

## MOTIVATION AS PREDICTOR OF WORKERS' BURNOUT AMONG HEALTH WORKERS IN ENUGU STATE

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### **Abstract**

*Reduced motivation have been shown to result into high stress and sense of lost control over one's life and career contributing to a stress syndrome known as burnout. The aim of the study is to examine the influence of motivation as a predictor of workers' burnout among health workers in Enugu State using descriptive research design. The study population comprises of One hundred and forty eight (148) hospital staff drawn from Enugu State University Teaching Hospital, Parklane. Three instruments were used in the study. They are Maslach Burnout Inventory Scale (MBI) (Maslach & Jackson 1981), Work Extrinsic and Intrinsic Motivation Scale (Blais, Lachance, Vallerand, Briere & Riddle 1993) and structured questionnaire which seek to obtain information about the participants' demographic data. The data obtained from respondents were analyzed by computing the means, standard deviations, and correlations and hierarchical Multiple Regression the study variables. The study result showed that Motivation was not a significant predictor of worker's burnout, although it accounted for 3% of the variance in worker's burnout ( $\Delta R^2 = .03$ ). The 2 predictor variables in the regression model contributed 5% to the explanation of the variance in worker's burnout (total  $AR^2 = .05$ ). The findings of the study shows that there is no statistically significant impact of motivation on workers burnout among health workers. The study therefore recommends that the entire society, government at all levels and health related agencies see motivation as a tool for working efficiently and effectively and not for workers to exhaust themselves so much as to be victims of burnout.*

**Keywords:** Motivation, Workers' Burnout, Conscientiousness

### **Introduction**

Motivation is the power that activates the engine of success and propels employees to act and do things. It is the willingness of action especially in behavior. Motivation is equally an inner bearing passion caused by needs, wants and desire which propels an employee to exert his physical and mental energy to achieve desired objectives. When people are motivated with the work they do, it yields productivity. Every individual must be motivated to be successful in one's career as there is no success without motivation. This is probably because it is a force, stimulus, or influence that moves a person to act or respond. When employees lack motivation it could lead to indeed, withdrawal or reduced motivation/ disengagement, i.e., the motivational component of burnout acts as a self-protective strategy to prevent further energy depletion.

Reduced motivation have been shown to result into high stress and sense of lost control over one's life and career contributing to a stress syndrome known as burnout. Burnout is a physical or mental collapse caused by overwork or stress; or a psychological state resulting from prolonged exposure to job stressors. It is often experienced by virtually everyone in their respective chosen vocation. Hence, it reduced one's productivity and saps energy, learning one feeling increasingly helpless and resentful. As a result, one may feel like having nothing more to give. Burnout commonly occurs among employees who are unable to cope with extensive work pressures demanding their energy, time, and resources and among employees whose work requires dealing with people.

Maslach, Schaufeli, and Leiter, (2001) reported that stressor could be excessive work (workload), change of department or roles, strict policy in the work place. Syndromes of burnout are specific to the work content (For instance, emotional exhaustion could be experienced in jobs that involve human interaction. Like nurses, or medical personnel in a hospital setting may be reacting to workload. There are other factors that contribute to burnout such as physical and emotional factors. Physical sign and symptoms are: Feeling tired and drained most of the time, frequent headaches, back pain, muscle ache, lowered immunity feeling sick a lot, change in appetite or sleep habits. Emotional sign and symptoms are: sense of failure and self-doubt, loss of motivation, decreased satisfaction and sense of accomplishment, feeling helpless, trapped and defeated, detachment, feeling alone in the world etc. A number of psychological factors play out in form of workload conditions such as poor supervision, poor communication, job dissatisfaction, type of reward (salary) people get 'could' be issues of concern regarding workers' burnout.

Consistent with this reasoning, research revealed main effects of demands and resources on burnout; whereas job demands were associated with exhaustion, lacking resources were linked to disengagement see, among others, Van der Zee, Lewig, & Dollard, (2006); Bakker, Demerouti & Verbeke, 2004; Hansen, Sverke & Naswall, 2009 ; Xanthopoulou, Bakker, Dollard & Metzger 2007). Bakker, Demerouti, Taris, Nachreiner, & Schaufeli (2003) observed that the effect of job demands on exhaustion was especially strong if employees possessed few job resources and, in a similar vein, that the effect of job resources on cynicism was particularly strong if employees encountered many job demands. Subsequent research (Bakker, Demerouti, Schaufeli, 2005 ; Xanthopoulou Vardakou & Kantas 2007) showed that about 60 % of all possible interactions between individual job demands and job resources were significant and in the hypothesized direction, whereas no significant interaction effects. It therefore becomes paramount to examine the influence of motivation on the workers burnout among Health Workers in Enugu State.

