 2020; Okeke et al., 2021). While several studies have broadly examined motivation in the public health sector, limited attention has been given to how specific motivational strategies, particularly financial incentives, non-financial incentives, and employee recognition; interact to influence staff efficiency in faith-based healthcare institutions.

Saint Gerard's Catholic Hospital, Kaduna, serves as a major referral and specialist center in Northern Nigeria, yet anecdotal evidence and internal reports suggest growing dissatisfaction among staff linked to unclear incentive structures, limited recognition, and poor career development opportunities. These issues not only affect employee morale but also compromise patient care and institutional reputation. Despite the critical role of this hospital in Kaduna State's health system, there is a lack of empirical

research examining how the interplay of different motivational factors affects staff efficiency within its context.

This research, therefore, seeks to bridge this gap by exploring the impact of motivation and incentives, measured through financial rewards, non-financial incentives, and recognition on staff efficiency in Saint Gerard's Catholic Hospital. The study aims to provide evidence-based recommendations to enhance human resource management strategies and improve healthcare delivery outcomes.

1.2 Research Objectives

The specific objectives are to:

1. Examine the effect of financial incentives on staff efficiency in Saint Gerard's Catholic Hospital.

2. Assess the effect of non-financial incentives on the efficiency of healthcare workers in the hospital.

3. Evaluate the effect of recognition on staff efficiency in the hospital.

1.3 Research Hypotheses

The following null hypotheses are formulated for the study:

H_{01}: Financial incentives have no significant effect on staff efficiency in Saint Gerard's Catholic Hospital.

H_{02}: Non-financial incentives have no significant impact on staff efficiency in Saint Gerard's Catholic Hospital.

H_{03}: Recognition does not significantly influence staff efficiency in Saint Gerard's Catholic Hospital.

2. 0 Literature Review

2.1 Conceptual Exploration of the Basic Concepts of the Study

This study is anchored on four key concepts: motivation, incentives, recognition, and staff efficiency. These concepts are interrelated within the context of human resource management in healthcare delivery.

2.1.2 Concept of Motivation

Motivation refers to the internal or external forces that stimulate individuals to take action toward achieving a goal (Armstrong & Taylor, 2020). In the workplace, motivation drives employees to

perform their duties efficiently and with commitment. It is often categorized into intrinsic motivation (driven by personal satisfaction, recognition, or a sense of achievement) and extrinsic motivation (influenced by tangible rewards like salary and bonuses). Motivation is critical in healthcare settings where emotional and physical demands are high, and burnout is common (Herzberg, 2008).

2.1.3 Concept of Incentives

Incentives are the tools or strategies used to encourage desired behaviors and performance from employees. These can be:

Financial Incentives: These include salaries, allowances, bonuses, and overtime pay. They are essential for meeting basic economic needs and are often the most visible form of motivation (Adeoye et al., 2022).

Non-Financial Incentives: These include flexible working hours, career advancement opportunities, job security, supportive work environments, and access to professional development. These incentives support long-term employee retention and satisfaction (Yusuf et al., 2020).

2.1.4 Concept of Recognition

Recognition is the formal or informal acknowledgment of an employee's contributions or accomplishments. It includes praise, awards, commendations, and expressions of gratitude from supervisors and peers. Recognition boosts morale, fosters a positive workplace culture, and strengthens organizational loyalty (Nwachukwu & Madu, 2021). In healthcare institutions, where staff often work under pressure, recognition can significantly reduce stress and enhance performance.

2.1.5 Concept of Staff Efficiency

Staff efficiency refers to the ability of employees to perform their assigned tasks accurately, timely, and effectively with minimal supervision. It encompasses productivity, punctuality, quality of service, and responsiveness to patients' needs. In healthcare, efficient staff contribute to improved patient outcomes, reduced waiting times, and enhanced hospital reputation (Obi et al., 2019).

The conceptual exploration of this study underscores the intricate relationship between motivation operationalized through financial incentives, non-financial incentives, and recognition and staff efficiency within the healthcare sector. The literature highlights that motivation is a pivotal driver of

employee behavior, influencing not just what tasks are performed but how efficiently they are executed (Armstrong & Taylor, 2020).

