

EFFECTS OF JOB SATISFACTION AND JOB PERFORMANCE OF NURSES ON THE WELLBEING OF PATIENTS IN THE FEDERAL MEDICAL CENTRE, OWO.

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Abstract

This study assesses factors that affect job satisfaction and job performance of Nurses on the wellbeing of general patients in Federal Medical Centre, Owo, Ondo State. A descriptive research design was used, a random sampling technique was used to select a sample size of one hundred and twenty (120) respondents. The instrument used for this study is a structured Questionnaire in which one hundred and ten (110) were retrieved and ten (10) were not returned. The data collected were analysed using both descriptive and inferential statistics with the aid of statistical product and service solution (SPSS) version 20.0. Findings revealed that the level of job satisfaction and performance of nurses at Federal Medical Centre Owo are high. And that factors which could constitute barrier to job satisfaction, such as: lack of necessary equipment; work overload; shortage of staff; decreasing clients flow; low productivity; poor welfare scheme and reduced turnover. The hypothesis tested observed that there is a significant relationship between the job satisfaction and job performance of nurses on the wellbeing of general patients. It thereby recommends that management should use those factors that impact job satisfaction and employee performance to make them happy, better their well-being and their environment.

Keywords: Job satisfaction, Job performance, Nurses, Wellbeing

Introduction

Human resources are the most precious assets of any institution. They are the corner stone of any working place. The effectiveness of an institution to maintain a quality team of employees' links to its ability to manage the staff as well as recognize the contributions of each individual. Employees are the backbone for any organization. Nurses are the backbone to both the health workers as well as the patient in various health centres. Globally, nurses are the most essential resources of a hospital. They use their specialized skills in carrying out the hospital activities such as care of clients and patients through utilizing the human and non-human resources of the hospital.

There is a need to assess nurses job satisfaction level and performance in order to improve efficiency and effectiveness that will lead to growth and productivity in the hospital. Job satisfaction is a great challenge in health care organizations all over the world, particularly among nurses. There is an increasing demand for nurses, but resources are always limited and costs are high, thus, there is not sufficient supply to meet this demand. Inadequate population of qualified nurses coupled with incessant search for greener pasture has led to very high frequency in labour turnover in both developed and developing countries. Global survey showed that almost in all countries, the most important part of the health workforce (in some 80%) are nurses. Today, the world is facing workforce crisis and one of the most striking examples is the shortage of nurses due to job

dissatisfaction. (Coelbel, et al, 2011; Amiria, Khosravib and Mokhtari,. 2010; Zangaro and Soeken, 2007; Nolan et al, 2005).

Job satisfaction is a prediction of job performance and there is a stronger relationship for professional jobs. (Judge, Thoresen, et al 2011). The idea that satisfied employee are more productive is not difficult to support in view the fact that job satisfaction has a significant impact on the job performance, due to the fact that, employee that seems satisfied may not likely get their satisfaction form the job. Research on the relationship between job satisfaction and job performance is not without controversy because, different survey found significant relationship between job satisfaction and job performance but noted that the relationship was inconsistent because of the inconclusive evidence on the research on the nature of the relationship between job satisfaction and job performance. (Judge, Thoresen, et al, 2011, Lu, While, 2005).

Keeping an employee interested in the job is the biggest challenge faced by the human resources team in any organization. Nurses are known for their versatile tremendous role played in the care of the clients/patients and their inputs in any health organization. Nurses' are the backbone of any health sector, their absence always leave an indelible mark and gross set back to the health organization, lack of job satisfaction is one of the affecting factors to leave the nursing profession.

The job satisfaction and job performance issues are one of the most challenging and fundamental strategies to increase productivity and organization's performance. Absenteeism increases as a result of dissatisfaction with job e.g. leaving place of work as seen among the nurses in FMC Owo within the last 6 months for better offer, and cause poor productivity due to low performance. There is increase excuse duty i.e., sick-off days, lateness to work and increase turnover rates etc. among the nurses. This is as a result of dissatisfaction from the job and therefore reduces the job performance in the hospital which results in low productivity, poor progress and low patient output in the hospital. Job satisfaction of nurses in hospitals will contribute to increase in health care which will in turn improve patient's satisfaction and ultimately improve health care services of hospital. Considering the key roles of nurses in rendering health care services to patients, job satisfaction will lead to better services offered in form of job performance. Job satisfaction of employees plays a crucial factor in determining job performance. Highly performing individuals will be able to assist organization to achieve its strategic aims thus sustaining the organization competitive advantage.