### **Objectives of the Study**

1. Examination of motivation influence on workers burnout in Enugu State.
2. Assess the relationship between motivation, Conscientiousness and Burnout among workers in Enugu State
3. **Research Question**
  1. To what extent does motivation influence workers burnout in Enugu State?
  2. What is the nature of Relationship between motivation, Conscientiousness and Burnout among workers in Enugu State?

### **Research Hypotheses**

1. Motivation have no significant influence on workers burnout in Enugu State
2. There is no statistical relationship between motivation, Conscientiousness and Burnout among workers in Enugu State.

### **Review of Literature**

#### **The Concept Burnout and Motivation**

Burnout is a state of mental and physical exhaustion caused by one's professional life (Freudenberger, 1974). While researchers Emberiacio, Papazian, Kentish – Barnes, Pochard and Azonlay (2007) are of the view that burnout is a psychological term for the experience of long-term exhaustion and diminished interest (depersonalization or Cynicism), usually in work context. Burnout is a concept which dates to the late 1970's and is characterized as a state of emotional exhaustion, depersonalization and feeling of reduced personal accomplishment Lee & Ashforth, (1990). It is most commonly associated with white collar professions (Karaesk & Theorell, 1990) which combine a high level of interpersonal involvement with exposure to emotionally demanding situations which are prevalent particularly in human service professions (people helping profession where clients, impose constant demand of attention Duxbury & Higgings, (1998).

#### **Components of Burnout**

Burnout has three important components - emotional exhaustion, depersonalization, and reduced personal accomplishment (Leiter & Harvie 1991; Maslach & Jackson 1986; Maslach, Schaufeli & Leiter, 2001). Emotional exhaustion refers to mental and physical, tension and strain resulting from job related stressors. Depersonalization refers to distancing of oneself from others and viewing others impersonally; while reduced personal accomplishment is of negative self-evaluation. Emotional exhaustion has been one of the most extreme varieties of work

related strain, which manifests itself in employees as a general loss of feeling, concern, trust, interest, (Maslach 1982). Malteson and Ivan Cevich (1987) stated that Etzion (1984) referred to emotional exhaustion as feeling depressed and that it occurs over a long period of time and passes through different stages.

The first stage of what is characterized by “stagnation” in which signs of fatigue and depression appear though not quite noticeable. The second stage takes the form of detachment when its signs become apparent. It is characterized by psychological and physical withdrawal apathy, and below average performance. The final stage is where an individual experiences burnout and become emotionally exhausted. Individuals at this level are seen to be depersonalized, apathetic, doubtful of their self-efficacy, devoid of sense of accomplishment, and becomes a poor performer. Some researchers like Maslach, Schaufeli, and Leiter (2001) described burnout as an inability to cope with emotional stress at work.

Coleman (2003) in his own view described burnout as “an acute stress disorder or reaction characterized by exhaustion resulting from overwork, with anxiety, fatigue, insomnia, depression and impairment in work performance. Similarly, according to Leatz and Stolar (1993), it is a physical, emotional and mental exhaustion caused by long-term involvement in stressful and emotionally demanding situations, combined with high personal expectations for one’s performance. It happens when work losses its meaning, and the ration of stress to reward tilts heavily towards stress.

O’Bnenand (1996) explained burnout as the extinction of motivation or incentive, especially where one’s devotion to a cause or relationship fails to produce the desired results. Job stressor could be too much work (workload), change of department or roles, strict policy in the work place. Syndromes of burnout are specific to the work content (Maslach & Jackson 2001). For instance, emotional exhaustion could be experienced in jobs that involve human interaction. Like nurses, or medical personnel in a hospital setting may be reacting to workload. A number of psychological factors play out in form of workload conditions such as poor supervision, poor communication, job dissatisfaction, type of reward (salary) people get ‘could’ be issues of concern regarding workers’ burnout. Physical sign and symptoms are: Feeling tired and drained most of the time, frequent headaches, back pain, muscle ache, lowered immunity feeling sick a lot, change in appetite or sleep habits. Emotional sign and symptoms are: sense of failure and self-doubt, loss of motivation, decreased satisfaction and sense of accomplishment, feeling helpless, trapped and defeated, detachment, feeling alone in the world etc, all are things that lead to burnout.

