

The Impact of Job Satisfaction on Job Performance among Health Workers: A Study of Some Selected Health Institutions in Nigeria, ISTH and UBTH Edo State.

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ABSTRACT

This research examined job satisfaction amongst clinical staff of Tertiary Health Institutions in Edo State. The two Tertiary Health Institutions examined are Irrua Specialist Teaching Hospital, Irrua and The University of Benin Teaching Hospital, Benin City. Primary data were collected from random selection of 849 staff of the institutions (comprising 322 from ISTH and 527 from UBTH) using validated questionnaire and indepth interview. The data obtained from the field were analysed using percentages, chi-square, test of proportion and Pearson correlation. The results on the workers satisfaction shows that the majority of the respondents (51.94%) were satisfied with their job generally, especially with the organizational career policy (77.62%) and staff trainings (57.13%). The major factors perceived to be affecting the workers' job performance were the nature of the job (75.03%), level of job remuneration (69.96%) and the boss leadership style (66.31%). The majority (66.78%) of the respondents rated high in their job performance. The Chi-square result ($\chi^2 = 174.22$, $df = 2$; critical $\chi^2 = 5.991$) indicates that there was a significant difference in the workers level of satisfaction with their job, with the majority being satisfied. Pearson correlation results revealed that such factors as the organization fringe benefits ($r = 0.297$), reward system ($r = 0.347$), leadership style ($r = 0.298$), nature of job ($r = 0.311$), relevance of trainings ($r = 0.144$) and participation in decision making ($r = 0.084$) significantly affected the workers job satisfaction. The chi-square result ($\chi^2 = 142.056$, $df = 2$; critical $\chi^2 = 5.991$) showed the health workers job satisfaction had a significant impact on their job performance. The researcher concludes that health workers in the institutions studied were moderately satisfied with their job, and that their level of satisfaction is affected by certain institutional factors earlier mentioned. Based on the findings of this study; such recommendations like equitable distribution of rewards; designing satisfactory welfare packages; staff development were made.

1. INTRODUCTION

Nigeria is among several other countries that have been affected by brain drain of health workers. Thousands of high calibre health professionals have moved to various parts of the world in search of greener pasture. African continent is facing health crisis presently occasioned by low funding of health services and deteriorating health services infrastructure. These factors together with the brain drain syndrome, threaten the efficacy of hospitals in Nigeria and put the welfare of health staff in jeopardy. The loss

of health workers has significant economy as well as replacement consequences such as the high cost and time taken to train qualified and licensed staff (Seo, 2004; Lyons, 2003; Chu 2003).

There is a growing consensus that the grievous health challenges facing Nigeria cannot be properly addressed without strengthening the health system and professionals working in that system (Locke, 1976). It is observed that organizational factors, such as government policies, alienation of workers from decision making and injustice arising from corruption affect job satisfaction. In developing countries like

Nigeria, the need to optimize productivity is important because the optimization of productivity enables the nation to actualize their quest for development (Collin *et al*, 2002). The issue of job satisfaction is particularly relevant and of interest to public health practitioners because of the fact that organizational success and employees well-being depend highly on it. This is because employees in healthcare delivery system are expected to provide quality care in their respective facilities. Dissatisfaction with one's job may result in higher employee's turnover, absenteeism, tardiness, poor performance and grievances. This phenomenon of dissatisfaction is glaring in most health institutions in Nigeria be they private or public. This may have accounted for the prevalence of incidences of work to rule, strike and brain-drains in the health sector. Eventually, patients suffer the brunt of the situation by not being attended to when health workers are on strike. Most times, hundreds of patients die, thousands of man hour lost and sharp decline in productivity.

Considering the critical nature of health and its centrality to a nation's development agenda, it is necessary to put in place or check issues that could lead to industrial unrest. While the issue of job satisfaction has been examined by scholars on a holistic level, the present study is a major shift from this paradigm. Specifically, it examined the phenomenon of job satisfaction among clinical workers only and specifically, medical doctors and nurses/midwives. This enabled the researcher bring to the fore the

peculiarities of these category of workers in the health care system.

The setting of the study is University of Benin Teaching Hospital (UBTH) Benin City and Irrua Specialist Teaching Hospital (ISTH) Irrua owned by the Federal Government.

Based on the problem of this research set out to explore, the following research questions were posed to direct the thrust of this study. Does job satisfaction affect workers' performance? Is there an association between workers' perception of rewards and their level of satisfaction in the workplace? Is there an association between organizational fringe benefits and employees' satisfaction in the work place? Is there an association between workers' participation in decision making and their satisfaction with their jobs? Is there an association between a boss' leadership style and employees' satisfaction in the workplace? Is there an association between quality of job performed and employees' satisfaction in the workplace?

1.1 STATEMENT OF THE PROBLEM

Public health is a critical component of the larger concept of health system. It has been defined as "what we as a society do collectively to ensure that the conditions in which people work are healthy (Hussami, 2008). The goal of public health is to improve health outcomes for population through the achievement of the objectives of preventing disease and the health consequences of environmental hazards and natural or man-made disasters, promoting behaviours that reduce the

risk of communicable and non-communicable diseases and injuries and ensuring public access to quality health services (Smith-Lovin, 1991).

Consequently, consultants, Resident Doctors, Nurses and other clinical workers in the public health sectors are constantly faced with endemic issues which often relate to job satisfaction (Oshagbemi, 2000). Job satisfaction depends upon many factors, some of which are: enhanced salary, good working environment, allowances, training, and welfare package, among others (Kniveton, 1991).

On this note, promoting and enhancing the efficiency and productivity of human resources is inevitable as they are the most valuable assets and engine of growth in any institution. Individual's perceptions in the organisations play a vital roles in job satisfaction (Anton, 2009). The perception of the individual in the organisation can be affected by those factors which bring about satisfaction in the work place. In health care settings, the welfare of the workers is critical if the objectives of the system are to be achieved. This is because meeting the welfare of workers, can affect the satisfaction which they get at work. Job satisfaction has been defined as employee's affection of his/her job based on comparing actual outcomes with desired outcomes (Hassellorm and Tackenberg, 2003). Job satisfaction is a complex construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. The range and importance of these values vary

across individuals, but when the accumulation of unmet expectations becomes sufficiently large, that is, when job satisfaction is low, there is the tendency of a greater probability of the incidence of withdrawal behaviours. This is because the extent to which a worker is satisfied with his job depends on a multiplicity of variables such as, work climate, autonomy, repetition of duties, the nature of tasks performed, job outcomes, welfare package, employees' participation in decision-making and organization's policies (Collins, et al. 2000).