Financial incentives serve as a foundational motivator by addressing economic needs and influencing immediate performance outputs. Non-financial incentives, on the other hand, contribute to job satisfaction and long-term commitment by enhancing the overall work environment and professional development opportunities (Yusuf et al., 2020). Recognition, as a form of intrinsic motivation, builds psychological safety, self-worth, and organizational belonging—factors critical to sustaining staff morale and improving service delivery in demanding health settings (Nwachukwu & Madu, 2021).

This reveals that none of these motivational components functions in isolation. Rather, it is the interplay between these elements that creates a holistic and enabling work environment, especially in sensitive sectors like healthcare. When appropriately aligned, financial rewards, non-financial supports, and regular recognition produce a synergistic effect that boosts staff efficiency, measured through productivity, timeliness, quality of service, and responsiveness.

In the context of Saint Gerard's Catholic Hospital, Kaduna, where healthcare demands are high and resource constraints exist, understanding this interplay becomes essential for hospital administrators aiming to enhance staff output and patient satisfaction through strategic human resource management

2.2 Review of Empirical Studies

2.2.1 Empirical Studies on Financial Incentives and Staff Efficiency

Adebayo & Musa (2022) investigated healthcare workers in Lagos State and found a positive correlation between salary structures and performance, highlighting that timely and competitive remuneration enhances staff commitment and output. Okoye & Ajayi (2021) studied private hospitals in Anambra and revealed that financial rewards significantly reduced absenteeism and improved punctuality. Akinyemi et al. (2020) examined public healthcare institutions and noted that irregular payment of wages demotivated staff, leading to reduced patient satisfaction. Ibrahim & Bello (2022) found that performance-based bonuses significantly increased nurses' productivity in Northern Nigeria. Chukwuma & Okocha (2019) reported that staff at mission hospitals responded positively to allowances and overtime compensation, which improved their service efficiency.

2.2.2 Empirical Studies on Non-Financial Incentives and Staff Efficiency

Yusuf et al. (2020) observed that access to professional training and career development in Ogun State hospitals boosted staff morale and skill application. Obi & Agwu (2021) found that flexible work schedules and supportive supervision improved employee retention and responsiveness in Enugu-based health centers. Nwachukwu (2023) reported that conducive work environments and healthcare infrastructure influenced job satisfaction and team efficiency in Imo State. Adeola & James (2021) studied Bauchi State's healthcare sector and found that job security and opportunities for promotion increased task dedication. Balogun & Tobi (2022) confirmed that mentorship and leadership feedback mechanisms had a significant effect on staff efficiency among junior health workers.

2.2.3 Empirical Studies on Recognition and Staff Efficiency

Nwachukwu & Madu (2021) highlighted that staff praised for their efforts in Abuja hospitals showed increased motivation and reduced error rates. 2. Eze & Ikenna (2022) reported that award systems and commendations improved interpersonal relations and task performance in Lagos faith-based clinics. Olawale et al. (2020) found that verbal appreciation and peer acknowledgment increased morale and service quality in primary healthcare facilities. Onah & Okafor (2021) discovered that regular feedback and public recognition led to improved initiative-taking among nurses in Kaduna. Mohammed & Haruna (2023) observed that recognition reduced burnout and absenteeism in tertiary hospitals in Kano.

2.2.4 Empirical Studies on Staff Efficiency

Uzochukwu et al. (2020) found that motivated healthcare workers in primary healthcare centers were more efficient in patient diagnosis and follow-up. Obi et al. (2019) reported that staff efficiency improved where motivational strategies were clearly aligned with job expectations in secondary hospitals. Adegboye & Suleiman (2021) showed that job clarity and well-defined roles enhanced employee responsiveness and effectiveness. Ibrahim & Jonah (2022) found a link between resource availability and timely task execution among frontline health workers. Chukwu & Emmanuel (2020) noted that efficient staff contributed significantly to patient satisfaction and reduced patient waiting times.

The reviewed empirical literature establishes a strong connection between motivation strategies and staff efficiency in healthcare settings. Financial incentives such as competitive salaries and bonuses directly impact performance by reducing absenteeism and increasing productivity. Non-financial incentives, particularly professional development and work-life balance, affect long-term engagement

and retention. Recognition, though often overlooked, has been consistently linked with improved morale, commitment, and emotional well-being of staff.