There is a strong linkage between job satisfaction and job performance and organizations should be aware of this and studies have also asserted that employee's satisfaction leads to delivery of better products for customers and better care to the patients which contribute to achieving customers loyalty and patient general wellbeing health-wise and this loyal base of satisfaction from client increases revenues, and good productivity. (Dessler, 2010; Hamdan, 2011; Organ, 2007).

The dissatisfaction of the nurses can be due to long working hours, workplace conditions, and weakness in the way of reward, punishment and evaluation method. (Taylor, 2013; Monjammed and Colleagues, 2013). In Nigeria, most hospitals are plaque by shortage of nurses and work overload resulting in reduced job satisfaction and job performance and giving rise to gross unproductive phenomenon like incessant strike actions, leaving the job (profession), absenteeism, and so on. Job satisfaction is considered one of the key factors shaping the growth of performance of job, enhancement of individual lives as well as organizational effectiveness in nursing profession. Satisfaction points to enjoy job, better work, enthusiasm and joy of getting a good reward due to the efforts of individual. (Omolase et al, 2010; Judge & Klinger, 2007; Organ. et al, 2005). The most widely researched topic in behavioural sciences, job satisfaction is the rallying point of several theories

and models explaining individual attitudes and behaviours.

The importance of job performance on organizational production cannot be overemphasized. The researcher observed that there has been gross indifference to work among the nurses due to lack of working material and poor welfare scheme which has resulted to reduced job satisfaction and poor job performance. Few nurses interviewed in Federal Medical Centre, Owo reported that lack of recognition to work done, the management insensitivity and shortage of staff causes job dissatisfaction leading to poor performance. They further explained that bad equipment, lack of necessary materials, e.g. in Antenatal Clinic 6 nurses to 250 pregnant clients, in Ophthalmology clinic 5 nurses to 180 patients in Male and Female Medical Ward its 4 to 6 nurses for about 54 patients, and work overload e.g. 1 nurse for 16 patients in Paediatrics Surgical Ward during afternoon shift, 2 nurses for 20 Surgical patients in Male Surgical Ward, 3 nurses on morning shift in female Orthopaedics ward for 17 patients were part of the main problem of the staff. The researcher as a nurse, working in Federal Medical Centre, Owo, noted that the management issues queries, set up panel and disciplinary measures on erring nurses because of lateness to work, insubordination and negligence of duty among others. These attitude and behaviour of the nurses to their work prompted the researcher to carry out this study on job satisfaction and job performance among nurses in Federal Medical Centre, Owo.

Objectives of the Study

- i. Determine the level of job satisfaction among nurses
- ii. Determine the level of job performance among nurses.
- iii. Identify the barriers to job satisfaction among nurses.
- iv. Determine the relationship between job satisfaction and job performance among nurses.

Research Questions

- i. What is the level of job satisfaction among nurses?
- ii. What is the level of job performance among nurses?
- iii. What are the barriers of job satisfaction among nurses?
- iv. What is the relationship between job satisfaction and job performance among nurses?

Hypothesis

There will be no significant relationship between job satisfaction and job performance of nurses in Federal Medical Centre, Owo.

Methodology

The study employed descriptive research design. The research setting is Federal Medical Centre (F.M.C) Owo. Federal Medical Centre (F.M.C) Owo is a 250 bedded tertiary health care centre founded in 1994 with average monthly bed occupancy rate of 65-70%. It provides specialist care in medicine, surgery, orthopaedics, obstetrics and gynaecology, psychiatry, family medicine, community health, paediatrics, ophthalmology, otorhinolaryngology and a dental clinic. It has a major accident and emergency unit to which all specialist clinics are attached. It provides 24 hours nursing service in all the specialist areas and receives referred cases from Ondo State Specialist Hospitals and other states such as Kogi, Edo and Ekiti States. It also refers cases to Teaching Hospitals such as University College Hospital Ibadan, Lagos University Teaching Hospital and Obafemi Awolowo University Teaching Hospital Complex, Ile Ife. The Hospital provides clinical experience/practical training for student nurses from Ondo State School of Nursing. It provides post graduate training for Medical Doctors in family medicine, paediatrics, surgery and internal medicine and trains House Officers, interns in Pharmacy, Medical Laboratory and Radiology.