A study done by Mackintosh (2003) on the factors associated with the retention of midwives in Malawi cautioned that retention strategies need to be looked at differently in every health facility. This is because, job satisfaction comprises positive and/or negative attitudes held by individuals in respect of his jobs. Not only does it influence good employee performance, it also explains the conditions of employee's health and longevity. Managers/administrators need to demonstrate to employees that they are valued, and therefore, treat them with respect (Obisi, 2003). They also need to build organisations commitment's in their employees by involving them in decision making processes, while at the same time creating and supporting opportunities for professional growth and development. In order to increase job satisfaction, the focus should be on professional support and growth, balanced workload, appropriateness and quality of technical equipment, materials resources, physical work

environment and worker's participation in health systems (Obisi, 2003).

It is known that employees will voluntarily concentrate on their jobs when the standards of intrinsic values are not compromised by their employer (Hussami, 2008). So whatever arouses an individual or makes him to act towards a desired goal in an organization has to do with his/her motivation. Motivation directs and energises behaviour for action to satisfy a need. It is important to understand what drives people to initiate action and what influences their choice of action. Maslow (1954), puts forward a theory that identify five levels of human needs which employees need to fulfil at work and the meeting of these needs can affect the satisfaction which workers get from the workplace. All of these needs are structured into a hierarchy and only if a lower level need is fully met, will a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied. The satisfaction of workers' needs in the organization, can affect workers' welfare in the organization and make them to have positive disposition towards the organization.

Thus, this study investigated the impact of job satisfaction on job performance among health workers in University of Benin Teaching Hospital (UBTH) Benin City and Irrua Specialist Teaching Hospital (ISTH) Irrua.

1.2 RESEARCH OBJECTIVES

The aim of this research is to investigate the impact of job satisfaction on job performance among

health workers in two of the tertiary health institutions in Nigeria. The specific objectives of the studies are to:

- (a) Find out the relationship between job satisfaction and workers performance,
- (b) Identify the factors that affect job satisfaction in an organization
- (c) Explore the relationship between job satisfaction and the actualization of organizational goals.
- (d) Suggest ways job satisfaction can be enhanced in organizations.

1.3 RESEARCH QUESTIONS

The questions posed in this study and tested empirically are stated below:

- (a) To what extent does job satisfaction affect workers' performance?
- (b) Is there an association between organizational fringe benefits and employees' satisfaction?
- (c) Is there an association between workers' participation in decision making and their level of job satisfaction?
- (d) Is there an association between perception of leadership style and employees' satisfaction in the workplace?
- (e) Is there an association between the quality of job performed by employees and their level of job satisfaction?
- (f) Is there an association between workers' perception of reward and their level of job satisfaction?

1.4 RESEARCH HYPOTHESES

The following hypotheses were formulated and tested in this study.

Hypothesis one:

Ho: There is no association between Job Satisfaction and workers' performance among clinical staff.

Hypothesis Two:

Ho: There is no association between workers' perception of the rewards they get in the organization in relation to colleagues of similar status and their level of job satisfaction in the work place.

Hypothesis Three:

Ho: There is no association between organizations fringe benefits and job satisfaction among clinical workers.

Hypothesis Four:

Ho: There is no association between workers perception of boss leadership style or job satisfaction in work place

Hypothesis Five:

Ho: There is no association between the nature of the job done by clinical workers and their level of job satisfaction in work place

Hypothesis Six:

Ho: There is no association between participation in decision making by clinical staff and their lever of job satisfaction

2.0 LITERATURE REVIEW

Overview of Job Satisfaction

Job satisfaction or employee satisfaction has been defined in many ways by different scholars. For example, Spector (1997) defined job satisfaction simply as how contented an individual is with his or her job. Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences". He further listed 14 common facets of job satisfaction as follows: Appreciation, communication, Co-workers, fringe benefits, job conditions, nature of the work, organisation, personal growth, policies and procedures, promotion opportunities, recognition, security and supervision. On their part, Hulin and Judge (2007) believed that job satisfaction included multidimensional psychological responses to an individual's job, and that these personal responses have cognitive and affective components. From the analysis of above contributors, it can be concluded that job satisfaction within the broader context of the range of issues affecting an individual's experience at work, or the quality of work life, deals with the emotional state or feeling of an individual about his or her job.

Frederick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempted to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors—motivators and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction. However, Hertzberg

(1968) maintains that satisfaction is not the opposite of dissatisfaction.

Smith (1969) looks at job satisfaction as the extent to which an employee expressed a positive orientation towards a job. Job satisfaction has also been defined as a pleasurable emotional state resulting from the appraisal of one's job an affective reaction to one's job, and an attitude towards one's job (Brief, 1998), Brief's definition of job satisfaction was a re-enactment of Locke (1976) definition of job satisfaction. Weiss (2002) argued that it is an attitude between the objects of cognitive evaluation which affect (emotion) beliefs and behaviours. This implies that job satisfaction included factors such as workload, physical conditions, career aspirations of individuals, the quality of life at work as experienced by the employee, and the conditions that could be promoted by social responsibility programmes executed by the employee.

Farnham (1992) categorized factors that can have influence on job satisfaction into three categories namely organizational policies and procedures remuneration packages, supervision and decision-making practices. Secondly, the perception of the quality of supervision aspects of the total workload, the variety of skills applied, autonomy, feedback and the physical nature of working environment; and thirdly Personal aspects of the job, which include self-image, ability to deal with stress and general satisfaction with life.

Job satisfaction has also been correlated with factors related to the work itself or to job outcomes (such as the rewards for excellence and performance) directly derived from it. This also included the nature of employee's jobs, achievement of work, promotional opportunities and chances for personal growth and recognition (Greenberg, 2000). Situating the views of the various contributors above, described job satisfaction as a multi-prolonged concept affected by inter-play of factors emanating from the business environment, government policies and personality factors. It is in view of this, that Organ (1980) contended that job satisfaction depends on the following variables namely: performance, autonomy, supervisor support, equitable wages, social stimulation, working environments and personality variables

Job satisfaction is also defined as contentment (or lack of it) arising from the interplay of employee's positive and negative feelings toward his or her work (Business Dictionary, 2012). According to Greenberg & Baron (2000), job satisfaction is determined by the total amount of positive and negative perceptions of employees with regard to their working environment. Quality of work environment on the other hand have been linked with job satisfaction, organizational commitment and subsequent intention to remain employed (Ingersol, 2002; Ezeja, 2010; O'Biren – Pallas, 2010 & Jayasuriya, 2012). The provision of a conducive and quality work environment has been cited as the most

important influence of job satisfaction (Almalki, FitzGerald & Clark, 2012; Jayasuriya, 2012).

