



RESEARCH ARTICLE

PSYCHOLOGY

**MOTIVATION AND JOB PERFORMANCES AMONG NURSES
IN THE EKITI STATE ENVIRONMENT OF NIGERIA**

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ABSTRACT

This study examined the motivation and job performances among nurses in the Ekiti State environment of Nigeria. Nurses care for individuals, who are healthy and ill, of all ages and cultural backgrounds, and who have physical, emotional, psychological, intellectual, social, and spiritual needs. Data for this study were collected from primary sources. A total number of three hundred (300) questionnaires were administered in this research and the chi-square statistical method of data analysis was adopted in the analysis of the data collected. Results from this study showed that the nurses in the study area were poorly remunerated and motivated, compared to the level of their work performance, working environment, poor working condition of nurses, problems of nurses in the study area affect negatively the level of their job performance in the area. This study therefore recommends that government at all levels should improve the general welfare and remuneration of nurses *in the study area*. For this will improve the level of job performance of nurses.



KEYWORDS

Job, Motivation, Nurses, Performance, and Recommendations.

INTRODUCTION

Nursing is a healthcare profession focused on the care of individuals, families, and communities, so they may attain, maintain, or recover optimal health and quality of life from birth to death. (Snodgrass, 2004).

Nurses work in a large variety of specialties, where they work independently, and as part of a team to assess, plan, implement and evaluate care. Nursing comes in various forms in every culture, although the definition of the term and the practice of nursing comes in various forms in every culture, the practice of nursing has been known as a wet nurse and the latter being known as a dry nurse. (Nightingale, 2009). In the 15th century, this developed into the idea of looking after or advising another, not necessarily meaning a woman looking after a child. Nursing has continued to develop in this latter sense, although the idea of nourishing in the broadest sense refers in modern nursing to promoting quality of life (Radcliffe, 2009).

Nursing was viewed during the 17th century as a very low job in the social hierarchy. They had a reputation for not being drunk and obnoxious, a view amplified by the doctors of the time to make themselves seem more important and able. It was not until Florence Nightingale, well educated woman from a middle class family, became a nurse and improved it drastically that people began to accept nursing as a reputable profession. Other aspects also helped in the acceptance of nursing. In 1853 Theodore Fieldner set up a hospital where the nurses he employed had to be of good nature. Many people were impressed with this facility and because of it the British Institute of Nursing Sisters was set up (Antonio, 2010).

Prior to the foundation of modern nursing, nuns and the military often provided nursing-like services. Nurses have experienced difficulty with

the hierarchy in medicine that has resulted in an impression that nurses' primary purpose is to follow the direction of medics. This tendency is certainly not observed in Nightingale's Notes of Nursing, where the doctors are mentioned relatively infrequently and often in critical tones, particularly relating to bedside manner (D'Antonio, 2010).

The modern era has seen the development of nursing degrees and nursing has numerous journals to broaden the knowledge base of the profession, nurses are often in key management roles within health services and hold research posts at universities.

Motivation and Efficiency

The human factor is the most vital and critical of all organizational resources. The human factor, through the leadership, mobilizes and utilizes all other factors for the production of concrete outputs. The non-human materials are considered to be mere potentials until turned to consumable goods and services. Consequently, for optimum performance, the workforce needs to be regularly motivated and encouraged through incentives, which can be economic, material and psychological in nature. (Ajayi, 2004).

Motivation is anything done or efforts made to encourage the behaviour of employees towards better performance in the course of accomplishing the goals of the organization. Motivation is the incentives, inducements and rewards that are given to workers at regular basis so as to boost their morale for enhanced productivity.

To further illuminate our understanding of the concept, a number of theories of motivation have been pontificated in



management literature on how to secure consensus, co-operation and commitment at the work place.

