

MOTIVATION AND JOB PERFORMANCE OF HEALTH RECORD PRACTITIONERS IN PRIMARY HEALTH CARE FACILITIES, OSUN STATE, NIGERIA

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Abstract

Job performance is important and indispensable in any organization. It is viewed as actions, behaviours and outcomes that employees engage in that help to achieve the goals of the organization. Extant studies in Nigeria have revealed a low level of job performance in primary health facilities by health records practitioners. Studies have also established that motivation and job satisfaction influence job performance in health centres. However, there is scarce evidence of a combined influence of motivation and job satisfaction on the job performance of health records practitioners. Therefore, this study investigated the influence of motivation and job satisfaction on the job performance of health records practitioners in primary health facilities in Osun State, Nigeria. Survey research design was used in this research. The population of the study was four hundred and thirty-three (433) health records practitioners working in the primary healthcare of Osun West, Osun East and Osun Central senatorial districts. The sample size of 208 health records practitioners was determined using Taro Yamane's formula. Stratified proportionate random sampling technique was used to select the respondents. Structured and validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.70 to 0.9. A return rate of 82% was achieved. Data were analyzed using descriptive and inferential (linear and multiple) statistics at a 0.05 level of significance. Findings revealed that motivation and job satisfaction had a combined significant influence on the job performance of health records practitioners in primary health facilities of Osun State, Nigeria ($Adj.R^2 = 0.056$, $F(2, 168) = 6.060$, $p < 0.05$). Motivation had a significant influence on influence on job performance ($R^2 = 0.024$, $\beta = 0.129$, $t(168) = 2.053$, $p < 0.05$). Job satisfaction had a significant influence on influence on job performance of health records practitioners in primary health facilities of Osun State, Nigeria ($R^2 = 0.041$, $\beta = 0.195$, $t(168) = 2.692$, $p < 0.05$). The study concluded that motivation and job satisfaction contributed to job performance in the primary health facilities of Osun State Nigeria. Therefore, it is recommended that the high level of job performance in primary health facilities of Osun State, Nigeria should be sustained, while the level of motivation and job satisfaction of the health records practitioners should be enhanced.

Keywords: Health records practitioners, Job performance, Job satisfaction, Motivation, Primary healthcare facilities.

Introduction

Job performance can also be referred to as the comprehensive output of health information management practitioners

contributed to the hospital. Every employee is expected to perform his or her job accurately. Through employment rules and regulations, the employee is accountable for

successful performance related to assigned duties and tasks. Employees agree to do the task dependably when they accept certain job assignments. Bataineh (2017) reports that the job performance of an individual depends strongly on efficiency, effectiveness, creativity and competency of the daily tasks of the employees to meet the expectations of their organization. These elements are vital determinants fostering high levels of job performance.

Poor performance of service providers leads to inaccessibility of care and inappropriate care, which thus contribute to reduced health outcomes as people are not using services or are mistreated due to harmful practices. Poor performance results from too few staff, or staff not providing care according to standards and not being responsive to the needs of the community and patients. As Hughes et al. state: "Most performance problems can be attributed to unclear expectations, skills deficit, resource or equipment shortages or a lack of motivation" (Hughes, Ginnett, & Curphy, 2002). These causes are rooted in a failing health system, low salaries, difficult working and living conditions and inappropriate training. In every organization like health care facilities, employees are the most important resources. Sinha (2001) as cited in Addai, Amoako and Adu-Gyamfi (2017) emphasized that job performance depends on the willingness and openness of employees on doing their job. The scholar further stated that having this willingness and openness in doing their job could increase the job output positively. On the other hand, regardless of the employee's skills and experience, necessary resources to perform have to be made available for employees, tools and materials.

This study will however anchor on Campbell's Determinants of Job Performance, the indicator that is considered by Campbell, McCloy, Oppler, & Sager (1993) in their study are declarative knowledge, procedural knowledge and skills, and motivation and these are

classified to be essential for job effectiveness, competencies, efficiency, and creativity. The first indicator considered to be necessary for job performance is effectiveness which refers to the level of quality with which a task or process is carried out that ultimately leads to higher overall business performance. It is how well the staff in the health information management profession perform or carry out their duty. Effectiveness can be applied to many parts of activities. From a managerial standpoint, health information management is effective if its staff are performing their required tasks. The more consistently employees perform tasks properly, the more effective they are. This includes proper use of communication, technology, organizational and individual knowledge, and resources.