Strategies for Promoting Job Satisfaction

According to Woods (2004), job satisfaction can be achieved when an employee becomes one with the organization, that is, employees interest aligns with that of the organization, performs to the best of his/her ability and shows commitment towards the actualization of the organizational goals. Many factors or variables can affect satisfaction which the workers get in the workplace and some of these factors are discussed below highlighted hereunder:

Promotion as Cause of Job Satisfaction

To facilitate achievement of organizational goals, promotion of is important in the work environment. Provision of opportunities for promotion makes employees experience satisfaction because they feel a sense of achievement if they move from one level of experience to another and because it shows professional growth. The job is experienced as interesting if employees are given power to exercise autonomy, allowed to participate in decision-making and is also allowed to be creative in their respective jobs (Low, 1997).

Achievement

According to Robbins (1988), achievement is a drive to excel, to achieve in relation to a set of standards and strive to succeed. On the other

hand, Newstrom and Davis (1997) see achievement as a drive to overcome challenges and obstacles in the pursuit of goals. Achievement is present when employees have feelings of personal accomplishment. For achievement to be present as a motivation factor, the job must be challenging and interesting. For the individual to experience achievements, he or she must be able to succeed, have abilities to solve job-related problems and performs effectively. The manager can increase opportunity for on-job achievement by authority and responsibility, workers' involvement in planning and goal-setting, availability of information concerning performance and individual control of the quality of job performance.

Achievement-oriented employees enjoy getting things done and moving to the next objective. They place greater value on the level of their own capabilities. They seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative. When confronted with obstacles in their work, these employees perform their jobs outstandingly because of the inner satisfaction they feel for a job well done.

Delegation of duties helps employees to utilize their talents and also contributes to personal growth and development (Marriner – Tomey, 2000). Based on this information about achievement, managers that implement the above points in their organizations facilitate job

satisfaction and those managers that do not take into consideration the points mentioned above, demotivate employees and this could lead to failure in achieving organization's goals. In such situations, employees experience lack of satisfaction and may absent themselves from the workplace.

Recognition

According to Gerber (1998), recognition refers to the respect an employee enjoys among colleagues in the organization, which is the result of the status value of the job. It also refers to the recognition an organization can afford on employee for good performance. Recognition can come from the organization, managers, fellow employees or the public (Costley and Todd, 1987). Recognition may be provided in many forms such as verbal or written, praise, pay, increases and bonuses. When managers use recognition and rewards to encourage desired behaviours in their organization, they keep good employees in their organization. Management can use certain strategies to promote recognition in the workplace. They include giving positive feedback, increase in salary, autonomy, opportunity to participate in goal-setting and decision making as well as peer recognition by announcing achievements at staff meetings and using the organization's newsletter to recognize achievements. The management can also give employees challenging assignments and seek interesting opportunities for them either within the unit or somewhere else within the

organization. Recognition promotes self-confidence and raises the self-esteem of employees whereby productivity is increased (Tappen, 1995).

Organizations that do not give back positive feedback and do not involve employees in decision regarding their jobs creating apathy and meaninglessness in the workforce. Employees may feel that they are not seen as active members of the organization but passive participants in contracts to employees who function better when they receive constructive feedback about their performance (Tappen, 1995).

Responsibility

This refers to what must be done to complete a task and the obligation created by the assignment (Marriner – Tomey, 2000). Responsibilities are normally determined by the employer to enhance productivity.

Generally, managers encourage subordinates to accept responsibility by making sure that they are aware of the capabilities and characteristics of their subordinates. If subordinates physical abilities are ignored during delegation of responsibilities in the unit, demotivating consequences may occur (Muller, 2001). When managers consider subordinate's knowledge and skills, they promote feelings of pride in the subordinates and in turn facilitate independent functioning. If subordinates' capabilities, knowledge and skills are considered, employees enjoy their work and thus productivity

will be raised to higher levels among employees (Muller, 2001).

Work Itself

The importance of work as a source of satisfaction, was first emphasized by Herzberg (1968) in his two-factor theory of motivation. According to Morrison (1993), work itself should be a challenging experience that encourages creativity and self-expression. Luthans (1998) advocated that work itself could be a source of satisfaction. If this is true, it is imperative that management creates organizational climates that facilitate satisfaction in the execution of jobs. Gibson (1997) indicated that employees should be given opportunities to advance in their field of work so that they could accept responsibilities entrusted to them. Study leave can be provided for those employees with the desired skills and willingness to perform the job, who want to improve their skills and knowledge. This is very important in the satisfaction of Clinical Health Workers because the nature of the job they do, emphasize regular updating of their skills. Management should make sure that employees are given adequate feedback on performed tasks to motivate them to work harder and better as well as to point out areas that needed attention and provide assistance when needed. Management should also give employees bigger responsibilities, allow them to exercise autonomy and offer them challenging tasks as means of enhancing the quality of work life. The organizational climate

should provide promotional opportunities to motivate the employees to work harder and strive for excellence in his or job. Thus, rewards attached to the job make the job more enjoyable and improve performance. A job should always be interesting and challenging – never boring. Apart from that, a job or the work itself should also provide a sense of status and achievement.

Growth and Development

This means the need to know more than yesterday, to put new knowledge into context and to maintain one's individuality even when under pressure (Morrison, 1993). Personal development refers to the personal and professional development by means of formal and informal training in line with his or her job requirements (Muller, 2001).

Growth and development of employees are of importance to the organization in order to ensure achievement of organizational goals. Marriner-Tomey (2000) saw staff development as continuing liberal education of the whole person to develop his or her potential fully. Managers of institutions are there to identify staff development needs in relation to organizational needs.

Staff development increases employee's ability to perform in their current job as well as in their future jobs. Managers have the responsibility to ensure that the employees are trained to promote the quality of their lives, work prospects and labour mobility, improve productivity in the

workplace and to provide employees opportunities to acquire new skills (Skills Development Act, 1998). To emphasize the latter, an employee that has the requisite knowledge and skills feels comfortable because he is armed with the knowledge and skills and can take good decisions when faced with job-related problems. Organizational climate must also be characterized by good interpersonal relationships among employees in order to facilitate growth and development. Clear work procedures and work policies direct employee's actions and contribute to satisfaction because he knows what is expected of him.

Promotional opportunities also play a major role in an employee's development because an employee develops personally and professionally as he climbs the ladder of success.

Organizational Policy and Administration

Organizational policy is the guide that clearly spells out responsibilities and prescribes action to be taken under a given set of circumstances (DiVincenti, 1986). Policies can be implied or expressed. It can also be written or in oral form; whatever it is, managers are to make sure that policies are consistently applied because inconsistency leads to uncertainty, feelings of bias and preferential treatment and unfairness. Again, Marriner-Tomey (2000) advised that managers are to see that policies are reviewed periodically to ensure that they apply to current situations within the organization.

