

## Evaluation of Nurses' Perception of the Use of Management by Objectives as Motivator by Ward Nurse Managers of Enugu State University Teaching Hospital, Parklane, Enugu.

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### Abstract

The study aimed at evaluation of nurses' perception of their ward managers' use of management by objectives (MBO) as a motivational strategy. Descriptive survey method was adopted for this study. Data were collected using researchers developed questionnaire. A split-half method was used to determine the reliability of 0.716. All the 235 Nurses that were on duty when the questionnaire was distributed were all used due to their small number. The results show that majority of nurses perceived their managers are not using management by objectives as a motivational strategy ( $3 \pm 1.0$ ,  $p$  value = 0). It was recommended that training be organized for nurses on use of motivational strategies in their places of work to improve the work output of their subordinates.

**Keywords:** Nurses perception, management by objectives, ward managers, motivator.

### Introduction

Management refers to the systematic study of formal modern organizations and the ways they are organized, formulate and implement policies, plan and allocate resources, produce and sell goods and services and how it relate to others and the government (Funso 2011). One of the ways to achieve the goals of management is motivation of staff. Motivation is the process used to allocate energy to maximize the satisfaction of needs (Murphy 2009). Each employee has needs, desires and drives which are collectively called motives that control his/her actions and behaviors towards the achievement of the objectives. Motivated workers render their best services effectively and efficiently, thereby increasing productivity (Ishmael 2008).

Motivational strategies mean several techniques that are usually employed by managers to increase their workers

interest on the job. Blackwell (2010) identified management by objectives (MBO) as one of the techniques and it was first coined by Drunker in 1950's.

The primary purpose of MBO is to clarify the roles employees are expected to play in reaching the organization's goals. By allowing individuals to participate in goal setting and performance evaluation, MBO increases motivation of workers.

WHO (2007) reported that about 20,000 health professionals are estimated to migrate from Africa annually. This may be attributed to lack of motivation in their places of work. This study aimed at evaluating the level of utilization of MBO by nurse managers in improving the motivation of staff under them at Enugu State University Teaching Hospital (ESUTH), Enugu.

### Methodology

A non-experimental descriptive survey method was used for the study of use of MBO by nurse managers at ESUTH Enugu as perceived by nurses under them. 235 nurses out of 253 nurses on duty, at the time of study and who were willing to participate in the study were used. The instrument used for the study was questionnaire constructed by the researchers on MBO. A pilot study was conducted at UNTH Enugu using the instrument.

The internal consistency of the instrument using the Cronoch's alpha co-efficient test was 0.716. Permission was obtained from ESUTH management and individual respondents gave personal oral consents. The questionnaire was distributed to the nurses as they report on duty and collected back before their duty were over that same day. The data were collated and analyzed using SPSS version 18.

## Results

**Table 1:** Response on management by objective as a motivation strategy in staff management

<b>Nurse managers use of Management by objectives</b>	<b>Always F(%)</b>	<b>Often F(%)</b>	<b>Sometimes F(%)</b>	<b>Never F(%)</b>	<b>Total F(%)</b>	<b>Mean P.Value (SD)</b>
Nurse manager and Subordinates work together	61 (26.0)	26 (11.1)	110 (46.8)	38 (16.2)	235 (100.0)	3 0.000 (1.0)
Nurse manager/subordinates Agree on how job should be done In order to attain goals	46 (19.6)	40 (17.0)	123 (52.3)	26 (11.1)	235 (100.0)	3 0.000 (0.9)
Manager/subordinates jointly Identify each individual's area of responsibility in terms of result to be expected	33 (14.0)	25 (10.6)	120 (51.1)	57 (24.3)	235 (100.0)	3 0.000 (0.9)
Nurse managers clearly set and communicate standard to subordinate	67 (28.5)	40 (17.0)	78 (33.2)	50 (21.3)	235 (100.0)	2 0.000 (1.1)
Nurse manager encourage team work with subordinates	68 (28.9)	38 (16.2)	106 (45.1)	23 (9.8)	235 (100.0)	2 0.000 (1.0)
Managers offer advice and guidance to subordinates about their performance as their performance as the needs arise.	61 (26.0)	43 (18.3)	121 (51.5)	10 (4.3)	235 (100.0)	2 0.000 (1.0)
Your manager shares your own expectations with you	51 (21.7)	23 (9.8)	125 (53.2)	36 (15.3)	235 (100.0)	3 0.000 (1.0)

Managers ensure adequate supply of required resources for work	58 (24.7)	20 (8.5)	128 (54.5)	29 (12.3)	83 (35.3)	3 0.000 (1.0)
Identified areas of Responsibility area used as guide to measure the contributions of each of its members	57 (24.3)	26 (11.1)	69 (29.4)	83 (35.3)	235 (100.0)	3 0.000 (1.2)

**overall mean = 3, SD =1.0, P value = 0.000**

The results of nurses' perception of their managers' use of management by objective are shown on Table 1.

Twenty-six percent respondents said nurse managers and subordinates always work together, 26 (11.1%) said managers and subordinates do that often work together, while 110 (46.8%) respondents agreed that nurse managers and subordinates sometimes work together, 38 (16.2%) said managers and subordinates never work together with a Mean of 3+1.0, P. value = 0.000.