Organizational Culture as a Motivator

Pascale and Athos (1981) in their management study, observed that employees and management yearn for a meaningful participatory life in the work places. These scholars found out that an organization succeeds when its workforce are emotionally engaged some way, when they believe in what their group/organization is doing, when the contributions they make to the group/organizational activity bring psychological satisfaction of some kind, something more than simple basic rewards. Stacey (2010) has precisely summarized the value of the organization culture theory thus:

People believe and are emotionally engaged when their organization has a mission or set of values and when their own personal values match those of the organization. Organizational missions develop because people search for meaning and purpose and this search includes their work lives. To win commitment and loyalty and to secure consensus around performing a sense of mission. And this is the same thing as the articulation and propagation of the organizational paradigm itself.

In essence, workers are desirous of recognition and feelings of importance and relevance in the work place as a way of enhancing their performance in the organization.

Nursing as a Profession

The authority for the practice of nursing is based upon a social contract that delineates professional rights and responsibilities as well as mechanisms for public accountability. In almost all countries, nursing practice is defined and governed by law, and entrance to the profession is regulated at national or State level (Donahue, 2010).

The aim of the nursing community worldwide is for its professional to ensure quality care for all, while maintaining their credentials,

code of ethics, standard, and competencies, and continuing their education. There are a number of educational paths to becoming a professional nurse, which vary greatly worldwide, but all involve extensive study of nursing theory and practice and training in clinical skills (Judd, 2009).

Nurses care for individuals, who are healthy and ill, of all ages and cultural backgrounds, and who have physical, emotional, psychological, intellectually, social, and spiritual needs. Then profession combines physical science, social science, nursing theory, and technology in caring for those individuals. In order to work in the nursing profession, all nurses hold one or more credentials depending on their scope of practice and education.

Regulation of Practice

The practice of nursing is governed by laws that define a scope of practice, generally mandated by the legislative, generally mandated by the legislature of the country of area within which the nurse practices. Nurses are held legally responsible and accountable for their practice. The standard of care is that of the 'prudent nurse'.

Work Environment

Internationally, there is a serious shortage of nurses. (Reverby, 2007). One reason for this is due to the work environment in which nurses' practice. In a recent review of the empirical human factors and ergonomic literature specific to nursing performance, nurses were found to work in generally poor environmental conditions. De Lucia and Palmieri (2010) concluded, "the profession of nursing as a whole is over loaded because there is a nursing shortage. Individual nurses are overloaded. They are overloaded by the number of patients they oversee. They are overloaded by the number of tasks they perform. They work under cognitive overload, engaging in multitasking and encountering frequent interruption. They work under



perpetual overload, engaging in multitasking and encountering frequent interruptions. They work perceptual overload, due to medical devices that do not meet perceptual requirements, insufficient lighting, illegible handwriting, and poor labeling designs (Salawu, 2004). Nevertheless, already overloaded nurse should not be given more tasks to perform. When reducing the overload, it should be kept in mind that under loads also can

be detrimental to performance (Judd, 2009). Both overloads and under loads are important to consider for improving performance.

Nursing is the most diverse of all health care professions. Nurses practice in a wide range of settings, but generally nursing is divided depending on the needs of the person being nursed.

The major divisions are:

- a. The nursing of people with mental health problems – Psychiatric and Mental Health Nursing.
- b. The nursing of people with learning or developmental disabilities – Learning Disability Nursing.
- c. The nursing of children – Pediatric Nursing
- d. The nursing of older adults – Geriatric Nursing.
- e. The nursing of people in acute care and long term care institutional settings.
- f. The nursing of people in their own homes – Home Health Nursing (US), District Nursing and Health Visiting (UK) Source: (Snodgrass, 2004).

1.2 AIM AND OBJECTIVES OF THE STUDY

The general aim of this study was to examine the level of job motivational incentives as it affect job performances among nurses in Ekiti State, Nigeria.