However, Marriner-Tomey (2000) suggested that policies could be developed at unit level to help direct the functioning of employees in the unit. They can as well be developed at the organizational level. The important thing to note is that whenever these policies are formulated, subordinates are given the chance to make their inputs so that they can feel that they were part of the development of those policies thereby becoming easier for them to follow such policies. It is imperative, therefore, that management must make sure that every employee is aware of any change in policies that taking place within the organization. Communication of policies can be done orally but should be followed up by written copies of these policies, which are sent to employees to keep for further referrals. Marriner-Tomey (2000) postulated that communication of policies to staff members in written format eliminates breakdowns that occurs when policy action are passed by ordinary words of mouth.

Moreover, poor communication and inadequate explanations of decisions affecting jobs will lead to dissatisfaction; hence, employees should participate in decision-making. When employees are allowed to make inputs, they will feel free to participate in decision-making and will see themselves as part of the organization. When decision making is concentrated in the hands of a few people, employees feel that they are relatively powerless and consequently feel frustrated (Greenberg & Baron, 2000). To ensure that all employees are well informed of policies and

procedures within their organizations and to allow dissemination of policies and any changes that are taking place (Booyens, 1998).

If policies are not communicated, employees find themselves in a difficult situation as they are expected to accomplish the organization's goals. Employees may feel frustrated because they do not have guidelines that spell out their responsibilities or form of action and they might experience job dissatisfaction. Communication of policies can be done at unit and organizational level. Some organizations do not involve their employees in policy formulation, which makes it difficult for employees to implement such policies because they were not involved in decision-making and do not always understand the reason behind set policies. Involvement of employees in policy formulation promotes understanding and motivation and leads to job satisfaction.

Supervision

According to McFarland and Morris (1984), supervision is a dynamic process in which employees are encouraged to participate regarding activities designed to meet organizational goals and aid in the development of an employee. These skills can be learned through training and education. Employees should possess these skills to ensure the achievement of organizational goals and to prevent hazards and/or accidents that might arise due to lack of knowledge.

Employees can be given opportunities to update their knowledge through training, induction, orientation programmes as well as providing in-service education and on-the-job training (Gillies, 1982). Managers and supervisors of units should identify areas of weaknesses and create opportunities where employees can be trained to improve their skills. If they lack the skills of doing the job properly, they feel frustrated and dissatisfied. A supervisor perceived to have poor supervisory skills and is believed to be incompetent, selfish and uncaring will promote dissatisfaction in his or her unit. Seeing supervisor's needs possessing good supervisory qualities, becomes important for them to attend workshops and in-service education in order to promote subordinate-supervisor relationships (Greenberg & Baron, 2000).

According to Carrell, Elbert and Hatfield (1998) satisfaction is promoted where there is good supervision and the employee perceives the supervisor as helpful, competent and effective. Poor supervision may arise within the work environment when the supervisor is insensitive, incompetent and uncaring, leading to a negative effect on employees' job satisfaction. Poor supervision includes unfair treatment by the supervisor and failure to respond to employees' problems, which in turn leads to job dissatisfaction (Chung, 1997). An effective supervisor recognizes his employees' needs for responsibility, recognition and growth. A good supervisor supplies information and advice to employees

when necessary and also emphasizes personal responsibility and accountability while providing a climate of freedom for work accomplishment.

McFarland (1984) defined supervision as the process in which the subordinate is encouraged to participate in activities designed to meet organizational goals and to develop as an employee and as a person. If the work climate is such that employees do not get the support they need from their supervisors or they feel they are being treated unfairly, they tend not to trust their supervisors and fail to deliver as expected, thereby ending up experiencing job dissatisfaction. In cases where employees receive support from their supervisors, they feel less dissatisfied and want to achieve more. The importance of supervision in the satisfaction of workers in the workplace, was well noted by House (1973) in his path-goal theory of Leadership. House (1973) in his theory contended that the leader or supervisor is to clarify the path for subordinate to take in order to satisfy or meet their needs in the organization. Thus, when the subordinate sees the supervisor as being instrumental to the attainment of his needs in the organization, his level of satisfaction will be enhanced.

Working Conditions

According to Gerber (1998), working conditions are created by the interaction of employees with their organizational climate. Working conditions include, psychological work conditions and the physical layout of the job. The

physical working conditions include availability of facilities like protective clothing, equipment and appliances. Failure to provide these facilities makes it impossible for employees to carry out their jobs and thus promote job dissatisfaction because employees cannot perform their jobs in an easy non-obstructive way.

However, the psychological contract includes the psychological expectations of both employees and their employers (Schein, 1980). Employees will perform better when they know what the employer expects from them and vice versa. They will be productive because they know the benefits they will get from their employer if their performance is satisfactory; but if they are not aware of what the employer expects from them, they will be unsure and less productive and feel dissatisfied.

Physical layout of the job refers to the neatness, organization, convenience and attractiveness of the work environment. Luthans (1998) believed that if working conditions are good, for instance – clean, and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction.

3. THEORETICAL ORIENTATION OF THIS STUDY

Several theories have been advanced to explain the issue of job satisfaction. These theories

were previewed in the last but one section of this chapter.

The theoretical orientation adopted in this research is the social exchange theory. This theory was amplified in the works of Homans (1950) and Blau (1964) to mention only two. In essence, the theory believed that one's commitment to the workplace is dependent on the level of equitable exchange which he/she feels is getting from the organization by means of incentives, salaries and general level of satisfaction. This theory was also very relevant in the present work whose place of enquiry or area of study was UBTH and ISTH.

Exchange theory looks at social exchange as a regulated form of behaviour in the context of the societal rules and norms. In other words, social exchange theory pre-supposes a process of reciprocity. That is to say, exchange is a matter of give and take. The basic assumption of exchange theory is that men seek many rewards which can be obtained only in interaction with other people. They enter new social relationships because they find it rewarding and continues to participate because they found its satisfying (Mannell, 1976; 63)

As pointed out above, the individual enters an organization with the aim of meeting a set of basic needs. As Uche (1984) has aptly asserted, the main purpose for seeking a job in Nigeria is to earn money to be able to take care of one's physiological and other needs. On the other hand, the employer has the survival of the organization uppermost in his mind. Thus, in order to meet this, employees are then provided

with different forms of incentives geared towards enhancing their satisfaction in the work place. This pattern of relationship has been referred to by Schein (1980) as psychological contract. Sims (1994) defined the psychological contract as a set of expectations held by the employee that specify what the individual and the organization expect to give and to receive from each other in the course of their relationship. A more specific definition of psychological contract is provided by Spindler (1994) as follows:

The bundle of unexpressed expectation that exists and the interface between humans which are greatly influenced by the personal history and individual self image of the parties to the relationship that creates emotions and attitudes which control behaviour

Essential elements of the psychological contract between employees and employers are the factors which enhance the satisfaction which workers get from their job for the purpose of putting up optimal performance. It is because of this exchange relationship which exists between the employers and the employees that exchange theory is seen to provide a sound theoretical base for this study.