Concerning participants' perception on whether managers/subordinates agree, 46 (19.6%) respondents said that managers/subordinates always agree on how job should be done. 40 (17.0%) respondents said that they often do this, while, 123 (52.3%) respondents said that nurse managers and subordinates, sometime agree on how job should be done in order to attain goals, 26 (11.1%) respondents said managers and subordinates never agree with mean 3+0.9, P. value 0.000. Concerning respondent perceptions' on whether managers/subordinates jointly identify each individual's area of responsibility in terms of result to be expected. 33 (14.0%) said they always jointly identify individuals area of responsibility. 25 (10.6%) said managers/subordinates, often jointly identify each individuals' area of responsibility. 120 (51.1%) noted that managers/subordinates sometimes jointly identify each individuals area of responsibility in terms of result to be expected with Mean +0.9, P. value 0.000.

Concerning nurses' response on whether managers clearly set and communicate standard to subordinates, 40 (17.0%) said managers often did this often. 78 (33.2%) indicated that they sometimes do it. 50 (21.3%) showed that they never did this, with mean +1.1, P. value 0.000. The results also show that 68 (28.9%) said that nurse managers, always encourage team work with subordinates, 38 (16.2%) said that managers, often do that with subordinates, while 106 (45.1%) said that managers never encourage team work with subordinates with Mean +1.0, P.value - 0.000.

Concerning nurses' response on whether managers offer advice, 61 (26.0%) respondents agreed that managers offer advice and guidance to subordinates as the need arises. 43

(18.3%) respondents said managers often do this. 121 (51.5%) response agree that, sometimes managers offer advice and guidance to subordinates as the need arise. While 10 (4.3%) respondents said those manager never give advice and guidance to subordinates about their performance as the need arises.

On the issue of managers sharing expectations with subordinates, 51 (21.7%) respondents said that managers always ensure they share subordinate expectation with them. 23 (9.8%) respondents said managers often do this. 125 (53.2%) respondents said managers sometimes share expectations with the subordinates. 36 (15.3%) respondents said that managers never share subordinates expectation with them. With Mean score of 3 +1.0 P- value 0.000, 58 (24.7%).

Respondents on whether managers ensure supply of resources, 58 (24, 7%) indicated that managers always ensure adequate supply of resources for work. 20 (8.5%) said that managers often ensure adequate supply of resources for work. 128 (54.5%) said that managers sometimes ensure adequate supply of resources, while 29 (12.3%) said that manager never do this, with Mean 3 +1.0, P. value = 0.000.

Concerning managers using identified area of responsibility, 57 (24.3%) respondents agreed that managers always use identified areas of responsibility as guide to measure the contributions of subordinates. 26 (11.1%) respondents said that managers often use it, 69 (29.4%) respondents said that managers sometimes use areas of responsibility as guide to measure the contribution of subordinates, while 83 (35.5%) said managers never used this. Overall mean is = 3, meaning that the managers do not consistently use the strategies as motivation strategies in staff management.

## Discussion

This study revealed that nurses perceived management by objectives as not being consistently utilized by the nurse managers as a motivation strategy in staff management. For instance, it was observed from the finding that majority of the nurses believed that nurse managers and subordinates

do not work together; they do not agree on how a job should be done in order to attain goals; they do not set and communicate standards, and they do not ensure adequate supply of required resources for work. Therefore managers plan, set goals, build up ideas, decide on how to achieve them and pass the information to the subordinates for implementation.

This method is not likely to give subordinates the opportunity to make their contributions during the planning phase. This observation is not in line with Drunker (2007) who stated that managers and subordinates should work together in setting goals in an organization. Again in the issue of supply of resources, this may be due to inadequate supply of resources from the top management. Therefore, if the managers are not well supported by the top management by attending to the list of requests demanded for by the nurse managers, definitely they may find it difficult to make adequate resources available for the subordinate to use to get work done. Rodgers and Hunter (2007) stated that effective implementation of MBO required both the support and commitment from the top management.

In a comprehensive review of thirty years of research on the perceived use of management by objectives, Rashid and Sodja (2011) observed that organizations whose managers demonstrated high commitment to MBO showed on average, a 56% gain in productivity. Organizations with managers who showed low or inconsistent commitment to the use of MBO, only saw a 6% gain in productivity, (Sherrie, 2010). Again in a study by Rodgers and Hunter (1991) they observed that in about 68 out of 70 studies carried out both in the public and private sectors, productivity gains is the joint result where staff goal setting, participation in decision making and objective feedback.

One evidence of the study of Rodgers and Hunter (1991) is that an effective implementation on MBO program requires both the support and commitment from the top management. Some difficulties of implementing MBO device have been addressed also from the theoretical view point. For instance, Happen (2009) claimed that the classical formulation of MBO suffer from shortcoming, such that it does not give protection to the subordination in the goal negotiating process and against superior stipulation. This implies that the subordinate should work together with the manager in setting the goals and making adequate plans for the achievement of the set goals. If the managers are not utilizing this strategy effectively, subordinates are not likely to be motivated to do their work and their attitude to patients may also be negative.

## Conclusions

It is concluded from the study that nurse managers do not use MBO as a motivator to their subordinates and that their subordinates were not well motivated.

## Recommendations for further studies:

Further study is recommended to identify why ward managers do not utilize MBO as a tool to motivate their subordinates.

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