Effectiveness does not measure how much time or inputs are used in executing the task. Effectiveness is the ability of an intervention to have a meaningful effect on patients in normal clinical conditions (Burches and Burches, 2020). Health care workers especially health record practitioners face a variety of challenges in performing their responsibilities, which can compromise the quality and effectiveness of the health services received by clients. These barriers can arise out of not knowing how to complete the responsibility, being unable to complete the responsibility due to contextual or structural barriers or lacking the desire to complete the task. Neglecting to understand the barriers facing HCWs in specific contexts can lead to ineffective programming that fails to meet service delivery objectives. El-Ghamry (1995) as cited in Ahmed and Abdel-Razek, (2011) reported that the successive developments which the world has witnessed during the last years of the twentieth century and the early years of the twenty-first century in all fields led to changes in all life systems required depending on the qualified human cadres of distinguishing performance, capable to efficiently and effectively

perform the job and can make and implement decisions in normal and emergency conditions that characterized with lack of information.

The second indicator considered to be necessary for job performance is efficiency. This has to do with health information management practitioners' abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision-making entity be it an individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to generate it is said to be inefficient. Employee efficiency is an employee characteristic, which relates to the speed and accuracy of an employee at the job task.

The concept relates to employee productivity, which provides that the more efficient an employee is, the more productive they will be if well-managed (Fandom, 2017). Invariably, employee efficiency is a complex measurable parameter which characterizes an output produced by the efforts and by achievements of an employee (TaskManagementGuide, 2018). Efficiency is the ratio of the output to the inputs of any system. An efficient system or person achieves higher levels of performance (outcome, output) relative to the inputs (resources, time, money) consumed (Palmer and Torgerson, 1999). Historically, efficiency measurements come from engineering science where performance had to be measured. The result has been typically displayed as physical units per resource used. Achieving efficiency, which is defined as maximizing the outputs achieved per unit of input invested is naturally of great interest to national governments, international donors

and other stakeholders in the health sector e.g. Health Records Officers' Registration Board of Nigeria (Palmer and Torgerson, 1999).

The third indicator considered to be necessary for job performance is creativity which is seen as the process of linking ideas or things to relationships that never existed before. A creative health records practitioner can be aware of the hospital and must be sensitive so that he can tackle the problem. He must have a sharp mind so he can remember his task for a long time, and he must be adaptive because there is a rapid technological change as well the culture. Therefore, a creative health records practitioner would be able to adapt to all the changes in time. Creativity as a stage of process refers to idea generation (Olsson, Paredes, Johansson, Roese, & Ritzén, 2019). Creativity is the development of new and useful solutions for challenges that are facing an organization (Khalili, 2018).

The final indicator that will be considered necessary for job performance in this study is competency. This is a set of unique abilities or important skills that are needed to do a job. An easy definition of competency is that it is something one needs to be able to do well in a specific job role. To demonstrate competence, health workers must be able to perform certain tasks or skills with a required level of proficiency. A competency is broken down into specific skills or tasks. To achieve competence in a particular job performed by any health records practitioner, such an individual should be able to perform various tasks or skills at a target proficiency level. Competencies are also referred to as means of being able to perform a work role to a defined standard concerning real working environments. From the functional-psychological viewpoint, competence focuses on the ability of a person to manage demands. However, competence fulfils the purpose of development (Schneider, 2019). Given these, job performance is therefore seen as what an employee is expected to do

about the demand of their job when they are hired and covers only those actions or behaviours that are relevant to the organization's goals. However, in order for health records practitioners to perform effectively, efficiently, competently and in a creative manner, they must be motivated.

According to Veronica, Swasto, and Djudi (2018), motivation is the drive, effort and desire that exist in humans that activate, provide power, and direct behaviour to carry out tasks properly within the scope of work. Sondang and Arif, (2019) further describe motivation as a means of encouraging someone to carry out actions to achieve the desired goals. Motivation is an energy boost to the employees that will cause impetus which drives them to do certain actions to meet the expectation of the organization. So, motivation is a psychological condition that encourages workers to make an effort to produce goods or services so that a goal can be achieved. Motivation serves as an effective tool in the hands of managers for inspiring the workforce and creating confidence in it (Santika & Antari, 2019). Motivation of an employee plays a major role in achieving the high-level result expected of every organization. Health records practitioners can be motivated in different ways like giving rewards, performance appraisals, and promotions. The purpose of motivation is to increase morale and job satisfaction, increase work productivity, streamline employee procurement, create an atmosphere and good working relationships, and improve employee welfare. To motivate an employee like health records practitioners and ensure they are satisfied with their job to achieve high performance, various rewards are given to them by the hospital management which includes bonuses, recognition and vacation benefit (Altintas, Guerreiro, Piletsky, & Tothill, 2015).