This study is also complemented with the systems theory. The systems theory is rooted in the functional interrelatedness of parts in a whole as espoused by Etzioni (1961:31), Peter (1956:24), Parson (1960:53), and Easton (1965:50). The systems theory, views human performance as a function of many interacting system-wide factors.

Applying this theory to the problem being explained in this research, the workers and organization are interdependent and interrelated. This implies that once the workers are dissatisfied, their performance will affect the outcome and eventual productivity of the organization. Also when the management of the organization are at loggerheads with the workers, it could also affect the desired results of the hospitals. This is why in some cases we have strikes, counter strikes, work-to-rule, brain drain or exodus of workers.

4. MATERIALS AND METHODS

Benin City is strategically located because it is a road junction linking other parts of Nigeria. From Benin City a good road goes to the northern part of the region to Okene via Auchi and on to Kogi state, then to Abuja, the capital of Nigeria. Another good road also runs from Benin City to Asaba and Onitsha linking the eastern states of Nigeria. Similarly, there is an easy link to the Niger-Delta area of Warri and to Port Harcourt. Lastly, Benin City is well connected to Lagos and the western states. Benin City has therefore a regional setting endowed with easy access from all parts of Nigeria and this has inevitably increased the opportunities of exchange and development.

The 1991 Nigeria population census recorded a population of 730,000 for Benin City

and by the year 2000, the estimated population was 850,000. The creation of the three local government Areas of Oredo, Egor, Ikpoba Okha and part of Ovia North East Local Government Area out of the former single local government are with Benin City as headquarters gave a new impulse to the expanding urbanization and the issuing population increase. The population has mainly been drawn to Benin city as a result of increased employment opportunities following the establishment of many more government developments and the expansion of retail trade. The impact of the educational institutions in building the population of Benin city is particularly remarkable. The city is known to be one of the Nigeria cities with the largest number of educational institutions both for secondary and tertiary levels. Irrua in Esan Central local Government Area in Edo State, Irrua is home to the Irrua Specialist Teaching Hospital. Esan Central Local Government Area is one to the five (5) Local Government Areas which comprises the central senatorial district of Edo State.

The Local Government has ten (10) Geopolitical wards. The population of study

constituted the entire clinical workers of the case studies.

A sample size of eight hundred and forty nine (849) respondents was drawn from Irrua specialist Teaching hospital (ISTH) Irrua and university of benin teaching hospital (UBTH). The sampling procedure adopted in this study was the systematic sampling. The facilities were handle separately as usual. The statistics of doctors in each facility was obtained according to categories – rank or status. The same procedure was use for nurses in both facilities.

The second stage of the process was to obtain the list of category of clinical staff (doctors and nurses/midwives) from the hospital. Thereafter, clinical staff of the facility were stratified or regrouped and from each group, the desired number were randomly sampled. Data collection was by survey method, Complemented with in-depth interviews for more reliable and viable data.

IJSER

Impact of job satisfaction on job performance among health workers

Chi-square test of association was used to test the null hypothesis which states that,

Ho: Level of job satisfaction have no significant impact on their job performance

The result of the analysis, which was done for both the pooled results and institutions are presented in this Table.

Impact of job satisfaction on job performance among health workers in both health institutions (chi-square)

Level of Satisfaction with job/work	Job performance						Chi-square	df	Decision*
	High		Low		Total				
	Freq	%	Freq	%	Freq	%			
ISTH									
Satisfactory	87	41.43	17	15.18	104	32.3	42.701	2	Significant
Fairly satisfactory	106	50.48	58	51.79	164	50.93			
Unsatisfactory	17	8.1	37	33.04	54	16.77			
Total	210	100	112	100	322	100			
UBTH									
Satisfactory	150	42.02	27	15.88	177	33.59	102.68	2	Significant
Fairly satisfactory	193	54.06	84	49.41	277	52.56			
Unsatisfactory	14	3.92	59	34.71	73	13.85			
Total	357	100	170	100	527	100			
Pooled									
Satisfactory	237	41.8	44	15.6	281	33.1	142.056	2	Significant
Fairly satisfactory	299	52.73	142	50.35	441	51.94			
Unsatisfactory	31	5.47	96	34.04	127	14.96			
Total	567	100	282	100	849	100			

*Critical chi-square (5%; df = 2); = 5.991

The pooled chi-square result ($\chi^2 = 142.056$, $df = 2$; critical $\chi^2 = 5.991$) shows that the impact of health workers job satisfaction on their job performance was significant at the 5% level. This means that the level of the workers satisfaction with their job has significant effect on their level of job performance. An examination of the frequency response suggests a positive influence between both variables since 41.8% of the workers under the high job performance category were satisfied

with their job. Since the result is significant, the null hypothesis is rejected in favour of the alternative hypothesis, which is that the workers level of satisfaction with their job has a significant effect on the job performance.

The institutional chi-square results reveal that the association between workers satisfaction and their job performance was significant at the 5% level. The result for UBTH was 102.68, while that of ISTH was 42.701. This results suggest that any

efforts aimed at enhancing the workers satisfaction will improve their job performance ultimately.

ANALYSIS OF IN-DEPT INTERVIEW

In-depth interview was carried out in the course of gathering data for the research. The responses from the indepth interview constitute the qualitative data for this study. In course of the indepth interview, the interviewees were promised that their responses will be treated in strict confidence in other to allay their fear that their view will be revealed at their own detriment. It is in view of this, that names of the interviewees will not be revealed in this research, rather, the researcher tends to use pseudonym or other means of identification in the course of discussing the responses of the in-depth interview.

The result of the indepth interview are presented below and the dimension outlined include, the impact of satisfaction on job performance, perception of equity in the reward system, satisfaction with working condition of the organization, perception of the boss leadership style and management philosophy, perception of the nature of job workers performed in the organization and the general industrial relations atmosphere in the organization.

The Impact of Job Satisfaction on Workers Performance.

This dimension in the indepth interview finds out if there is a relationship between satisfaction and performance in the organization. In the course of the indepth interview, many of those who express satisfaction with the job they are doing, also express commitment to working in the organization and desire to stay in the organization. This view was expressed by a deputy director in one of the organization included in this study, as follows:

I have been working in this organization for more than twenty years and I have risen to the position of a deputy

director. Since I started working in this organization, I have no cause to regret by the people I work under and by those I work with. Also, since I have been treated fairly and my various needs had been meant, I am happy working in the organization. I am committed to my job and I hope to work and retire here.