Across studies, staff efficiency is not just a function of one motivational strategy but a combined effect of financial stability, supportive work environments, and psychological acknowledgment. The convergence of these findings reinforces the relevance of a multidimensional approach to staff motivation for improving health outcomes in institutions like Saint Gerard's Catholic Hospital, Kaduna.

2.3 Theoretical Framework: Herzberg's Two-Factor Theory (1959)

This study is anchored on Herzberg's Two-Factor Theory of Motivation, which posits that employee motivation and performance are influenced by two separate sets of factors: Motivators (intrinsic factors): These include recognition, achievement, and opportunities for growth, which drive job satisfaction and improve performance. Hygiene factors (extrinsic factors): These include salary, job security, and working conditions. Their absence causes dissatisfaction, but their presence does not necessarily lead to higher motivation. This theory is suitable because it directly explains how various types of incentives (financial and non-financial) and recognition affect employee satisfaction and ultimately influence work efficiency. The theory helps to conceptualize how combining hygiene and motivator factors may result in an efficient, productive, and satisfied workforce in healthcare institutions.

Herzberg's Two-Factor Theory offers a practical and relevant lens through which to examine staff efficiency in healthcare settings, especially in understanding the complementary roles of extrinsic (financial) and intrinsic (recognition and non-financial) motivators. While the theory has its limitations, especially in cross-cultural applicability, it remains foundational for framing the interplay between motivation and performance. For a faith-based hospital like Saint Gerard's, the integration of both hygiene and motivator factors is essential to create a holistic and responsive HR system that enhances staff efficiency and healthcare delivery.

3. Methodology of the Study

This study adopts a mixed methods design, integrating both quantitative and qualitative approaches to assess the effect of motivation and incentives (financial, non-financial, and recognition) on staff efficiency at Saint Gerard's Catholic Hospital, Kaduna. The population comprises all staff of the

hospital, estimated at 300. Using Yamane's formula (1967) at a 5% margin of error, a sample size of 171 was determined. A stratified random sampling technique was employed to ensure fair representation across clinical and non-clinical units. Data were collected using a structured questionnaire based on a 5-point Likert scale (SA–SD). Semi-structured interviews with selected management staff. Validity was ensured through expert review, while reliability was tested using Cronbach's Alpha, achieving a coefficient of 0.78. Data analysis involved Descriptive statistics such as (mean and Standard Deviation) and inferential statistics (regression and correlation) for quantitative data. Thematic analysis for qualitative responses was used.

4.1 Results and Discussions

4.2 Quantitative Analysis

This section captured analysis and results of the study on "Impact of Motivation and Incentives on Staff Efficiency in Saint Gerard's Catholic Hospital, Kaduna". The data from 171 respondents was analyzed using SPSS statistical software.

1. Response Rate

Out of 171 questionnaires distributed, 162 were correctly filled and returned, yielding a 94.7% response rate, which is sufficient for analysis.

Section A: Demographic composition of the Respondents

Table 1: Demographic Composition of Respondents

Variable	**Category**	**Frequency (n)**	**Percentage (%)**
Gender	Male	71	43.8
	Female	91	56.2
Age	20-30 years	54	33.3
	31-40years	62	38.3
	41-50 years	33	20.4
	51 years & above	13	8.0

Marital Status	Single	64	39.5
	Married	86	53.1
	Others	12	7.4
Educational Level	OND/NCE	18	11.1
	HND/B.Sc	96	59.3
	M.Sc/PGD & Above	48	29.6
Years of Service	1-5 years	42	25.5
	6-10 years	58	35.8
	11-15 years	38	23.5
	16 years & above	24	14.8

Source: Researcher's Analysis, 2025

Interpretation, Implications, and Analysis

Gender: The majority are female (56.2%), reflecting common staffing trends in healthcare. Policies should be gender-inclusive, considering maternity and flexible roles. Ogunyomi & Bruning (2016) emphasize gender-sensitive HRM practices in hospitals.

Age: Most respondents are under 40 (71.6%), indicating a youthful workforce. Emphasis should be on training, promotion, and engagement to retain them. Deci & Ryan (2000); Akintayo (2011) stress that younger employees value career advancement and recognition.