The Specific Objectives of this Study

The specific objectives of this study were to:

- i. examine the differences between motivational incentives and job performance of nurses in Ekiti State.
- ii. assess the level of remuneration of nurses and their job satisfaction in Ekiti State.
- iii. note the impacts of poor environmental working condition of nurses on their job motivation and performance in Ekiti State.
- iv. investigate the influence of supervisors role on the job performance of nurses in Ekiti State.
- v. examine the impact of the problems of nurses on their job performance in Ekiti State.
- vi. Identify the causes of low motivation of nurses on their job performance in Ekiti State.

1.3 RESEARCH HYPOTHESES

This research work is predicated on the following hypotheses.

- i. There is no significant difference between motivational incentives and job performance of nurses in Ekiti State.
- ii. There is no significant difference between the level of remuneration of nurses and their job satisfaction in Ekiti State.
- iii. There are no significant impacts of poor environmental working condition of nurses on their job motivation and performance in Ekiti State.
- iv. There is no significant influence of supervisors' role on the job performance of nurses in Ekiti State.
- v. There are no significant impacts of the problems of nurses on their job performance in Ekiti State.
- vi. There is no significant variation between the causes of low motivation of nurses on their job performance in Ekiti State.



1.4 THE STUDY AREA

Ekiti State is located between latitude $7^{\circ}30'$ and $8^{\circ}15'$ north of the equator and Longitude $4^{\circ}47'$ and $5^{\circ}40'$ of the Greenwich Meridian. Ekiti State was created on the 1st of October, 1996 and its capital city Ado-Ekiti has witnessed rapid population growth and urbanization. (Awosusi and Jegede, 2010).

The estimated population figure of Ekiti State according to the National Population Commission stood at 2,353,082 (National Population Commission July, 2010).

The relief of Ekiti State consists of undulating plains. The highest contour line of 540m above sea level is found around the North Eastern limit of the State. The rocks are dominated by the basement complex geology of the South-Western Nigeria.

Ekiti State has a total annual rainfall of about 1400mm with a low co-efficient variation of about 30% during the rainfall peak months, and with an average of about 112 rainy days per annum, (Adebayo, 1993).

The development of Ekiti State spread towards the routes of communication. Put differently, the settlement evolutionary structure and growth is a replica of Homer Hoyt's Sector Theory of 1939, which posits the sprawl of physical development in the direction of transportation routes.

1.5 CONCEPTUAL FRAMEWORK/LITERATURE REVIEW

The concept of Total Quality Management (TQM) was applied to this study. Total Quality Management (TQM) is total in three senses, namely the process, the job, and the person. First, it covers every process, involved in arriving at the final product, namely the planning, designing, maintenance, accounting, marketing, manufacturing/creating in the job place. Secondly, total quality is total in the sense that it covers every job, as opposed to only those involved in making the product. Nurses for example, constitute a major link in the healthcare services chain as they are to ensure quality

service delivery in administration of drugs, dressing and care. Third, total quality recognizes that each person is responsible for the quality of job motivation and performance of his or her work and for the work of her group.

Total quality also radically alters the nature and basic operating philosophy of organizations. The specialized separated system developed early in the twentieth century is replaced by a system of mutual feedback and close interaction of departments and units. Nurses, for example, work closely with medical doctors, and other professionals in typical medical team to ensure that appropriate care is given to patients. Patients, in turn, feed their practical experience of the treatment directly back to the nurses. The formation of experiences interchange and shared commitment to working-life is what makes total quality work. Empowering all employers on how to apply process control and improvement performance techniques makes them party to their own destiny and enable them to achieve their fullest potentials.

Shared Ideology Motivator

Peters and Wtarman (1982) in *their in Search of Excellence*, emphasize the power of shared ideology as the driving force of employees' behaviour. In this way, they stressed the emotional component of motivation. According to them, successful organizations are ones in which people are driven by a sense of excitement and where they have strong feeling of belonging to the organization (Stacey, 2010).