Motivation is the power that activates the engine of success and propels employees to act and do things. It is the willingness of action especially in behavior. Hence, the word “motivation” comes from Latin word “Movere” meaning to move. Motivation is generally defined as a

“force, stimulus, or influence” that moves a person or organism to act or respond Robert (1992). Webster’s Dictionary defined motivation as the psychological feature that arouses an organism to act, and “the reason for the action”. Motivation is equally an inner bearing passion caused by needs, wants and desire which propels an employee to exert his physical and mental energy to achieve desired objectives. When people are motivated with the work they do, it yields productivity. Motivation, psychologically, refers to an inner or environmental stimulus for initiation, sustaining and maintaining behaviors (Sharma, 2006). It shows that real motivation comes from the inner desires, interest of the individual and not from the expectation of reward. Motivation in this study will be looked at from two distinct perspectives: extrinsic and intrinsic motivation.

Extrinsic motivation is an external form of motivation. It occurs when people are motivated to perform behavior or engage in an activity to earn a reward or avoid punishment. Extrinsic motivation refers to behavior that is driven by external rewards such as money, fame, grades, and praise. This type of motivation arises from outside the individuals, as opposed to intrinsic motivation, which originates inside of the individual. Intrinsic motivation refers to behavior that is driven by internal rewards. And in an attempt to achieve this, one becomes a victim of burnout. In other words, the motivation to engage in a behavior arises from within the individual because it is intrinsically rewarding. Motivation comes from the pleasure one gets from the task itself or from the sense of satisfaction in completing or even working on a duty. An intrinsically motivated person will work on a numerous responsibility for example, just because it is enjoyable. As trait variables, intrinsic and extrinsic motivations are reciprocally independent (Amabile, Hill, Bennessy, & Tighe 1994). Deci and Ryan (2002) stressed the importance of intrinsic motivation as it is associated with human well-being through the satisfaction of three universal Psychological needs; autonomy, competence and social relatedness.

Herzberg (1956) stated that what really motivates an individual come from the content of what the person is doing and not the context. Sigmund Freud in his work proposed the “pleasure principles” as the primary mechanism of motivation. Individuals seek pleasurable or unpleasant experience and tends to avoid pain, they do not engage in things that they dislike. Maslow (1954) suggests that there are five interdependent levels of basic human needs (motivators) that must be satisfied in a strict sequence starting with the lowest level. Physiological needs for survival (to stay alive and reproduce) and security (to feel safe) are the most fundamental and most pressing needs. They are followed by social needs (for life and belonging) and self-esteem (to feel worthy, respected and have status). The final and the highest level needs are self – actualization needs (self-fulfillment and achievement). Its underlying theme is that human beings are wanting beings: as they satisfy one need the next emerges on its own and demands satisfaction.



Motivation involves certain forces such as biological, emotions, social and cognitive that activates behavior. This implies that for one to be motivated, the biological mechanisms in the person must be in a good state. Also, good emotions, quality social interactions as well as enhanced cognitive functioning are all needed to be motivated. The present study is determined at finding strong connections between burnout, conscientiousness and motivation. Ordinarily, a motivated conscientious individual will most likely be prone to burnout. However, if as stated earlier that every good success is accompanied with motivation, why then will a motivated committed, diligent, dedicated individual be prone to burnout? Could it be that motivated individuals do not understand their limit to work? Or are they so engrossed with work that they do not mind the after effects of work hazard.

Previous studies have closely reported a relationship between motivation and burnout. In a study by Pisarik, (2009) which examined the relationships among motivational orientations based on self-determination theory (Ryan &Deci, 2000b) and burnout among undergraduate college students using a sample of 191 university students reported that intrinsic motivation to attend college was associated with lower levels of burnout, while motivation and external regulation were associated with higher levels of burnout. Identified regulation was negatively related to one dimension of burnout (i.e., professional efficacy). The results and their implications for practice and future research are discussed in the context of self-determination theory.