The employee's feelings about their work also have a great impact on the performance of the organization and its stability (Altintas,

et. al. 2015). If employees are satisfied with their jobs, they will feel strongly motivated to give their best to achieve the goals of the medical records management company. Of all the factors and conditions in the workplace, employee performance is one point that matters. Smith, Patmos and Pitts (2018) argued that the employee's goal to perform better at work could reduce stress in the work environment. This is because, when employees are upset, their mood to work well decreases, which can lead to a continuous increase in the level of traits. Positive motivation could increase an individual's desire to lead and improve by increasing productivity (Clanton, 2015).

The motivation given to health records practitioners is an essential component for primary health facilities. It is one of the factors influencing job performance. In the absence of motivation, primary health care facilities could face the risks of deviating from their visions, and goals or failing to achieve their mission. In today's society, most people pursue jobs that focus on their passion, whereas others may find jobs simply because they need one. With the transition from the older to the modern generation, it's challenging to understand that motivation is utilized to achieve goals. Therefore, it is crucial to fully understand the word motivation and the positive and negative results it produces. In the workplace, motivation can be defined as an individual's degree of willingness to exert and maintain an effort towards organizational goals (Franco, Sara & Ruth, 2002). Health worker retention reduces costs to the health system of having to recruit, hire, and orient new workers and also reduces the likelihood of vacant posts (Deussom & Jaskiewicz, 2014). As many countries currently experience a shortage of qualified health workers, the loss of any health worker—especially doctors and nurses—has serious ramifications for the health of people in that country (Eastwood, Rachel, Sarala, Peter, Roger, & Jacob, 2005). Keeping health workers motivated

helps the entire health system work smoothly. Poorly motivated health workers can harm individual facilities and the entire health system. Unmotivated health workers greatly impact rural areas. Often, it's these health workers who work longer hours, whose workplaces have fewer resources than urban health centres, and where they can feel most isolated. Unmotivated health workers are known to leave their jobs, either leaving rural and remote areas for work in larger cities or migrating to other countries in the pursuit of more appealing job opportunities. Some disgruntled health workers have been known to leave the medical field outright. Motivation is considered an important but complex influence on the performance of Healthcare workers, and low motivation hurts the performance of individual Healthcare workers (Mathauer and Imhoff, 2006). Health service delivery, service quality, efficiency and equity are all related to the willingness of Healthcare workers to mobilise their resources in performing their tasks. Kanfer, (1999) identifies two aspects of the internal motivation process. The "will do" aspect involves the establishment of conformity between personal goals and the goals of the organisation (goal setting). The "can do" aspect involves the extent that individual resources are mobilised to achieve joint goals. This is dependent on workers' perception of their competencies and the resources available in the working environment (Franco et. al. 2004).

Motivation could potentially impact one's ability to perform a task and one's desire to improve. If health managers fail to implement motivation within their work activities, it is potentially detrimental to the hospital and health records practitioners (Franco et. al. 2004). Therefore, extrinsic and intrinsic types of motivation are very important tasks for every health records management company to understand to avoid failure. Extrinsic motivation occurs when individuals have the desire to complete activities to attain positive

consequences, such as an incentive, or to avoid negative consequences such as punishments (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). Receiving salary, contract payments, benefits, and any perks serves as "baseline rewards". The best use of these rewards, like money, for example, is to provide people with enough so it does not interfere with motivation or lack thereof. Extrinsic rewards are useful when encouraging the completion of routine or algorithmic tasks. If employers reward specific behaviours, it will instil a need for consistency in the completed tasks because employees will expect the same result every time. If there are extrinsic rewards put in place for achieving personal goals or reaching sales targets, individuals will be driven to complete tasks in exchange for these rewards. In many organizations like health care facilities, receiving a higher salary or bonus based on one's performance is often what pushes employees to work harder and faster, in exchange for a satisfying reward. Tangible rewards such as money or trophies are common and often appreciated by individuals but, employees can't receive rewards each time they complete an activity. External rewards such as public praise and recognition are great motivators because they create a sense of pride (Regoli, 2019).