A similar view was expressed by one of the nurses interviewed in the following words.

Since I have been working in this hospital, I have always feel fulfilled because I have gained a lot professionally from the hospital. I have been exposed to the different aspects of my job and I am happy working in this hospital. Everyday, I prayed to God to give me long life to enable me work and retired in this hospital.

An analysis of the above statement, shows that satisfaction in an organization, enhance commitment to work and reduces rate of turn-over. On the contrary, one of the interviewees expressed dissatisfaction in working in the organization because of her perception of unfair

treatment. The interviewee expressed her dissatisfaction in the following words:

I regret working in this hospital and unfortunately I cannot leave because I have spend more than twenty six years working in this hospital. I take life the way I see it and I work when I feel like working.

From the analysis above, the following preposition can be made; that satisfaction in the working place can enhances workers performance since it brings about commitment, joy and less turn-over in the organization.

Perception of Equity in Reward System;

Organizational rewards system played a prominent role in the behavior of workers in organization. The importance of organizational reward system has been well noted by such management scholars, like Likert (1961), Adams (1963), Newman (1978). As Adams 1963, in his equity theory of motivation has shown workers' perception of inequity in the outcome of his effort toward the attainment of organizational goals in relation to other workers of similar status, can affect the satisfaction of the workers in the organization. Perception of inequity entails social and mental comparism of a worker in the organization and this can affect the workers cognitive interpretation of the organization and its policies. Most of the interviewees thinking in this research, was dominated by perception of equity in the organizational recognition and reward system. This view was succinctly put by one of the pharmacist interviewed in one of the hospitals included in this study as follows;

I am a Pharmacist and I entered the University with medical students on

the same entry qualifications. As medical doctors, they are specialist in their own right and as a Pharmacist, I am a specialist in my own way. Thus, it will be unfair for a Doctor to have dominance and be more rewarded than the Pharmacist. This situation is worst off in government Hospitals where a Doctor on level '9' will be made to head a pharmacist on level '15' despite the fact that the Pharmacist graduated many years before the Doctor. I feel sad because the decision to read a particular course is a matter of choice and preference. It will not be fair to reward a particular profession more than others and this make me at times sad working in this hospital.

A similar view was expressed by a lab technologist in one of the Hospital included in the study. The lab technologist who claimed to have a Ph.d in his area of study, frowned seriously at the recognition accorded to consultants in the way they are rewarded and regarded in the hospital.

The Lab Technologist expressed his dissatisfaction with the situation in the following words;

I have read to the highest level of my profession just as the consultant has read to the highest level in his profession. The Doctors cannot do their work without a proper diagnoses and a true diagnosis is possible through laboratory test which we, lab Technologist do. It is unfair and annoying to treat Doctors more than us. This makes me dissatisfied in working in this Hospital.

A similar vexations opinion was expressed by one of the administrative staff in the Hospital who claimed to have a Ph.d in public administration and feel not rewarded accordingly.

An analysis of the above, shows that perception of inequity develop tension among some workers in an organization and such tension can make workers to develop a feeling of what Leon Festiger (1975) termed Cognitive dissonance. A feeling of cognitive dissonance in organization is one of the symptoms of dissatisfaction.

In view of this, the second preposition of this study is that: perception of inequity among workers in organization can create tension. And such tension can lead to dissatisfaction in organization.

Satisfaction with Working Condition in the Organization;

Working condition refers to the general working environment or situation of the working place as perceived by the workers. According to Gerber, Nel and Van Dyk (1998), working conditions are

created by the interaction of employees with their organizational climate. Working conditions entails workers psychological perception and the physical layout of the work place, that is, working conditions looks at the general ergonomics of the work place. Some of the features of working condition as perceived by the workers in the organizations, entails most things which workers enjoy in form of fringe benefits. Workers satisfaction in the work place can be affected by the general perception of the working environment or working conditions. This can be seen in the view expressed by one of the medical Doctors interviewed in the research. The respondent expressed his dissatisfaction in the working environment and ultimate dissatisfaction with organization in the following words;

Any time I come to the office and I see the cubicle I am in, I feel very sad because it does not befit my position as a Senior Registrar in medicine. My annoyance and dissatisfaction is further heightened by the fact that some of the administrative workers who are not up to my status, are living in palacious offices.

A consultant also expressed his dissatisfaction with his hospital because of the working environment in the following words;

I am a consultant by the Grace of God and I know what I went through to be a consultant, I know also how consultant are treated in other

clime. Here, I am working, no good office, no good equipments and I lag behind in knowledge and practice compared to my mates in other countries because of obsolete faculties. I pray I have opportunity to leave this country to Europe, India or America where I will be properly equipped to work.

A similar view was expressed by one of the interviewees who is a high officer in medical records departments. The Chief Medical record officer, assert as follows;

It is unfortunate I am working in this kind of place where records are scattered like where rat sleep. We spend most of our time looking for records for patients in an office that is poorly ventilated and health threatening. We have appealed to management to no avail to computerized the records departments for the purpose of easy retrieved and improved efficiency. In fact, I am not happy at all working in this environment

that is far behind what happen in other place.

The sweetness of good office and the impact of good offices was jokely noted by one of the administrative staff interviewed in the following words;

Whenever I come to the office and see the size of my office and the type of chairs that I am sitting on, I look like a Senator though there is no money attached to the office. This office make me happy working in this hospital.

As can be seen from the above analysis, the general working environment, that is, the ergonomics of the working place, can affect the satisfaction which the workers derived from their job. *In view of this, the third preposition for this study is that the working condition of an organization is an important source of satisfaction of workers in the work place.*

Leadership Style and Management Philosophy;

Leadership style referred to the behavior which the leader exhibit in controlling the workers towards the actualization of the organizational goals (Northouse, 2001). Management philosophy refers to the general management attitude toward its workers. One of the components of organizations is the leadership components. The essence of leadership is to direct the workers toward the actualization of the organizational goals. It is in view of this, that many studies have been done on leadership and such studies includes Fiedler (1967) Contingency theory of leadership House (1973) Path-Goal theory of leadership, The Michigan Studies spearheaded by Likert, Katas Katin e.t.c Ohio Studies, and the Managerial Greed by Blake and Mouton (1964).

Almost all the interviewees see the style of leadership and general philosophy of management as source of satisfaction in the workplace. The importance of leadership was succinctly put by one of the interviewees in the following words;

I was fortunate to work under understanding consultant as a young Doctor in the early 90's. Most of the people I work under showed me love and readiness to teach me the practice of medicine. The early encouragement I got from my various bosses as a young Doctor, generated my interest in medicine and gave me satisfaction in the profession. Today, I am happy that I am a consultant.