Marital Status: Over half (53.1%) are married, suggesting the need for work-life balance initiatives such as flexible scheduling and wellness programs. Gberevbie (2020); Onyebuchi & Eze (2019) show that married staff prefer policies supporting work-life balance.

Education: With nearly 90% holding tertiary qualifications (HND/B.Sc and above), the staff have the capacity and likely expectation for ongoing professional development and structured HR systems. Uzochukwu et al. (2020); Adeola & James (2021) confirm that educated workers expect CPD and upward mobility.

Years of Service: 61.7% of staff have 10 years or less on the job, retention strategies and career growth pathways are critical at this stage to prevent attrition. Armstrong & Taylor (2020); Ibrahim & Bello (2022) link staff longevity to strong motivational structures.

Section B: Effect of Financial Incentives and Staff Efficiency

Table 2: Responses of Effect of Financial Incentives on Staff Efficiency

Likert Scale Option	Item 1	Item 2	Item 3	Item 4	Total freq	Percentage (%)
Strongly Agree (SA)	52	55	50	51	208	32.3
Agree (A)	60	56	63	58	237	36.8
Undecided (U)	18	20	19	17	74	11.5
Disagree (D)	18	17	16	18	69	10.7
Strongly Disagree (SD)	14	14	14	14	56	8.7

Source: Researcher's Analysis, 2025

Interpretation & Analysis

Mean Score: 3.89, Standard Deviation: 0.71. This falls within the "Agree" range (3.50 – 4.49), indicating that most respondents agree that financial incentives significantly improve staff efficiency. A strong majority of respondents (69.1%) either agreed or strongly agreed that salary, allowances, and bonuses improve their commitment, punctuality, and task performance. Financial incentives should be timely, consistent, and possibly performance-based to sustain productivity. Hospitals should institutionalize bonus structures linked to work risk, overtime, or productivity levels. While not the most powerful motivator, salary remains a foundational element to prevent dissatisfaction and high turnover. Aguinis et al. (2023). Showed that monetary incentives enhance output, especially in resource-strained health sectors. Okonkwo & Adebayo (2022), found that structured financial rewards reduce absenteeism and improve employee focus. Adebayo & Musa (2022), Confirmed that salary regularity increases staff commitment in Nigerian public hospitals. Herzberg (2008) – Identified salary as a hygiene factor—essential to avoid dissatisfaction, even if not sufficient alone for long-term motivation.

Section C: Effect of Non-Financial Incentives on Staff Efficiency

This variable evaluates the effect of non-monetary motivators such as training opportunities, flexible working hours, job security, and supportive supervision on staff efficiency in Saint Gerard's Catholic Hospital, Kaduna.

Table 3: Responses on Effect of Non-Financial Incentives on Staff Efficiency

Likert Scale Option	Item 1	Item 2	Item 3	Item 4	Total freq	Percentage (%)
Strongly Agree (SA)	44	47	42	45	178	27.5
Agree (A)	58	55	60	56	229	35.3
Undecided (U)	26	24	28	25	103	16.0
Disagree (D)	20	22	19	21	82	12.8
Strongly Disagree (SD)	14	14	13	15	56	8.4

Source: Researcher's Analysis, 2025

Interpretation & Analysis

Mean Score: 3.59, Standard Deviation: 0.77. A mean of 3.59 falls within the "Agree" range (3.50–4.49), indicating that respondents moderately agree that non-financial incentives influence their efficiency. Combined 62.8% of responses fall under Strongly Agree or Agree, showing a clear positive perception. Non-financial incentives were seen as underutilized and often based on management discretion or favoritism. Yusuf et al. (2020) – Found that non-monetary incentives significantly improve performance among health workers in Northern Nigeria. Adeola & James (2021) – Showed that job security and promotion opportunities enhance employee dedication in Bauchi State healthcare settings. Obi & Agwu (2021) – Reported improved responsiveness and retention due to flexible scheduling and supervisory support. Gberevbie (2020): Emphasized that professional development opportunities foster deeper organizational commitment.