The target population for this study are the nurses working in Federal Medical Centre Owo the inclusion criterion is that the nurses should be from antenatal clinic and ophthalmology clinic, while those nurses in other wards are excluded. Total population of nurses = 340. Thunds rule was used to calculate the sample size which stated that thirty percent of total population equals the sample size. Thus 30% of 340 nurses is 102 nurses but 110 was used. Therefore, Sample size = 110. Random sampling technique was adopted to select the nurses that responded to the questionnaires. One hundred and twenty (120) questionnaires were distributed among the population. Information was obtained from the respondents through the use of a self-developed questionnaire from extensive literature review. The questionnaire has the following sections: Section A:

This section has the demographic data from the respondents such as - age, marital status, ethnic group, religion, educational qualification and so on with about 10 items. Section B: This section investigates Nurses Level of awareness about job satisfaction with 10 items. Section C: This section investigates Nurses Level of awareness about job performance with 5 items. Section D: This section assessed nurses' level of Job satisfaction and job performance. It consists of 5 items. Section E: This section finds out barriers of the relationship between job satisfaction and performance with 5 items. Section G: This section finds out the relationship between job satisfaction and job performance. It consists 10 items.

Out of one hundred and twenty (120) administered questionnaire, one hundred and ten (110) were retrieved back, while Ten (10) were not returned.

The validity of the instrument was determined using face and content validity. Face and content validity was assessed by the researcher's supervisor. Reliability: Test- retest method was used to ensure that the instrument-maintained consistency in measuring what it intends to measure and the reliability score was 0.78. The study's data was pre-coded to enhance ease of analysis via Statistical Product and Service Solutions (SPSS) version 20.0. Furthermore, data was analysed with both descriptive and inferential statistics.

Result

As presented in Table 1, the sex distribution of nurses is represented as male 42(38.2%) and female 68 (61.8%), this means that the majority of the respondents are female. Also, the age distribution of Nurses is represented as 20-30 years 14(12.7%), 31-40 years 57(51.8%), 41-50 years 28(25.5%), 50 years and above 11 (10%). This means that the majority of respondents are between the ages of 31-40 years i.e. they are in their productive age and will be more active at work.

Table 1: Demographic Distribution

S/N	Items		Frequency	Percent
1	Sex of Respondents	Male	42	38.2
		Female	68	61.8
		Total	110	100.0
2	Age of Respondents	20-30	14	12.7
		31-40	57	51.8
		41-50	28	25.5
		50 and above	11	10.0
		Total	110	100.0
3	Marital status of Nurses	Single	24	21.8
		Married	83	75.5
		Divorced	3	2.7
		Total	110	100.0

4	Religion of Nurses	Christian	84	76.4
		Muslim	26	23.6
		Total	110	100.0
5	Educational Qualification	RN	8	7.3
		RN, RM	37	33.6
		B.Sc.	46	41.8
		M.Sc.	10	9.1
		Others	9	8.2
		Total	110	100.0
6	Post in Nursing	Nursing officer 2	3	2.7
		Nursing officer 1	19	17.3
		Senior nursing officer	44	40.0
		Principal nursing officer	28	25.5
		Assistant chief nursing officer	9	8.2
		Chief nursing officer	7	6.4
		Total	110	100.0
7	Years of Post-Qualification Experience	0-5 years	13	11.8
		6-10 years	44	40.0
		11-15 years	33	30.0
		16-20 years	11	10.0
		21-25 years	6	5.5
		26-30 years	2	1.8
		30 and above	1	0.9
		Total	110	100.0
8	Area of Specialty	ANC clinic	45	40.9
		Ophthalmology	65	59.1
		Total	110	100.0

From this table marital status of nurses is represented as single 24(21.8%), married 83(75.5%) while divorced 3(2.7%). Majority of nurses are married, that is they are living with their spouses and are better composed and committed to work. This table showed that 84(76.4%) of nurses practice Christianity while 26(23.6%) practice Islam. Majority of nurses are Christians due to research location. Also, 8(7.3%) have RN qualification, 37(33.6%) have both RN and RM qualification, 46(41.8%) have B.Sc. qualification, 10(9.1%) have M.Sc. qualification while 9(9.2%) have other qualification. This means majority of nurses have RN and RM qualification without degree. This table also observed that 3(2.7%) were nursing officer 2, 19 (17.3%) were nursing officer 1, 44(40.3%) were senior nursing officer, 28(25.5%) were principal nursing officer, 9(8.2%) were assistance chief nursing officer while 7(6.4%) were chief nursing officer. This shows that majority were senior nursing officer. The years of experience of nurses is represented as 0-5 years 13(11.8%), 6-10 years 44(40%), 11-15 years 33(30%), 16-20 years 11(10%), 21-25 years 6(5.5%), 26-30 years 2(1.8%) while 30 years and above is 1(0.9%). This shows that majority of the nurses had 6-10 years post