Statement of the Problem

Administration conveyance of Health Records Practitioners has incredible significance in medical care service delivery, as medical care administration organizers rely entirely upon information/data from health records units for planning at each degree of medical care service delivery. Medical information comprises a variety of notes entered over time by health records practitioners, recording observations and administration of drugs and therapies, test results, x-rays, reports, mediations and medical allergies, immunization records, surgical history, etc. Keeping accurate medical records is a vital tool for the delivery of quality. Without

accurate, comprehensive up-to-date and accessible patient case notes, medical personnel may not offer the best treatment or may misdiagnose a condition, which can have serious consequences. Health records, such as X-rays, specimens, drug records and patient registers, must also be well cared for if the patient is to be protected. Good records care also ensures the hospital's administration runs smoothly. Despite the importance of medical records, these are often not managed correctly, which results in medical practitioners being unable to access information about previous diagnoses, treatments and prescriptions. If medical records are not managed properly, they can be lost forever. Missing or incomplete files can harm the lives of patients.

It is often reported in the media that healthcare practitioners are unable to provide timeous and efficient healthcare services partly because of poor records management (Katuu, 2015). This results in patients waiting long before they could be helped as the records cannot be retrieved or medical files are lost. In such instances, health workers are unable to assist patients. This can have serious repercussions for the health providers and the hospital's service delivery reputation. It would seem that records are not managed properly because of a lack of skills from the staff, infrastructure, budget constraints, and lack of motivation and satisfaction (Nengomasha, 2013; Ngoepe, 2016). Another case was reported by Adebayo & Ofoegbu, (2014) in North Central Nigeria that there has been poor health records service delivery both in the public and private hospitals but it is more obvious in the public hospitals. There has been a noticeable poor service delivery observed in some of the hospitals and this manifested in form of delay in retrieval of patients' health records, lack of courtesy from the staff of these hospitals on patients, and inadequate materials to work with thereby resulting in the use of tattered patients' files and lack of adequate waiting

space for patients before been attended to. Poor health records service delivery had also been associated with inadequate training of health records management professionals, shortage of staff, poor management of existing staff, job insecurity, non-promotion of staff as at when due, no salary increase, no benefits of any kind, and looking down upon the health records management professionals. All these factors are observable in the hospital settings most especially in the federal tertiary hospitals in North-Central Nigeria (Adebayo & Ofoegbu, 2014). It has been observed from some tertiary hospitals in Osun State that Health records practitioners in this region are common with an attitude like failure to compile monthly reports required by the ministry of health at the required time, omitting basic hospital information and misfiling patient's medical information. The above-listed issues are what prompted the need for exploring this research study. This study would be aimed to investigate the influence of motivation on the job performance of Health Records Practitioners in Primary Health Care facilities in Osun State.

Objective of the Study

This study will investigate the influence of work motivation on the job performance of health records practitioners in primary health care facilities in Osun State. The specific objectives of the study are to:

1. find out the level of the job performance of health records practitioners in primary health care facilities in Osun State, Nigeria.
2. find out the level of motivation of health records practitioners.
3. determine the influence of motivation on job performance of health records practitioners in primary health care facilities in Osun State.

Research Questions

In line with the objectives stated above, the study intends to provide answers to the following research questions:

1. What is the level of the job performance of health records practitioners in Primary Health Care Facilities in Osun State?
2. To what extent are health records practitioners motivated in their job

Hypothesis

The following research hypotheses are to be tested in this study at a 0.05 level of significance:

H₀₁: Motivation has no significant influence on the job performance of health records practitioners in the Local Government Areas of Osun State.

Literature Review

Kolawole and Unegbu (2021) conducted a study on the Influence of employee motivation on service delivery of health records professionals in tertiary hospitals in North- Central Nigeria. The study adopted a survey design. The population of this study comprises six hundred health records management professionals in the federal tertiary hospitals in North-Central Nigeria. The result reveals that there is a high employee motivation practised in the surveyed hospitals. The result also shows that intrinsic motivation is the most commonly used employee motivation as it has the highest level of employee motivation, while extrinsic motivation is the least employee motivation.

Ibrahim and Sunday (2020) researched the effects of work motivation and self-esteem on career fulfilment among health information management personnel in federal teaching hospitals in Southern Nigeria. This study adopted the descriptive survey design of the correlational type. The targeted population of this study comprised 631 health information management personnel that including 264 health

information officers and 367 health information assistants or technicians in the ten federal teaching hospitals in Southern Nigeria. This result of the study revealed the fact that health information management personnel in federal teaching hospitals in Southern Nigeria are highly motivated in their profession, while their level of self-esteem is also high. All of these have contributed to the moderate level of career fulfilment established among the health information management personnel. It was also discovered from the findings that health information management personnel with high motivation and self-esteem would be satisfied with the work environment and fulfilled in their job.