Section D: Effect of Recognition on Staff Efficiency

Table 4: Responses of Effect of Recognition on Staff Efficiency

Likert Scale Option	Item 1	Item 2	Item 3	Item 4	Total freq	Percentage (%)
Strongly Agree (SA)	58	60	59	57	234	36.1
Agree (A)	64	62	60	65	251	38.7
Undecided (U)	18	16	17	18	69	10.7
Disagree (D)	13	14	13	12	52	8.0
Strongly Disagree (SD)	9	10	13	10	42	6.6

Source: Researcher's Analysis, 2025

Mean Score: 3.99, Standard Deviation: 0.68

Interpretation & Analysis

A mean of 3.99 falls within the "Agree" to "Strongly Agree" range (3.50–4.49), indicating a high level of agreement among respondents that recognition positively affects their efficiency. A total of 74.8% of responses (SA + A) indicate that the majority of staff feel recognized efforts lead to increased motivation and better task performance. Respondents noted that simple appreciation significantly boosts morale and reduces burnout. Implications for HR Practice Recognition is a cost-effective motivator that should be formalized and institutionalized. Hospitals should introduce structured recognition programs, such as: Employee of the Month, Certificates of Appreciation, and Team Performance Awards. Recognition enhances psychological safety, organizational loyalty, and workplace culture, especially in high-pressure environments like healthcare. Nwachukwu & Madu (2021), found that recognition significantly reduced error rates and improved performance in Abuja hospitals. Amadi & Onwumere (2023), reported that in emotionally demanding jobs like healthcare, recognition often outperforms financial rewards in boosting motivation. Olawale et al. (2020), demonstrated that verbal appreciation and peer acknowledgment raised service quality. Onah & Okafor (2021) noted that regular feedback and commendations improved initiative-taking and team morale among nurses in Kaduna. Strong consensus show that recognition improves motivation, morale, and efficiency. Significant impact on efficiency.

Section D: Staff Efficiency

Table 5: Responses on Staff Efficiency

Likert Scale Option	Item 1	Item 2	Item 3	Item 4	Total freq	Percentage (%)
Strongly Agree (SA)	57	59	58	60	234	36.1
Agree (A)	63	60	64	62	249	38.4
Undecided (U)	17	18	16	15	66	10.2
Disagree (D)	15	14	14	13	56	8.6
Strongly Disagree (SD)	10	11	10	12	43	6.6

Source: Researcher's Analysis, 2025

Interpretation & Analysis

Mean Score: 3.97, Standard Deviation: 0.73

The mean score of 3.97 falls within the "Agree" range (3.50–4.49), indicating a strong perception of high staff efficiency among respondents. 74.5% of respondents (SA + A) agreed or strongly agreed that staff at the hospital are efficient in their duties. Staff are perceived as punctual, responsive, and diligent, despite working under resource constraints. High staff efficiency reflects a workforce committed to delivering quality healthcare, despite systemic limitations. Uzochukwu et al. (2020) – Found that staff efficiency improves significantly when motivational systems align with job expectations in health institutions. Obi et al. (2019) – Reported that efficient staff reduce patient waiting times and improve satisfaction in Nigerian hospitals. Adegboye & Suleiman (2021), emphasized the role of job clarity and defined roles in boosting performance. Nwachukwu & Aliyu (2022), Observed a direct relationship between staff motivation and efficiency in mission-based hospitals.

Thematic Interview Analysis

Interview Questions:

1. How would you describe the adequacy and regularity of the salary and allowances paid to staff?

2. Do financial rewards (such as bonuses or overtime pay) influence your commitment and performance?

Responses:

Theme 1: Salary Regularity vs. Sufficiency

Staff appreciate consistency in payment but feel the amount is not commensurate with workload.

Theme 2: Performance-Based Pay

Bonuses or overtime pay lead to visible improvement in punctuality and task execution.

VARIABLE 2: Non-Financial Incentives

Interview Questions:

1. What kind of non-monetary benefits or career development opportunities are provided in the hospital?

2. How do these non-financial incentives affect your job satisfaction and long-term commitment?

Thematic Insights:

Theme 1: Training and Growth Opportunities

Career advancement is viewed as a strong intrinsic motivator, but the process lacks fairness and consistency.

Theme 2: Job Satisfaction

When accessible, non-financial incentives build trust, skill confidence, and loyalty.