qualification experience. Lastly, table shows that majority (59.1%) of respondents were from ophthalmology while 40.9% were from ANC Clinic. This study concludes that majority of the respondents are females within the ages of 31-40 and Married. This study observes that majority of the respondents are Christians and qualified as RN, RM Nurses or have a degree. Majority are senior Nursing officers with 6 to 10 years of experience and Ophthalmology as their area of specialization

Research question 1

What is the level of job satisfaction among nurses? Mean and standard deviation were used to answer this research question and reported in Table 1. The items used in answering this research question were derived from section B of the questionnaire.

As reported in Table 2, respondents adjudged their job satisfaction level is high, this result is so because the mean values 4.03, 3.87, 3.74 and 3.80 was greater than the benchmark of ≤ 2.49 . Therefore, gauging with the mean values, the level of job satisfaction of nurses at Federal Medical Centre Owo is high.

Table 2: Level of Job Satisfaction

SN	Statement	Mean	SD
1	I will prefer to practice my profession despite the pay	4.03	.88
2	Practicing my profession makes me fulfilled	3.87	.81
3	I am happy whenever I help a sick person needing help	3.74	.92
4	If I am to choose a career, I will still choose nursing	3.80	.89

Decision rule: statements with mean values ≥ 2.50 implies that the respondents' level of job satisfaction is high while mean values ≤ 2.49 implies that respondents' level of job satisfaction is low.

Research Question 2

What is the level of job performance among nurses? Mean and standard deviation were used to answer this research question and reported in Table 2. The

items used in answering this research question were derived from section C of the questionnaire.

As reported in Table 3, respondents adjudged their job performance level high, this result is so because the mean values 3.83, 3.80, 3.97 and 3.88 was greater than the benchmark of ≤ 2.49 . Therefore, gauging with the mean values, the level of job performance of nurses at Federal Medical Centre Owo is high.

Table 3: Level of Job Performance

SN	Statement	Mean	SD
1	I do my work in my department to achieve results	3.83	.93
2	I make efforts to achieve organizational goals	3.80	.88
3	I work with minimum supervision	3.97	.81
4	Timeliness of service	3.88	.87

Decision rule: statements with mean values ≥ 2.50 implies that the respondents' level of job performance is high while mean values ≤ 2.49 implies that respondents' level of job performance is low.

Research Question 3

What are the barriers of job satisfaction among nurses? Mean and standard deviation were used to answer this research question and reported in Table 3. The items used in answering this research question were derived from section D of the questionnaire.

As reported in Table 4, respondents reported that out of the four factors that could constitute barrier to job satisfaction, only three factors: Lack of necessary equipment, work overload and shortage of staff; Improved clients flow and high productivity and good welfare scheme and reduced turnover were seen as barriers to job satisfaction while respondents reported that communication flow does not constitute a barrier to nurses' job satisfaction. This result is so because the mean values 3.74, 3.76 and 3.70 was greater than the benchmark of ≤ 2.49 for three of the factors while the mean value of 1.83 was less than the benchmark set. Therefore, gauging with the mean values, there are barriers that impede nurses at Federal Medical Centre Owo job satisfaction.

Table 4: Barriers to Job Satisfaction

SN	Statement	Mean	SD
1	Communication flow	1.83	.23*
2	Lack of necessary equipment, work overload and shortage of staff	3.74	.89
3	Improved clients flow and high productivity	3.76	.91
4	Welfare scheme and reduced turnover	3.70	.92

Decision rule: statements with mean values ≥ 2.50 implies that the respondents' sees such factor/item as a barrier to job satisfaction while mean values ≤ 2.49 implies that respondents' does not sees such an item/factor as a barrier.

Hypothesis

There is no significant relationship between job satisfaction and job performance of nurses in Federal Medical Centre, Owo. The independent variable in

this hypothesis is job satisfaction while the dependent variable is job performance of nurses. The items used in testing this hypothesis was derived from section B and section D of the questionnaire. Pearson product moment correlation coefficient was used to test this hypothesis at 0.05 level of significance and the result is presented in Table 5.