A study was carried out by Miho, Deogratias, Upendo, Melkidezek, Mayumi and Sumihisa, (2017) to measure three aspects of motivation among health workers at primary-level health facilities in rural Tanzania. The study employed a cross-sectional survey by administering a two-part questionnaire in the Kiswahili language. The first part was administered by a researcher, and the second part was a self-administered questionnaire that contained 45 statements used to measure three aspects of motivation among health workers. The result from the findings shows that motivation was associated with marital status ($p = 0.009$), having a job description ($p < 0.001$), and number of years in the current profession (< 1 year: $p = 0.043$, > 7 years: $p = 0.042$) for management aspects; having a job description ($p < 0.001$) for performance aspects; and salary scale ($p = 0.029$) for Individual Aspects.

Onuoha, Stephen, Bernard, Corban, Mahabir, and Israel-Richardson (2016) conducted a study to determine the factors that may motivate the nurses in Trinidad and Tobago following an earlier study that the satisfaction levels of the nurses in Trinidad and Tobago are low. A descriptive cross-sectional design was undertaken. The population was from four selected major hospitals in the Island nation using an

adapted instrument from the Society of Human Resource Management Foundation (SHRM), Employee Engagement Survey Template Software (2014). The results from the finding showed that nurses in Trinidad and Tobago are from varied ethnicity, mostly females, and have different employment statuses. They also showed that the nurses' motivation/ satisfaction is not related to their gender and age. Results found that aspects of ethnicity, the institution of employment, level of education and employment statuses among others, are significantly related to some of the motivation factors for the nurses in Trinidad and Tobago.

Kofi, Odoom, and Mensah (2016) conducted a study to examine the impact of motivation and identify how intrinsic and extrinsic motivating factors affect the work performance of health workers at Korle-Bu Teaching Hospital (KBTH) in Ghana. A qualitative approach was adopted for the study, and purposive sampling was used to select fifteen (15) health workers. An in-depth interview guide and one-on-one interviews were adopted to collect data from the staff at Korle Bu Teaching Hospital. The findings from the study revealed that job satisfaction, logistic provision, and an enabling work environment are intrinsic motivating factors that affect the work performance of health workers; extrinsic factors such as financial reward, accommodation, and transportation also impact work performance. Furthermore, motivation is key to the work performance of health records practitioners.

Zemichael, Yohannes, Fitsum and Mirkuzie, (2016) researched the motivation of health workers and associated factors in public hospitals of West Amhara, Northwest Ethiopia. The study employed cross-sectional survey methods. Data was collected from 304 health professionals working in the selected public hospitals of West Amhar. The collected data were analyzed using SPSS software version 20. The result from this study revealed that

Professional category, age, type of the hospital, nonfinancial motivators like performance evaluation and management, staffing and work schedule, staff development and promotion, availability of necessary resources, and ease of communication were found to be strong predictors of health worker motivation. Across the hospitals and professional categories, health workers' overall level of motivation with the absolute level of compensation was not significantly associated with their overall level of motivation.

Methodology

Survey research design was adopted for this study. The population comprised four hundred and thirty-three (433) health records practitioners working in the primary healthcare of Osun West, Osun East and Osun Central senatorial districts. There are thirty (30) local government areas in Osun State. Osun West senatorial district comprises 10 LGA, Osun East senatorial district has 10 LGA and Osun Central senatorial district comprises 10 LGA. Balloting method of sampling was used for the selection of local government areas for this present study. Taro Yamane's (1967) formula was used to determine the sample size of 208 respondents from the population based on the proportion/strata of each local government under study. The instrument used for data collection is a structured questionnaire titled "Motivation, Job Satisfaction and Job Performance of Health Records Practitioners in Primary Health Care Facilities in Osun State". To determine the reliability of the instrument for data collection, a pilot study was conducted by administering 30 copies of the questionnaire to health records practitioners working in all the primary health centres, present in Offa LGA and Oyun LGA. The result of the Cronbach's Alpha value tested at a 0.005 level of significance showed, Motivation at 0.845 and Job performance at 0.821. This is considered reliable because the values are above 0.7. Data collected were analyzed

using The Statistical Package for Service Solution Software (SPSS) in form of descriptive statistics (frequencies,

percentages and tables) and inferential analysis (linear regression).