VARIABLE 3: Recognition

Interview Questions:

1. Are there any formal systems in place to recognize and appreciate staff performance?

2. Does being recognized for your efforts influence your morale and efficiency?

Thematic Insights:

Theme 1: Informal Recognition Culture

Staff value verbal praise, but want more formalized recognition mechanisms.

Theme 2: Emotional Impact

Recognition has a strong emotional effect, increasing sense of belonging, morale, and performance.

VARIABLE 4: Staff Efficiency

Interview Questions:

1. How would you assess staff performance and task delivery in your department?

2. What factors influence how efficiently you or your team work?

Thematic Insights:

Theme 1: Commitment despite Challenges

Staff are generally efficient, even when resources or incentives are lacking.

Theme 2: Motivation-Driven Performance

Recognition and incentives were repeatedly identified as key to improving task completion, punctuality, and responsiveness.

The interviews conducted with 9 senior and supervisory staff provided rich qualitative insights into the practical realities of motivation and efficiency in the hospital. The analysis revealed a clear interconnection between financial rewards, non-financial incentives, recognition, and staff performance, with each factor contributing uniquely and synergistically. The interview data reveal that staff motivation and efficiency are deeply intertwined, and best supported by a holistic and fair HR strategy. Recognition emerged as the strongest emotional driver, while financial and non-financial incentives provided foundational support. Addressing gaps in structure and equity could lead to even higher levels of staff performance and organizational loyalty.

Test of Hypotheses

Table 6: Multiple Regression Analysis Table

Variables	Unstandardized coefficient (B)	Standardized Coefficient (Beta)	t-value	Sig. (p-value)
(Constant)	1.103	0.205	5.38	0.000
Financial Incentives (FI)	0.294	0.063	4.67	0.000
Non-Financial Incentive (NFI)	0.231	0.070	3.30	0.001
Recognition (REC)	0.362	0.064	5.66	0.000
R (Correlation Coefficient)	0.742			-
R^2(Coefficient of Determination)	0.551			-
Adjusted R^2	0.546			
F- Statistic	65.22			

Source: Researcher's Analysis, 2025

Interpretation of Results

$R^2 = 0.551$: This means 55.1% of the variation in staff efficiency is explained by the combination of financial incentives, non-financial incentives, and recognition. All p-values < 0.05: Indicates that each independent variable significantly contributes to explaining staff efficiency. Recognition (B = 0.362) has the strongest impact, followed by financial incentives, then non-financial incentives.

This implies that: 1. Recognition is a strategic priority: Formalizing praise, awards, and performance feedback will greatly improve morale and output. 2. Financial incentives must be sustained and structured: Timely payment and performance bonuses encourage punctuality and productivity. 3. Non-financial incentives, though less powerful, matter: Access to training and supportive leadership promotes long-term engagement and loyalty. The regression model is statistically significant ($F = 65.22$, $p < 0.05$), indicating that the selected variables collectively explain a substantial proportion of staff efficiency. Recognition emerged as the most influential driver, which confirms that emotional acknowledgment outperforms monetary rewards in highly demanding settings like healthcare. The hierarchical contribution to staff efficiency aligns with both quantitative (mean scores) and qualitative (interview feedback) findings from your study.

Amadi & Onwumere (2023) Recognition had stronger motivational effects than financial rewards in hospitals. Aguinis et al. (2023), financial incentives significantly increase output when structured and timely. Yusuf et al. (2020), non-financial incentives like training boost long-term commitment in health staff. Herzberg (2008), intrinsic factors (e.g., recognition) motivate, while extrinsic (e.g., pay) prevent dissatisfaction. Uzochukwu et al. (2020), A multidimensional motivation approach improves health worker performance.

The regression results strongly support the hypothesis that motivation and incentives positively and significantly affect staff efficiency in faith-based healthcare settings. Among the three, recognition is the most potent motivator, highlighting the need for management to invest not just in salaries and training, but in institutionalized appreciation system.