A similar view was expressed by another doctor as follows:

I am most fortunate to be under the tutelage of my boss whose interest in my job and welfare enable me to become a qualified cardiologist. In fact, his guidance was a major source of my happiness as a young Doctor in the Hospital.

An admin staff, in one of the organizations in this study, claimed that he has worked under different bosses and his experience is either motivating or demotivating depending on the style of leadership of the boss at a particular time. He expressed his experiences as follows:

Whenever, I work under a boss, who show concern for both my work and my personal welfare, fair in dealing with subordinates I am always happy. Wherever I find myself working under a boss, whose interest is to ensure that the job is done, who believes in taking others people's praise and discriminating in his approach. I am always unhappy and unsatisfied as a worker.

One of the interviewees expressed the importance of managerial philosophy as a source of satisfaction in the work place as follows:

In this Hospital we had a medical director who was not concerned with the welfare of the workers and we were not happy working. Now we have a medical director who is friendly and understanding and we are always happy working in

the hospital because of our love for our medical director, strike is no longer common in this hospital.

As can be seen from the above analysis, the forth proposition of this study can be stated as follow; the style of leadership and the general managerial philosophy, can affect the satisfaction workers gets from their job.

Perception of the Nature of Job Workers Perform in the Organization

The perception of the nature of job which a worker perform, can be a source of satisfaction or dissatisfaction in the organization. Job in this context referred to the various task which worker perform in the organization as derived from his or her contact of employment and other duties assigned to him by virtue of his/her work in the organization. Workers satisfaction in the organization can be determined by their attitude towards their job which is based on their perception about the job. Most of the interviewees expressed degree of satisfaction with the job they perform in the organization and the impact of such job on their overall satisfaction in the organization.

One of the respondent interviewed in this study, a Deputy Director in one of the hospitals included in this study, expressed experience with his job in the following way:

I am a Deputy Director. As a Deputy Director, I believe that I should be more involved with policy making and strategic issues. But because of the distance between me and my subordinates and the level competence of my subordinates, job

that are suppose to be given to them, are given to me to do and this make me not to be more concern with issues and policies that fall within my purview as Deputy Director. I see myself, doing more of routing job than being involved in policy making. My job in the organization is merely enlarge and not enrich, and this make me at times not happy in doing the job.

Another respondent, a medical doctor expressed his unhappiness with his job in the following way:

As a medical doctor, I see my job as a merely routine one that involves prescribing for patient and going to the theater. I do not feel challenged by my job and I do not see myself as being creative. This makes me to regret reading medicine as a profession. My frustration about the profession, is further compounded by the fact that we are working with facilities that are obsolete and we are far behind in

medical practice compared to other doctor in foreign countries. In a nutshell, I am not satisfied with my job.

Another interviewee, expressed his dissatisfaction with his job in the following way;

I am a medical record officer and our job is merely keeping of medical records. This is a routine I have been doing since I join the hospital more than 15 years ago without any innovation. Our frustration with the job is further aggravated by the fact that our department had not be computerized. It is unfortunate and dissatisfying to be doing manual recording in this era of "technism" when everything is revolutionarized by information technology.

From the above analyses, one can conclude that job that are routine without innovative improvement, and job that are merely enlarged can be a sources of dissatisfaction in the work place.

With this, the fifth preposition of this study can be stated as follows: Doing routine job without improving the quality of the job, can cause dissatisfaction amongst some calibre of staff in the organization.

The General Industrial Relations Climate

Dunlop (1958) defines industrial relations as the web of rules that guide the behavior of the actor in the workplace. Industrial relations activities in an organization deals with the pattern of interactions and the general working environment of the organization. In this study, most of the interviewees that claimed that there is a good industrial relationship climate in the organization expressed satisfaction in the workplace. This view was demonstrated by one of the respondents interviewed in the following words:

Since our new medical director assumed office, there had been general improvement in the pattern of relationship among workers in the Hospital and because of this, everybody is happy doing his or her work.

From the above analysis, the sixth preposition of this study can be stated as follows; a good industrial relations atmosphere, can affect the satisfaction which worker gets in the organization.

5 DISCUSSION OF FINDINGS

This study looks at job satisfaction among workers in tertiary health institutions. In this study, various independent variables were tested in other to understand the dependent variable, which is job satisfaction. In this research there is a positive association between job satisfaction and workers performance in the organization. The chi-square results (142.056; $P < 0.050$) shows a significant association between job satisfaction and workers performance in the work place. The implication of this, is that satisfaction of workers

in organization can affect their commitment and overall performance in the organization. This findings has corroborated the views of some management scholars, like Herzberg (1968), Maslow (1954), Aderfer (1975), Ivancevich and Matteson (2002), McShane and Von Glinow (2003), and Schermerhorn and Oshborn (1994), that satisfied workers are more likely to have improved performance than dissatisfied workers. Thus, it is imperative for management of any organizations to build in factors that will enhance the level of satisfaction among its workers. This view was aptly noted by Schein (1980) in the following words:

Once people have been recruited, selected, trained and allocated to job, management must focus attention on creating condition that will facilitate a high level of performance over a long period of time and also make it possible for the individual employees to meet some of their most important needs through membership and work in the organization".

One of the major factors that brings about satisfaction in the work place, is the way people are rewarded. Reward is the outcome of individual effort towards the actualization of organizational goals. According to Vroom (1964), reward is the end product of workers behavior in the organization. In the words of Vroom, reward has a positive valence. Valence in the context of Vroom expectancy theory, refers to an individual

preference for a particular outcome. Therefore organization reward has positive valence because workers preferred to be rewarded for their effort than being unrewarded.

Reward can affect a worker psychological state in the organization because it is based on workers' perception of the recognition of his effort toward the actualization of the organizational objectives. In this study, there is a strong association, between workers perception of equity in reward and satisfaction in the workplace. The co-efficient of contingency of 0.58, shows a strong association between perception of equity in the workplace and job satisfaction. The implication of this, is that, perception of equity can be a source of satisfaction or dissatisfaction in the work place. This findings has corroborated the views expressed in Adams (1963), equity theory of motivation. Adam's in his equity theory believed that workers in organization engage in social comparison process where they compared the outcome of their efforts with the outcome of the effort of their colleagues of similar status. Adams thus, defined inequity as follows:

Inequity exists for a person whenever he perceives that the ratio of his outcome to input and ratio of others' outcomes to others input are unequal, either (a) when he and others are in a direct exchange or (b) when both are in an exchange relationship with a third party and person compare himself to others.