In a similar study by Fernando and MaLuisa (2000) in their work presented some empirical results from the study of motivation in Spanish voluntary workers in the fields of AIDS and cancer. These results appear to demonstrate the great importance of other-oriented motivations for the permanence of volunteers in organizations. Initial results from the study of “burnout syndrome” among volunteers are also presented. The data show that the degree of burnout in volunteers in work is low. Salman, Behrouz, Cengiz, Mir and Sadeg (2012) in a survey on motivation, satisfaction and burnout among sporting volunteers 260 sport volunteers in Fars province sport committees in Iran, showed that family-support factor was scored as highest and appreciation factor as lowest among volunteers. There was a meaningful relation between empowerment and family-support, perceived reward and appreciation. Also, satisfaction and burnout were higher in females than males. There was a meaningful relation between empowerment, lack of appreciation and perceived rewards to satisfaction. The results also showed a meaningful relation between religion, empowerment, perceived rewards and lack of appreciation in sport volunteer's burnout.

## **Methodology**

### **Research Design**

Descriptive research design was adopted in the study.

### **Population of the Study**

The study population comprises of One hundred and forty eight (148) hospital staff drawn from Enugu State University Teaching Hospital, Parklane, Enugu. Participants comprised of medical workers such as nurses, medical lab scientists, doctors, pharmacist, administrative officers within the age range of 19 – 70 years.

### **Instrument for Data Collection**

Three instruments were used in the study. They are Maslach Burnout Inventory Scale (MBI) (Maslach & Jackson 1981), Work Extrinsic and Intrinsic Motivation Scale, Big Five Inventory (BFI) (John, Donahue & Kentle 1990) and structured questionnaire which seek to obtain information about the participants' demographic data.

#### **Maslach Burnout Inventory (MBI) (Maslach & Jackson 1981)**

The Maslach's burnout is a 22- item inventory developed by Maslach and Jackson (1981) to measure respondent's level of burnout at work. The items for the Maslach Burnout Inventory (MBI) were designed to measure hypothesized aspects of the burnout syndrome. Responses were gathered on a 6 likert - type scale. For each item, responses ranged from a few times a year 1 to a few time a week 6; with the first indicating respondent's lower level of burnout, while the later represent respondent's highest level of burnout. Maslach and Jackson (1981) reported a cronbah's alpha reliability index of .80

#### **Big Five Inventory (John, Donahue & Kentle 1990)**

The 8 items out of the 44-item inventory developed by John, Donahue & Kentle (1990) was used to measure conscientiousness. According to Omoluabi (2002), BFI was adapted for the use of professionals in Nigeria after several years of research at re -standardizing it, in order to enhance its suitability and relevance for Nigerians. John, Donahue & Kentle (1991) reported a Cronbach alpha coefficient of reliability of .80 and a 3 month test retest reliability of .85 for the BFI. The authors also reported mean convergent validity coefficients of .75 and .85 with the Big five Instruments authored by Costa & McCrae (1992) and Golberg (1992) respectively.

## **Work Extrinsic and Intrinsic Motivation Scale (Blais, Lachance, Vallerand, Briere & Riddle 1993)**

This is an 18-item scale developed by Blais, Lachance, Vallerand, Briere and Riddle (1993). The English version was translated and validated by Tremblay, Blanchard, Taylor, Pelletier and Villeneuve (2009) and it is adopted as a practical, fast, flexible and accessible tool for the assessment of motivation. Tremblay, et al. (2009) reported three studies conducted for the validation and refinement of the English version of WEIMS. Internal consistency reliability (Cronbach's alpha) ranged from .64 to .83, suggesting adequate reliability which was approximately the same with the values obtained with the original French scale (.59 to .77, see Blais, et al., 1993). The preliminary statement in the scale is: Why do you do your work? The respondents are required to indicate to what extent each of the items corresponds to the reasons why he/she is presently involved in his/her work. Examples of the statements are: For the income it provides; For the satisfaction I experience from taking on interesting challenges; Because this job is part of my life, etc. The response options ranged from Does not correspond at all (1) to corresponds exactly (7) with corresponds moderately (4) as the mid-point (4). Higher scores on WEIMS indicate higher motivation.

### **Procedure**

The researcher with a letter from the Department of Sociology/Psychology/Religion obtained permission from the Director of the hospital used for the study. Afterwards, the researcher was assigned a staff as a guide in administering the questionnaires. Before administering the questionnaire, the researcher created rapport with the participants, in which case the participants were told that the exercise is purely for academic research purposes. Participants were equally assured that their responses will be treated with utmost confidentiality and that participation in the study was voluntary. The questionnaires were collected back from the participants after they were filled. Two hundred (200) questionnaires were distributed. At the end of administering the questionnaires, one hundred and sixty (160) questionnaires were returned. The returned questionnaires were cross checked after they were collected back from the participants. After cross checking the questionnaires, only one hundred and forty eight (148) questionnaires were found to be properly filled and were used for data analysis.