The kernel of these theories is that for organizations to be efficient and employees effective, the workforce needs to be constantly motivated through materials, social, psychological and emotional incentives which are to act as performance-enhancing "steroids". Organizations need to do more than paying salaries to workers as ways of encouraging them to work harder. Economic incentives have less value to some workers as



what they need as performance appetizer may be mere psychological motivation by involving them in organizational decision-making which makes them feel a sense of importance. Adoption of participation by workers, in a democratic manner by the leadership in decision-making, may go a long way in enhancing productivity of the workers.

In-conclusion, the quality of job motivation and performances of a healthy organization has proper resources utilization and concern for their personnels. There is a minimal internal strain; the people are neither overloaded nor idle. Those who have high quality of working life like their job, the working environment and the conditions at work. Consequently they have positive sense that they are working, learning and growing as they contribute to the organization.

Baruwa (2001), observed that poor attitude to work in the general and teaching hospitals were as a result of poor rewarding system which causes dissatisfaction on the job. Baruwa (2001), further observed that the type of relationship between the superior and subordinates in terms of leadership style exhibited by the boss will affect worker's attitude to work.

Radcliffe (2009); said "whether or not satisfaction of working life of nurses and performance are directly and strongly correlate is not the issue. The issue is that to attract and retain qualified employees in any sector, employers will have to treat their workers as their most important asset.

Delucia and Palmieri (2010), Stated that, quality of working life and job motivation and performance of nurses requires a changed culture, and a change of attitude and working methods. She further noted that the staff in institutions needs to understand and live the message. It should be characterized that people produce quality. According to him, two things are required for staff to produce quality. First, workers need a suitable environment in which to work. They need basic knowledge of the profession and they need to work with systems

and procedures which are simple, but yield positive outcomes in doing their jobs.

Juran (1989), noted that working life quality outlook reflects a rational matter of fact approach to any organization institution and is heavily dependent on sophisticated "shop floor" planning and quality control processes. Thus, working life quality is ensured by making sure that each individual or a nurse has the building blocks necessary to do his or her job properly. With the proper tools and procedures, nurses will carry-out efficient health care delivery services that consistently meet patients and management expectation.

Hertzberg (1996) in his contribution to the motivation debate amplified that people are motivated to work in co-operation with others by both extrinsic incentives such as monetary rewards and intrinsic motivators such as recognition for achievement, achievement itself, responsibility, growth and advancement.

Stacey (2010) believes that intrinsic motivation is more powerful of the two motivators and that it is increased when jobs are enriched, that is, when jobs are brought up to the skill levels of workers.

1.6 METHODOLOGY

The nurses in Ekiti State were the subjects of the study. Ekiti State is divided into three senatorial districts namely Ekiti South Senatorial District (which has 6 Local Government Areas), Ekiti Central Senatorial District (which has 5 Local Government Areas) and Ekiti North Senatorial District (which has 5 Local Government Areas).

For the purpose of this study, one Local Government Area was selected from each Senatorial District. The communities were selected based on the observation that they were sensitive areas of medical attention and facilities in the State. The Local Government Areas included Ado (in Ekiti Central Senatorial District) Ido – Osi (in Ekiti South Senatorial District) and Ikole (in Ekiti North Senatorial District).



48-item-interviewers questionnaires were designed in this research to capture information from the nurses in the study area. A total number of three hundred (300) questionnaires were administered in this research. One hundred (100) each to the three selected Local Government Areas in the Senatorial Districts. A

Total of 296 questionnaires were successfully retrieved from the field and analysed.

The respondents were selected using random sampling technique.

Chi-square method of data analyses using frequency table and percentage was adopted to analyze the data.

1.7 RESULTS AND DISCUSSIONS

Six research questions were examined in this research. The questions were analyzed with chi-square statistical method of data analysis which is stated as

$$\chi^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

thus,

χ^2 = is the symbol of chi-square

F_o = is the observed frequency

F_e = is the expected frequency

\sum = signifies summation

)² = is the square of the expected frequencies

Research Question One

There are no significant differences between motivational incentives and job performance of nurses in Ekiti State.

