

70% agreed that the Team had balanced participation, respectively. This demonstrated that after the intervention, the healthcare field workers internalized the value of their work efforts, became more autonomously motivated, and thus performed better and displayed higher job satisfaction and well-being. As is argued that having workers be more self-motivated turns out to be better not just for employees but for organizational profitability and effectiveness as well [9].

It was also proven that by empowering workers rather than overpowering the healthcare field workers through mentorship on teamwork (what it means, importance, qualities of an effective team), demonstration through Video the importance of teamwork, and mentorship by the Organization Management Team on importance of setting work targets and working towards achieving them, the importance of teamwork and skills' transfer among members, the best motivational outcomes were achieved. The majority demonstrated this, 75% agreeing that the Team promoted a positive atmosphere (acceptance, dependability), and a drastic reduction of those disagreeing disagreed that the Team promoted collaborative relationships, and disagreed that the Team had participative leadership, at 20% and 35% respectively.

This supported the notion that Management approaches in organizations, both large and small, were thus being transformed from trying to control people from the outside with carrots and sticks to actively cultivating the work conditions and supervision styles that lead to motivation from within, that is to more autonomous work motivation and job commitment [10-12] Around the world, organizations are finding that, by supporting autonomy rather than applying controls, they not only help employees flourish, they also benefit their own bottom line.

These findings were in line with the study findings focused on the effect of motivation on employees' performance using Alvan Ikoku

Federal College of Education (AIFCE) as a study area in Nigeria, where it was found that there was a significant relationship between staff motivation and staff performance. The study further recommended that organizations should consider staff motivation as a cardinal responsibility and that unless staff motivation is properly executed, organizations and their managers would always suffer from employees' negative attitudes to work [13].

Limitations of the Study

The sample size for the exercise was too small (20) and limited to employees engaged in fieldwork in the health care industry. It is possible that the approaches to be used would be different if the exercise was to be implemented among other Teams of different industries. The sample size could not conclusively depict the desired outcome when it came to approaches of behavioural change with respect to the use of threats (negative reinforcement) as a motivator. The study also failed to take into account the role of inherited and cognitive factors in learning and thus is an incomplete explanation of the behavioral changes that occurred that eventually influenced job performance in the study.

Summary and Implication of the Study

The study aimed to investigate the impact of the supervisor-supervisee relationship on job performance, and the findings demonstrated that there is a great impact that this dynamic relationship has on job performance and behavior modification. The study demonstrated that the adopted theoretical framework of the reinforcement theory and the law of action as a framework for analysis showed how behavior was a function of its consequences among the healthcare field workers, and how they were motivated, on what they are motivated to do, and by whom (supervisor). Basically the three components (stimuli-positive or negative, response-commitment to duty and resultant behavior-performance outcome) of the

reinforcement theory helped the supervisor (Mr. Chalachew Alemu Tiruneh) in effectively understanding and correctly guiding his team of healthcare field workers through strategic application of theory for the desired organizational outcome.

The strategic approach applied created certain awareness in the workplace for the team members that ensured certain behavioral responses exhibited after interfacing with the stimuli in the environment, and the outcome component was that of improved general performance towards set objectives and targets. This showed that the teams' response to the stimuli used was a function of what was expected, that is to say that if a supervisor can have a good management-strategy, they would retain their workforce; employees would certainly see themselves as stakeholder in the organization and most likely protect their interests by improving performance. The principle of the law of effect was demonstrated by the team's continued determination to achieve set objectives as good performance was often followed by satisfaction, while poor performance was associated with discomfort and disapproval.

In application of the two theories, a supervisor must identify elements that are incompatible with positive stimuli and eliminate them so that they do not evoke negative responses that ultimately lead to negative outcomes. If the supervisor is accurate (positive) on choosing the "stimulus" component of the theory, the response and outcome components would at least be fairly consistent. This means that employees will be fair enough to respond accordingly to positive impulses from the work environment. It is probably more likely that the supervisor would succeed in influencing positively the employee performance if the "stimulus" component of the theory and the parts of the theory relating to the "response" and influence are handled cautiously and correctly. This is so because getting the stimulus component right (positively) would

ensure the desired response and influence components will take place sequentially.

The two theoretical applications are consistent with Agris (1964) who states that "discontinuance, turnover, slowness, alienation and bad behavior occur where the organization is managed in such a way that the needs and goals of the individuals do not match their organizational needs. In extreme cases, non-commitment and malpractice/falsification of performance is most likely to occur.

Conflict of Interest

The study was an individual observation of the performance of the local Healthcare Field workers in Chongwe District, Zambia. The study was not funded by any Organizations or Individuals.

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Conclusion

Behavior modification techniques work in many situations, it is an approach that yields positive and almost the desired results, especially when the objectives are set beforehand so as to know what is expected after the intervention. In the exercise conducted it was observed that there was tremendous positive behavioural change among the team which led to the improved overall job performance. The change was also characterised by a more unified and goal-determined group that promoted an open and clear communication of tasks and updates. Before the implementation of the strategies the Team could not even be described as a Team due to its lack of collaboration. Supervisors attempting to motivate their team members must ensure that they do not reward all team members

simultaneously. They must tell them what they are not doing correct and how they can achieve positive reinforcement.

Research reveals that when managers are more supportive of autonomy, employees perceive the value of their work efforts, become more autonomously motivated, perform better, and show greater job satisfaction and well-being. There is a direct relationship between the employee and the company. Employee behavior is very important for any organization, and its

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