### **Design/Statistics**

The data obtained from respondents were analyzed by computing the means, standard deviations, and correlations among the study variables. Thereafter, to test the hypotheses, Hierarchical Multiple Regression was conducted in which burnout was the dependent variable. The variables were entered into the equation in steps. In the first step of the equation, demographic variables (gender, age, marital status, religion, ethnic group and highest educational qualification) were entered in order to control for the likely impact they may have



on worker's burnout. Conscientiousness was entered in step 2 of the equation, all in a bid to test the extent to which they serve as determinants of worker's burnout. Statistical Package for the social science (SPSS) version 20 was employed for the data analysis.

## Result

Information about participants demographics such as gender, age, marital status, religion, highest educational qualification, ethnic group, number of years of working experience, and number of years in the organization were gotten using the questionnaires. Out of the participants that participated in the study; forty one (41) were males, while one hundred and seven (107) were females. Seventy seven (77) were married, sixty seven (67) were single, two (2) were widows while two (2) were equally widowers. For religion; one hundred and forty five (145) were Christians, while only three (3) belong to Islamic religion. For ethnic group; one hundred and thirty two (132) were Igbos, four (4) were Hausas, seven (7) were Yoruba's, four (4) also belong to other ethnic groups, while one (1) is a missing value for ethnic group. Fifteen (15) were SSCE holders, thirty eight (38) were OND/NCE holders, sixty two (62) were HND/BSC holders, twenty (20) were MSC holders, only three (3) Ph.D holders, while 10 were missing values. 115 persons are 1st degree holders while 23 participants hold higher degrees.

## Results

**Table 1: Correlations of demographic variables, conscientiousness, motivation and burnout among workers**

Variables	1	2	3	4	5	6	7	8
1 Gender	-							
2 Age	-.27***	-						
3 Marital status	-.14*	-.21**	-					
4 Religion	-.23**	.12	.04	-				
5 Ethnic Group	-.06	.08	.01	.25**	-			
6 Highest Education	-.13*	.31***	.04	-.11	.09	-		
7 Conscientiousness	.04	-.09	.17	.00	.15*	-.00	-	
8 Motivation	-.04	.20	-.11	-.02	-.06	-.02	.18**	-
9 Burnout	.01	-.09	.07	.03	-.01	-.25***	.17**	.08

\*\*\* p < .001; \*\* p < .01; \* p < .05

Result of table one above showed that amongst the demographic variables (gender, age, marital status, religion, ethnic group, and educational qualification), only educational qualification have significant negative relationship with worker's burnout ( $r = -.25$ ,  $p < .001$ ). However, gender, marital status as well as religion all had non-significant positive relationship with worker's burnout; but age and ethnic group all had no-significant negative relationship with worker's burnout. Result of correlation coefficient equally showed that conscientiousness was positively

significantly associated with worker's burnout ( $r = .17$ ,  $p < .01$ ). Meanwhile, motivation has non-significant relationship with worker's burnout. Interestingly, there was a significant positive relationship between worker's conscientiousness and their motivation. This implies that conscientious workers (which are dedicated, diligent and committed workers) are motivated in their work.

**Table 2: Hierarchical multiple regression predicting workers' burnout from conscientiousness and motivation.**

Predictors	Step 1			Step 2			Step 3		
	B	B	T	B	$\beta$	T	B	B	t
Gender	-.57	-.01	-.15	-.94	-.02	-.24	-.89	-.02	-.23
Age	.00	.00	.02	.03	.01	.13	-.00	-.00	-.01
Marital status	2.61	.08	.92	1.71	.05	.60	1.87	.06	.65
Religion	-1.47	-.01	-.12	-.78	-.01	-.06	-.49	-.00	-.04
Ethnic Group	.31	.01	.12	-.56	-.02	-.22	-.41	-.01	-.16
Highest Education	-5.61	-.25**	2.89	5.61	.25**	2.92	5.51	.25**	2.85
Conscientiousness				.65	.17*	2.03	.60	.16	1.83
Motivation							.07	.05	.60
AR <sup>2</sup>	.03**			.05**			.05		
$\Delta R^2$	.06**			.03*			.00		
$\Delta F$	9.50**			4.73*			.32		