Table 1

Chi-Square (χ^2) Analysis of Motivational Incentives and Job Performance of Nurses in Ekiti State.

S/N		Strongly Disagree	Disagree	Not sure	Moderately agree	Strongly agree	χ^2 cal	Remark
1	There is something about working for this organization that greatly encourages me to do my best.	22	54	20	84	116	16.676	Sigx
2.	From my experience, I feel this organization probably treats its employees poorly.	10	58	162	34	32	42.649	Sigx
3.	This organization does not influence my overall attitude towards my job.	16	54	98	60	68	58.730	Sigx
4	The employees, I work with are the best group I could ask for	28	52	46	118	52	79.541	Sigx



From the table above, the degree of freedom, (df) = 4. Thus, X^2 table value = 9.488. The research question is therefore rejected, since the computed values are greater than the table value at significant level of 0.05. Thus, there is a significant difference between motivational incentives and job performance of nurses in Ekiti State. This implies that the poor

motivation of nurses in the study area affects the level of their job performances.

Research Question Two

There is no significant difference between the level of remuneration of nurses and their job satisfaction in Ekiti State.

Table 2
Chi-square (X^2) Analysis of the Level of Remuneration of Nurses and their Job Satisfaction in Ekiti State.

S/N		Strongly Disagree	Moderately Disagree	Not Sure	Moderately Agree	Strongly Agree	X^2 cal	Remark
1	For the job I do, I feel the amount of money I make is extremely good.	2	56	138	46	54	163.730	Sigx
2	My needs are not satisfied by the pay and benefits I receive.	24	32	134	80	26	153.865	Sigx
3.	Considering what it costs to live in this area, my pay is very inadequate.	4	30	50	1172	40	288.459	Sigx
4	The way pay is handled around here makes it worth while for a person to work especially hard.	32	20	94	134	16	184.946	Sigx
5	The amount of money I now make has a very favourable influence on my overall attitude toward my job	54	32	30	154	26	197.784	Sigx

From the table above, degree of freedom, (df) = 5. Thus, X^2 table value = 11.1. The research question is therefore rejected, since the computed values are greater than the table value at a significant level of 0.05. Thus, there is a significant difference between the level of remuneration of nurses and their job satisfaction in Ekiti State. This suggested that nurses in Ekiti State are not well paid, compared to the level of

their job performance and satisfaction in the study area.

Research Question Three

There are no significant impacts of poor environmental working condition of nurses on their job motivation and performance in Ekiti State.



Table 3
Chi-square (X^2) Analysis of Poor Environmental Working Condition of Nurses on their Job Motivation and Performance in Ekiti State.

S/N		Strongly Disagree	Moderately Disagree	Not Sure	Moderately Agree	Strongly Agree	X^2 cal	Remark
1	I take too much pride in the appearance of my work place	28	66	32	138	32	147.108	Sigx
2	I feel extremely satisfied about my physical working conditions and benefits I receive.	36	66	116	38	40	78.189	Sigx
3.	My physical working conditions do not influence my overall attitude toward my job	54	38	30	142	32	150.757	Sigx
4.	My physical working conditions is make working here very unpleasant	18	166	56	24	32	254.946	Sigx
5	For the work I do, my physical working conditions help the way I do my job a great deal.	24	60	26	144	42	166.027	Sigx
6	My physical working conditions help the way I do my job a great deal	22	58	32	146	54	170.757	Sigx

From the table above, degree of freedom, (df) = 6. Thus, X^2 table value = 12.6. The research question is therefore rejected, since the computed values are greater than the table value at a significant level of 0.05. Thus, there is a significant impact of poor environmental working condition of nurses on their job motivation, and job performance in Ekiti State. The implication of this is that poor environmental working condition

of nurses in the study area has a negative impact on the quality of their job motivation, satisfaction and performance in Ekiti State.

Research Question Four

There is no significant influence of supervisors' role on the job performance of nurses in Ekiti State.