Results and discussion of Findings

Table 1: Demographic Data of Respondents

Demographic		No of responses	Percentage (%)
Gender	Male	63	36.8
	Female	108	63.2
	Total	171	100.0
Age group	21-30 years	27	15.8
	31-40 years	44	25.7
	41-50 years	61	35.7
	51-60 years	30	17.5
	61 years & above	9	5.3
	Total	171	100.0
Education qualification	PhD.	3	1.8
	M.Sc.	19	11.1
	B.Sc.	61	35.7
	HND	67	39.2
	OND	21	12.3
	Total	171	100.0
Working Experience	0-5 years	19	11.1
	6-10 years	59	34.5
	11-15 years	64	37.4
	16-20 years	22	12.9
	21 years & above	7	4.1
	Total	171	100.0
Designation	Health Record Technician	31	18.1
	Health Record Officer	39	22.8
	Higher Health Record Officer	36	21.1
	Senior Health Record officer	51	29.8
	Principal Health Record Officer	5	2.9
	Asst. Chief Health Record Officer	4	2.3
	Deputy Director of Health Record	2	1.2
	Director Health Record	3	1.8
	Total	171	100.0

Source: Field survey, 2021

The result derived from Table 1 revealed that more responses were received from female respondents at 63.2% compared to the response gotten from the male

respondents at 36.8%. The highest response was also recorded from those whose age falls within the range of 41-50 years at 35.7%, followed by the age range of 31-40

years at 25.7% and the low response was received from those whose age falls within the range of 60 years & above (5.3%). It was further revealed in Table 1 that the majority of the health records practitioners are holders of HND at 39.2% while HND had the highest qualification at 39.2% followed by B.Sc. at 35.7%, while PhD had the lowest qualification response rate of 1.8. In terms of working experience, it was shown from Table 4.1 that the respondents with 21 years and above working experience had a low response which is 4.1%, and those who have working experience of 11-15 years had the highest qualification at 37.4% which implies

that most of the health information management professionals in Osun State had working experience of more than 11 years which show that the workforce is experienced. Deputy Director of Health Record was the lowest in the category of job description while senior health records officer had the highest response rate of 29.8%. This implies that health information management practitioners in primary healthcare in the different local government areas of Osun State have an experienced workforce with adequate years of experience and high-ranked officers in the senior cadre to manage patients' records.

Research Question 1: What is the level of the job performance of health records practitioners in Primary Health Care Facilities in Osun State?

Table 2: Job Performance of Health Records Practitioners

S/N	How would you rate the level of your Job performance as a health records practitioner?	Very High Level (4)	High Level (3)	Low Level (2)	Very Low Level (1)	Mean	Std. Dev.
A	Creativity						
1	The senior administration accepts my ideas	105 (61.4%)	61 (35.7%)	0	5 (2.9%)	3.56	0.65
2	I come up with new and better ways of doing things	117 (68.4%)	31 (18.1%)	9 (5.3%)	14 (8.2%)	3.47	0.92
3	Transparency in demonstration	104 (60.8%)	44 (25.7%)	10 (5.8%)	13 (7.6%)	3.40	0.90
4	I develop fresh ideas that provide solutions to all types of challenges.	102 (59.6%)	29 (17.0%)	22 (12.9%)	18 (10.5%)	3.26	1.04
Average mean						3.42	0.88
B	Effectiveness						
5	I control my own feelings in all situations	137 (80.1%)	16 (9.4%)	10 (5.8%)	8 (4.7%)	3.65	0.79
6	Checking of accuracy in discharging my duties	105 (61.4%)	44 (25.7%)	12 (7.0%)	10 (5.8%)	3.43	0.86
7	I respond constructively to problems even under stress	99 (57.9%)	45 (26.3%)	14 (8.2%)	13 (7.6%)	3.35	0.92
8	I keep an organized workspace	81 (47.4%)	36 (21.1%)	24 (14.0%)	30 (17.5%)	2.98	1.15
Average mean						3.35	0.93

C	Efficiency						
9	I attend to my work with speed and accuracy	131 (76.6%)	15 (8.8%)	13 (7.6%)	12 (7.0%)	3.55	0.91
10	Dedication to work	105 (61.4%)	43 (25.1%)	9 (5.3%)	14 (8.2%)	3.40	0.92
11	Work within the time allocated	96 (56.1)	29 (17.0%)	28 (16.4%)	18 (10.5%)	3.19	1.06
12	The degree to which I do my work meets any patients' Requirements	102 (59.6%)	21 (12.3%)	23 (13.5%)	25 (14.6%)	3.17	1.14
Average mean						3.33	1.01
D	Competency						
13	I have the right qualification to perform my job	97 (56.7%)	43 (25.1%)	7 (4.1%)	24 (14.0%)	3.25	1.06
14	I have acquired good communication skills on my job	81 (47.4%)	54 (31.6%)	24 (14.0%)	12 (7.0%)	3.19	0.93
15	I have developed a good writing skill that enables me to record patients' detail appropriately	92 (53.8%)	35 (20.5%)	23 (13.5%)	21 (12.3%)	3.16	1.07
16	I have gained experience on the job over the year on how to manage health records	73 (42.7%)	49 (28.7%)	24 (14.0%)	25 (14.6%)	2.99	1.08
Average mean						3.15	1.04
Grand Mean						3.31	0.97

Source: Field Survey, 2021

Average Mean Rankings: Below 1.49 = Low, 1.5 – 2.49 = Average, 2.5 – 3.49 = high, Above 3.5 = Very High.