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\* $p < .001$

The results of the Hierarchical Multiple Regression in Table 2 above indicate that the control variables (gender, age, marital status, religion, ethnic group and highest educational qualification) entered in step 1 of the equation were able to collectively explain statistically significant .3% variance in worker's burnout (Adjusted  $R^2 = .03$ ,  $p < .01$ ), with only highest educational qualification ( $\beta = -.19$ ,  $p < .01$ ) making significant negative contributions in determining worker's burnout, whereas gender, age, marital status, religion, and ethnic group did not make any significant contribution. The negative impact implies that the more educational qualification an individual has, the more committed he/she will be to work demands and this sometimes may lead to burnout. When conscientiousness was entered in step 2 of the equation, it accounted for statistically significant 3% variance as a determinant of worker's burnout ( $\Delta R^2 = .03$ ,  $p < .01$ ), however making unique and statistically significant positive impact in determining worker's burnout ( $\beta = .17$ ,  $p < .05$ ). Workers who are more dedicated, diligent, committed may as a result experience burnout, other than workers who do not show dedication or seriousness at work. Lastly, age was entered in step 3 of the equation. Unlike

conscientiousness, it did not add any variance impact as a determinant of worker's burnout; hence, it made a statistical significant contribution in determining worker's burnout.

### Summary of Findings

1. In the correlations table, highest educational qualification was significantly and negatively associated with worker's burnout ( $r = -.25$ ,  $p < .001$ ); but conscientiousness had a significantly positive relationship with worker's burnout ( $r = .17$ ,  $p < .01$ ), while motivation did not have significant relationship with worker's burnout.
2. Amongst the control variables, only educational qualification of workers was a significant (negative) predictor of worker's burnout ( $\beta = -.25$ ,  $p < .01$ ), but the control variables all accounted for 6% of the variance worker's burnout ( $\Delta R^2 = .06$ ).
3. Conscientiousness was a positively significant predictor of worker's burnout ( $\beta = .17$ ,  $p < .05$ ), accounting for 3% of the variance in worker's burnout ( $\Delta R^2 = .03$ ).
4. Motivation was not a significant predictor of worker's burnout, although it accounted for 3% of the variance in worker's burnout ( $\Delta R^2 = .03$ ).
5. The 2 predictor variables in the regression model contributed 5% to the explanation of the variance in worker's burnout (total  $\Delta R^2 = .05$ ).

### Discussion

There result of the study shows that thereis no statistically significant impact of motivation on workers burnout among health workers was confirmed as related to results of the study. This result may mean that motivation could only keep workers to do their normal routine jobs and not necessarily to engage in extra role tasks that could lead to burnout at work. Equally, to many workers motivation is a normal thing that should happen at work, and that it is not meant for one to put in extra effort. This finding is inconsistent with the previous empirical research findings of (Pisarik, 2009; Engelbrecht 2005) indicating that it was a surprise as worker nevertheless showed a high level of burnout while still at work. The high burnout score recorded by some workers can be interpreted as expectable in the sense that a strong initial motivation is thought to be necessary in order to develop burnout. Equally, previous findings suggest that intrinsic motivation was associated with lower levels of burnout, while extrinsic motivation and external regulation were associated with higher levels of burnout.

Maslow's work and ideas though in contrast to the finding of the study extend far beyond the Hierarchy of Needs. According to Maslow's concept, self-actualization relates directly to the present day challenges and opportunities for employers and organizations - to provide real



meaning, purpose and true personal development for their employees. Increasingly, successful organizations and employers will be those who genuinely care about, understand, encourage and enable employee's personal growth towards self-actualization - way beyond traditional work-related training and development, which still forms the basis of much organized employment today.

### **Implications of the Study**

The findings of this research have practical implications. Motivation did not predict burnout among workers. This finding introduces another practical implication. By assumption, people think that workers who are motivated will engage highly in work such that they may be faced with burnout. The present empirical study have shown that motivating workers does not in any way make them to be so engrossed with work as to become victims of burnout. Therefore, the present study beckons on the entire society, government at all levels and health related agencies to see motivation as a tool for working efficiently and effectively and not for workers to exhaust themselves so much as to be victims of burnout. This is particularly so as health workers for example are more prone to becoming victims of burnout due to the nature and demands of their work. However, this study will serve as empirical review for future researchers

### **Conclusions and Recommendations**

The findings of the study shows that there is no statistically significant impact of motivation on workers burnout among health workers was confirmed as related to results of the study. Many workers motivation is a normal thing that should happen at work, and that it is not meant for one to put in extra effort. The study therefore recommends that entire society, government at all levels and health related agencies to see motivation as a tool for working efficiently and effectively and not for workers to exhaust themselves so much as to be victims of burnout



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