**Table 4****Chi-square (X^2) analysis on the influence of supervisors' role on the performance of nurses in Ekiti State.**

S/N		Strongly Disagree	Disagree	Not Sure	Moderately Agree	Strongly Agree	X^2 cal	Remark
1	I would be better off working under different supervision	22	64	108	76	26	87.378	Sigx
2	I am extremely satisfied with the supervision I receive	26	8	24	176	76	67.108	Sigx
3	Those who supervise me do not influence my overall attitude toward my job	18	158	36	78	6	56.432	Sigx
4.	The efforts of those who supervise me add to the success of my organization.	14	18	62	70	132	54.811	Sigx
5	The people who supervise me have many more good traits than bad ones	22	24	74	140	36	67.378	Sigx
6	The supervision I receive is the kind that greatly discourages me from giving extra effort.	34	54	114	32	62	74.541	Sigx

From the table above, degree of freedom is = 6. Thus, X^2 table value is = 12.6.

The research question is therefore rejected since the computed values are greater than the table value at a significant level of 0.05. Thus, there is a significant influence of supervisors role on job performance of nurses in Ekiti State. This suggested that, the role of supervisors on the influence of job motivation

and performance of nurses in Ekiti State is too poor to boost job motivation and performance of nurses in Ekiti State.

Research Question Five

There is no significant impact of the problems of nurses on their job performance in Ekiti State.

Table 5**Chi-square (X^2) Analysis on the Impact of the Problems of Nurses on their Job Performance in Ekiti State.**

S/N		Strongly Disagree	Moderately Disagree	Not Sure	Moderately Agree	Strongly Agree	X^2 cal	Remark
1	I feel very dissatisfied about the amount of work I am to do	20	108	48	52	68	70.486	Sigx
2	The example my fellow employees set greatly discourages	36	148	38	38	36	166.568	Sigx



	me from working hard								
3	The way co-workers handle their jobs does not add to the success of my organization	128	52	64	26	26	118.459	Sigx	
4.	In this organization, there is a very great deal of friction	28	70	122	16	60	116.568	Sigx	

From the table above, the degree of freedom is = 4. Thus, X^2 table value is = 9.488.

The research question is therefore rejected since the computed value is greater than the table value at a significant level of 0.05. Thus, there is a significant impact of the problems of nurses on their job performance in Ekiti State. This implies that, nurses in Ekiti State

have peculiar problems that affect the level of their job motivation and performance in the study area.

Research Question Six

There is no significant variation between the causes of low motivation of nurses on their job performance in Ekiti State.

Table 6
Chi-square (X^2) Analysis on the Causes of Low Motivation of Nurses on their Job Performance in Ekiti State.

S/N		Strongly Disagree	Disagree	Not Sure	Moderately Agree	Strongly Agree	X^2 cal	Remark
1	Many of the things I do on my job I enjoy	42	40	26	76	112	81.703	Sigx
2	Much of the work I do stirs up enthusiasm on my part	66	22	108	42	58	69.405	Sigx
3	I don't like the kind of work I do	44	122	28	68	44	72.649	Sigx
4	I feel my work load is never too heavy	38	18	114	22	74	184.811	Sigx
5	The amount of work I am expected to do does not influence the way I do my job	22	30	138	34	72	156.162	Sigx



From the table above, the degree of freedom is = 5. Thus, X^2 table value is = 11.1

The research question is therefore rejected since the computed value is greater than the table value at a significant level of 0.05. Thus, there is a significant variation of the causes of low motivation of nurses on their job performance in Ekiti State. This revealed that the causes of low job motivation of nurses in the study area are enormous and varies from place to place, time to time and from one hospital to another.

1.8 RECOMMENDATIONS

In-view of the findings in this study, the following recommendations were made:

The management should improve the working condition of nurses through the provision of more instruments and devices for protection from hazard, and allow nurses to work in their areas of specialty.

There should be regular promotion of nurses, as well as encourage and allow them for educational advancement.

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