In Nigeria, Ejiofor (1984) study among Milo manager shows that equitable reward system is a source of satisfaction in the work place. Thus, it is

important for the management of organization to design a reward system that is equitable and satisfying in the organization.

One of the independent variables tested in this study, is the organizational fringe benefits, that is, the impact of fringe benefits on workers satisfaction. Fringe benefits is one of the things which workers enjoy in the organization and which is essential components of any negotiated agreement that borders on the welfare of workers. Fringe benefits according to French and Saward (1977) is something of value, apart from agreed regular monetary payment of salaries and wages, given by an employer to an employees. Fringe benefits has a psychological impact on workers perception of the actualization of their needs and recognition of their efforts by management. As Maslow, (1954) and Alderfer (1975) have pointed out, workers in an organization has some needs to satisfy and the satisfaction of this needs can affect behavior in the organization. Thus, when workers needs are met, their level of satisfaction will be enhanced in the organization. One of the major ways workers needs can be met in the organization, is the provision of fringe benefits.

In this research, there is a strong association between organizational fringe benefits and satisfaction in the work place. The co-efficient of contingency of 0.59 shows a strong association between workers perception of fringe benefits and motivation in the work place. This findings has corroborated the views of Maslow (1954), and Alderfer (1975) who see fringe benefits as sources of satisfaction in the work place, because they belong to Maslow (1954), physiological and security needs and Alderfer (1975), existence needs.

The findings in this research on the significant and positive relationship between fringe benefits and job satisfaction invalidates the view of Herzberg that fringe benefits are mainly hygiene factors and not sources of satisfaction in the work place. The contradiction of this findings with Herzberg (1968) two factor theory of

motivation, may be attributed to the fact that this research was carried out in an environment different from that in which two factor theory was propounded. Herzberg two factor theory of motivation was propounded in an environment where the basic needs of the people have been substantially met, while this research is carried out in a developing country where people are still battling with the satisfaction of basic physiological needs. This view was aptly noted by Ubeku (1975), when he asserted that;

In a country like Nigeria where the government has not been able to undertake the duty towards the welfare of its citizens, the tendency is for the industrial and commercial organizations to identify themselves very seriously with the problem of the community and assume some of the responsibilities which otherwise would be borne by the government medical facilities are a good example.

6. CONCLUSION AND RECOMMENDATION

This research examined job satisfaction amongst staff of tertiary health institutions in Edo State, with focus on Irrua Specialist Teaching Hospital and University of Benin Teaching Hospital. Four objectives were specified, Six hypotheses were tested, research question were analysed with in-depth interview. To achieve the objectives, data were collected from a random

sample of 849 respondents using questionnaire and in-depth interview, comprising 322 respondents from ISTH and 527 from UBTH. Data collected were analysed using simple percentage, chi-square and correlation analysis.

The major finding are summarized below:

- Results on the workers satisfaction shows the majority of the respondents (51.94%) were satisfied with their job generally. Most were satisfied with the organizational career policy (77.62%), while the majority rated their satisfaction with the remuneration (50.65%), nature of the job (51.94%), boss leadership style (41.46%), fringe benefits (46.05%) and staff trainings (57.13%) as moderate or fair.
- The major factors perceived to be affecting the health workers' job performance, in a descending order, were nature of job (75.03%), level of job remuneration (69.96%), boss leadership style (66.31%), organizational fringe benefits (51.71%), while the least was participation in organizational decision making (39.46%).
- The pooled result revealed that the job performance of most of the respondents was high as majority (66.78%) rated high, while 33.22% rated low.
- The Chi-square result ($\chi^2 = 174.22$, $df = 2$; critical $\chi^2 = 5.991$) for the test of difference in the respondents level of satisfaction with their job was significant, which indicates that there was a significant difference in the health workers level of satisfaction with their job. The majority were satisfied with their job.
- Pearson correlation results reveal a significant relationship between the workers job satisfaction and the organization fringe benefits ($r = 0.297$), reward system ($r = 0.347$), leadership style ($r = 0.298$), nature of job ($r = 0.311$), relevance of trainings received ($r = 0.144$)

and participation in decision making ($r = 0.084$).

- The pooled chi-square result ($\chi^2 = 142.056$, $df = 2$; critical $\chi^2 = 5.991$) shows the health workers job satisfaction has a significant effect on their job performance at the 5% level.

Conclusion

This study deals with satisfaction of workers in the organization. The study also looks at the impact of job satisfaction on the overall performance of workers in the organization. It is the contention of the study, that satisfaction is instrumental for the actualization of organizational goals. This is because, workers constitute the human components of an organization and the human components help in utilizing and converting other components of the organization for the actualization of organizational goals.

Thus, the satisfaction of human components of the organization is Sine Quanon in the survival of organization in a business environment that is in a state of perpetual flux-constantly changing. In this study, several factors were identified to have positive and significant influence on the workers satisfaction. It is paramount that any attempt to improve the productivity of the workers must of necessity take cognisance of those factors that affect the job satisfaction. This include organization fringe benefits, reward system, leadership style, nature of job, relevance of trainings received and participation in decision making.

Recommendations

Based on the findings of this study it is recommended that the management of the health institutions should make every efforts to enhance the workers satisfaction with their job in order to enhance their productivity. To this end the following recommendations are proposed to improve the workers job satisfaction:

1. Enhancement of the fringe benefits given to staff since this has positive effect on

their satisfaction. The management should ensure equitable distribution of rewards/benefits putting into consideration effort and outcome of workers performance. In a situation where inequity becomes necessary, the basis of such inequity should be properly explained to the workers, to prevent tension and bad feelings associated with perception of inequity;

2. The Management should provide satisfactory welfare package for the workers. Such welfare package should be communicated to the workers using the notice board or employee handbook. The incentive provided for the workers should be tailored to their needs and this make the incentive to be valuable. Promoting staff as at when due is also important since this will lead to increase in their remuneration;
3. Encourage a democratic relationship between superiors and subordinates;
4. Management should always organize training for the workers. But such trainings must be aligned with the needs/function of the workers so that they can perceive it to be relevant. The contents of such training should include sensitivity training, groups dynamics, interaction skills, management style;
5. Make the job environment more interesting and conducive so as to improve the workers convenience in the execution of their tasks. This will make the job to be more interesting and captivating in other to enhance the workers satisfaction with the job. This can take the form of enriching the job or building into the job certainty psychological factors that will make the job interesting and enhance the intrinsic satisfying features of such job.

6. Encourage workers to air their views to management and thereby stimulate their participation in the decision making process of the institution.
7. Specification should be followed while employing staff. People of proven academic integrity should be employed rather than employing mediocres. it is only people of proven integrity in their field of study can be trained.

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