4. Findings and Discussion

1. Financial Incentives and Staff Efficiency

Quantitative Evidence: Mean score: 3.89 indicating high agreement that, financial incentives boost efficiency. Regression: $B = 0.294$, $p = 0.000$ is statistically significant influence. Qualitative Evidence: Staff described salaries as regular but insufficient. Bonuses and overtime pay were cited as effective in increasing morale and task commitment, though inconsistently applied. Aguinis et al. (2023) found that monetary incentives improve performance, especially in underfunded health systems. Herzberg's Two-Factor Theory classifies salary as a hygiene factor; its presence prevents dissatisfaction, but doesn't drive long-term motivation. Financial incentives are essential for baseline performance, but lack of structure and adequacy limits their motivational power.

2. Non-Financial Incentives and Staff Efficiency

Quantitative Evidence: Mean score: 3.59 showing a moderate agreement. Regression: B = 0.231, p = 0.001; statistically significant effect.

Qualitative Evidence: Training and career opportunities were described as valued but irregular, and sometimes linked to favoritism. Staff stressed that access to professional development improved their confidence and loyalty. Yusuf et al. (2020) confirmed that non-financial incentives influence health worker retention. Gberevbie (2020) emphasized that training fosters intrinsic motivation. Non-financial incentives are underleveraged but hold long-term value in sustaining efficiency when delivered equitably and consistently.

3. Recognition and Staff Efficiency

Quantitative Evidence: Mean score: 3.99 indicating highest agreement. Regression: B = 0.362, p = 0.000 – Most statistically significant predictor.

Qualitative Evidence: Recognition is mostly informal (verbal praise). Staff unanimously acknowledged that even informal appreciation boosts morale and task performance. Absence of formal systems (e.g., awards or feedback mechanisms) was highlighted as a gap. Literature Support: Amadi & Onwumere (2023) found recognition more effective than monetary rewards in emotionally demanding roles. Maslow's Hierarchy of Needs and Herzberg's motivators both identify recognition as a key intrinsic driver. Synthesis Insight: Recognition emerged as the strongest motivator, yet it is the least structured. A formalized approach could significantly enhance performance and retention.

4. Staff Efficiency as an Outcome Variable

Quantitative Evidence: Mean score: 3.97 showing high level of agreement. Regression model R^2 = 0.551, indicating that over half of the variation in staff efficiency explained by the three motivational factors.

All three motivational factors significantly influence staff efficiency. Recognition is the most impactful, yet least systematized. Financial incentives provide short-term drive, while non-financial incentives foster long-term engagement. The most effective results are achieved through a balanced and structured integration of all three motivational strategies.

5.1 Conclusion

This study provides empirical and theoretical insights into how motivation, conceptualized through financial incentives, non-financial incentives, and recognition, affects staff efficiency in a faith-based healthcare institution. Drawing from Herzberg's Two-Factor Theory and a mixed-methods approach, the findings reveal that while financial incentives serve as foundational hygiene factors that prevent dissatisfaction, they are not sufficient alone to drive high performance. Non-financial incentives such as career development opportunities and job security have a significant, albeit secondary, effect on employee commitment and task execution. Most notably, recognition—though often informal—emerged as the strongest predictor of staff efficiency, highlighting the intrinsic value of emotional and social affirmation in high-pressure environments like healthcare. Overall, the study confirms that a multi-dimensional motivation strategy combining intrinsic and extrinsic incentives is essential for enhancing staff performance. A strategic integration of these factors, particularly the institutionalization of recognition, can lead to sustained improvements in staff morale, retention, responsiveness, and overall service delivery.

5.2 Recommendations

1. Reinforce and Structure Financial Incentives:

While salary and bonuses are foundational, they should be performance-based, equitable, and timely. Introducing risk-based allowances, overtime compensation, and transparent bonus criteria will enhance motivation and reduce staff turnover.

2. Enhance Non-Financial Incentives:

Career development opportunities should be made accessible and merit-based. The hospital should invest in training programs, mentorship schemes, and supportive supervision frameworks to sustain long-term employee engagement.

3. Formalize Recognition Programs:

Given the strong impact of recognition on staff efficiency, the hospital should implement structured recognition systems. Initiatives such as "Employee of the Month," departmental awards, and regular performance appraisals with feedback can significantly boost morale and institutional loyalty.

4. Adopt a Balanced HRM Strategy:

Hospital management should adopt a human resource model that strategically balances extrinsic motivators (e.g., remuneration) with intrinsic drivers (e.g., recognition and personal growth). Such integration is critical to developing a committed, high-performing workforce.

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