Table 2 presents the result on the level of the job performance of health records practitioners in Primary Health Care Facilities in Osun State. The Table reveals that the level of the job performance of health records practitioners in Primary Health Care Facilities in Osun State is high with a grand mean of ($\bar{X} = 3.31$, $SD = 0.97$) on a scale of 4. This implies that the health

record practitioners are trying their best to carry out their normal routine tasks such as retrieving, filing, sorting, and managing records of patients. The findings further revealed the average mean of the following indicators to be high: creativity ($\bar{x} = 3.42$, $SD = 0.88$), effectiveness ($\bar{x} = 3.35$, $SD = 0.93$), efficiency ($\bar{x} = 3.33$, $SD = 1.01$) and competency ($\bar{x} = 3.15$, $SD = 1.04$).

Research Question 2: To what extent are health records practitioners motivated in their jobs?

Table 3: Motivation of Health Records Practitioners

S/N	To what extent would you say the following motivational factors influence you as health records practitioners?	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean	Std. Dev.
A	Reward						
17	Provision of health insurance	21 (12.3%)	25 (14.6%)	29 (17.0%)	96 (56.1%)	1.83	1.08
18	Annual leave allowance received yearly	26 (15.2%)	18 (10.5%)	21 (12.3%)	106 (62.0%)	1.79	1.14
19	House Allowance	20 (11.7%)	13 (7.6%)	33 (19.3%)	105 (61.4%)	1.70	1.04
20	Education allowance	10 (5.8%)	11 (6.4%)	33 (19.3%)	117 (68.4%)	1.50	0.86
Average mean						1.71	1.03
B	Recognition						
21	Task execute effectively and efficiently	37 (21.6%)	19 (11.1%)	21 (12.3%)	94 (55.0%)	1.99	1.24
22	Readiness to prioritize and schedule work	35 (20.5%)	14 (8.2%)	37 (21.6%)	85 (49.7%)	1.99	1.19
23	Awards receive for my consistent hard work	31 (18.1%)	24 (14.0%)	21 (12.3%)	95 (55.6%)	1.95	1.19
24	Innovative ideas	26 (15.2%)	20 (11.7%)	40 (23.4%)	85 (49.7%)	1.92	1.11
Average mean						1.96	1.18
C	Suitable Work Environment						
25	Comfort and safety level at the office	26 (15.2%)	24 (14.0%)	43 (25.1%)	78 (45.6%)	1.99	1.10
26	My office building space layout	38 (22.2%)	7 (4.1%)	31 (18.1%)	95 (55.6%)	1.93	1.22
27	Good air ventilation	25 (14.6%)	11 (6.4%)	27 (15.8%)	108 (63.2%)	1.73	1.10
28	Provision of all required work equipment	18 (10.5%)	21 (12.3%)	23 (13.5%)	109 (63.7%)	1.70	1.05
Average mean						1.84	1.12
D	Salary						
29	Equitable pay system	23 (13.5%)	25 (14.6%)	17 (9.9%)	106 (62.0%)	1.80	1.13
30	My salary meets my immediate needs	25 (14.6%)	18 (10.5%)	18 (10.5%)	110 (64.3%)	1.75	1.13
31	My monthly pay	18 (10.5%)	10 (5.8%)	21 (12.3%)	122 (71.3%)	1.56	1.00
32	Prompt monthly payment	12 (7.0%)	13 (7.6%)	11 (6.4%)	135 (78.9%)	1.43	0.91
Average mean						1.64	1.04

Grand Mean	1.79	1.09
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Source: Field Survey, 2021

Average Mean Rankings: Below 1.49 = Very Low, 1.5 – 2.49 = Low, 2.5 – 3.49 = high, Above 3.5 = Very High.

Table 3 shows the motivational factors of health records practitioners in the primary health care facilities in Osun State. It is shown from the table that the majority of the respondents' responses were low to the motivational factors used in analyzing the responses derived from the instrument which had a low mean of ($\bar{x} = 1.79$, $SD = 1.09$) on a 4-point Likert scale. Going by the parameters measuring motivational factors, recognition ($\bar{x} = 1.96$, $SD = 1.18$), suitable work environment ($\bar{x} = 1.84$, $SD = 1.12$), reward ($\bar{x} = 1.71$, $SD = 1.03$) and salary ($\bar{x} = 1.64$, $SD = 1.04$).

The result of the extent of motivational factors of health records practitioners in primary health care facilities in Osun State showed that health records practitioners in primary health care facilities were low ($\bar{x} = 1.79$, $SD = 1.09$) on a scale of 4. The measures on the extent to which health records practitioners were motivated indicated a low level of motivation in terms of reward, recognition, suitable work environment and salary.

Hypothesis one: Motivation has no significant influence on the job performance of health records practitioners in the Local Government Areas of Osun State.

Table 4: Linear regression analysis of the influence of motivation on Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.540	0.115		30.840	0.000
	motivatio n	-0.129	0.063	-0.156	-2.053	0.042
a. Dependent Variable: Job performance R = 0.156 R² = 0.024 Adjusted – R² = 0.019 F(1,169) = 4.215 DF (T-Statistic) = 168						

Source: Field Survey, 2021

The result in Table 4 reveals that the independent variable has a negative coefficient, which is an indication that motivation negatively influences the job performance of health records practitioners in primary health facilities of Osun State, Nigeria. The regression output revealed that

the motivation predictor variable is significant because $p < 0.05$. The result further shows an R-value of 0.156 which reveals that there is a 15.6% negative influence of motivation on job performance. The Adjusted R² of 0.019 reveals that the independent variable account for 1.9% of

the variations in job performance. The F value $(1, 169) = 4.215$ and $t = -2.053$ is statistically significant at $p < 0.05$, this further gives empirical evidence that motivation has a significant influence on job performance. Since the P -value of motivation among health record practitioners is below 0.05, hence the null hypothesis which states that motivation has no significant influence on health records practitioners in primary health facilities of Osun State is rejected.

Discussion of Findings

Research question one sought to find out the level of the job performance of health records practitioners in primary health care facilities in Osun State. The study found that the level of the job performance of health records practitioners in primary health care facilities in Osun State is high. In agreement with the present study results, Amarar, Akbolat and Yagci (2021), Pourteimour, Yaghmaei, and Babamohamadi (2021), Stankovska, Angelkoska, Osmani and Grncarovska (2017), Al-Makhaita, Sabra, and Hafez (2014), reported a high level of job performance.

Research question two examined the extent to which health records practitioners are motivated in their jobs. The study found that the extent to which health records practitioners in primary health care facilities in Osun State is low. The finding of this study is in contrast with the finding of Kolawole and Unegbu (2021) who found that there is a high employee motivation practised in the surveyed hospitals. The study is also in disagreement with the study of Ibrahim and Sunday (2020) whose study discovered that health information management personnel had high motivation. In similarity, the finding of this study is consistent with the findings of Chinyere, Ifeoma, Uchenna, Njideka and Arthur (2020) who established low motivation of health workers in a Major PublicTertiary Hospital in Enugu State. Contrary to this, the finding of this study also disagrees with

the findings of Nwosu, Ugwoegbu and Okeke (2013) who asserted that the level of motivation among employees was high.

Hypothesis one revealed that motivation had a significant influence on the job performance of health records practitioners in primary health care facilities in Osun State. This is consistent with the finding of Ghaffari, Shah, Burgoyne, Nazri and Salleh (2017) who revealed a positive relationship between motivation and job performance. Also, this finding is consistent with the study carried out by Gachengo and Wekesa (2017) who found that motivation had a statistically significant influence on employee performance at the National Bank of Kenya. Similarly, this finding corroborates the results of Twalib and Kariuki (2016) who discovered that motivation had a positive and significant influence on the job performance of employees in Kenya. Also, this study supports the finding of Magaji, Akpa and Solomon (2017) who informed that motivation had a significant influence on job performance.

Findings emanating from the analyzed data revealed the following:

1. Job performance of the health records practitioners in the primary health facilities of Osun State Nigeria was high
2. The indicators for motivation used for this study were ranked very low and the indicators include reward, recognition, suitable work environment and salary.
3. Motivation negatively influenced the job performance of the health records practitioners in the primary health facilities of Osun State Nigeria.

The study concluded that motivation plays an important role in enhancing and ensuring adequate job performance among the health records practitioners in the primary health facilities of Osun State Nigeria.

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