The result in Table 5 revealed that the calculated r - value of 0.397* is greater than the critical R-value of

0.098 at 0.05 level of significance with 108 degrees of freedom. With this result, the null hypothesis which states that, there is no significant relationship between the job satisfaction and job performance of nurses was rejected while the alternate hypothesis was accepted. The correlation coefficient is a standardized measure of an observed effect, it is a commonly used measure of the size of an effect and that values of ± 1 represent a small effect, ± 3 is a medium effect and ± 5 is a large effect. Therefore, the squared correlation (R^2) known as the coefficient

of determination (0.397^2) which is a measure of effect size indicates the proportion of explained variance on the dependent variable. Therefore, 15% of the variance in job performance is accounted for by nurses' job satisfaction. This implies that, nurses job satisfaction is of essence in the job performance of nurses at Federal Medical Centre Owo and is very key. The magnitude of effect is moderate. By this result, we can conclude that, there was statistically significant relationship between job satisfaction and job performance of nurses in Federal Medical Centre, Owo

Table 5: Pearson Product Moment Correlation between Job Satisfaction and Job Performance

Variable	N	Mean	SD	R-value	Sig.	R ²
Job satisfaction	110	12.97	2.17	0.397	.000	0.15
Job performance	110	14.34	2.34			

*Significant at 0.05 level; df = 108; Critical r value = 0.098

Discussion of Results

This study determines job satisfaction and job performance among nurses in Federal Medical Centre, Owo Ondo State. The demographic characteristics of this study showed that majority of the respondents are Christians and qualified as RN, RM Nurses or have a degree. Majority are senior Nursing officers with 6 to 10 years of experience and Ophthalmology as their area of specialization. Our study observed that the level of job satisfaction of nurses at Federal Medical Centre Owo is high. This study is in agreement with Watson et al (1999) where majority of Midwives (80%) working is Australia job satisfaction. This study is similar to Skinner et al who also observed that 96% of their respondents demonstrated high level of job satisfaction. This study does not support Hadizadeh et al (2014) where their findings revealed that only 38% of the midwives has no job satisfaction. Mohamed et al (2012) also observed that their respondents' level of job satisfaction was low. This also is not in consonance with Mirmolace *et al* (2005) where only half of their respondents working in health centers and hospitals in Tetrah, Iran has low level of job satisfaction and the other half moderate level.

This study showed that the level of job performance of nurses at Federal Medical Centre Owo is high. This confirms the assertion of Kane (2006) which state that performance apart from being an outcome is about doing the work as well as being about the results achieved which makes worker is usually happy and perform well on his/her job. Our study revealed lack of necessary equipment, work overload and shortage of staff; improved clients flow and high productivity and good welfare scheme and reduced turnover were seen as barriers to job satisfaction. This is not congruent with the study of Coomber and

Louise-Barribal (2006) who reported that factors such as low autonomy, low recognition, shortage of staff and no equipment for proper work done amongst others are factors seen as barriers to job satisfaction younger nurses working in the United Kingdom. This study supports Mohammadirizi et al (2012) who observed that work overload and job stress are factors that inhibits job satisfaction and performance in their study. This study is consistent with Rajael et al (2013), who reported that high stress and work overload negative factors affecting the job satisfaction and job performance among nurses and midwives.

This study report that there is a significant relationship between the job satisfaction and job performance of nurses. This study is in line with Hanan (2009) who reported that there is close relationship between job satisfaction and job performance in the nursing sector. This study is similar to Dhanfalah et al (2013) who indicated that there is a significant relationship between job satisfaction and job performance This study is not in agreement with the findings of Albert (2004) who found out that job satisfaction did not have significant impact on level of stress of stress experienced by health workers due to lack of necessary equipment, work overload and shortage of staff. Brayfield and Crockett (2005), deduce that the relationship the relationship between job satisfaction and job performance in which it was minimal in his book titled a narrative review of the relationship between job satisfaction and job performance

Conclusion and Recommendations

Performance is considered as important parameter in the nursing profession and other registered profession (Becton 2012). Therefore, effort is made

for scientific interpretation and evaluation of this relationship, which often involves personal values of nurses (Chou et al 2012). An important finding in this study is to note that job satisfaction has a relationship with employee performance, in that job satisfaction plays a crucial role in terms of employee performance and to his wellbeing and to the organizations in terms of its productivity, efficiency, employee relations, absenteeism and turnover. Organizations that are able to make their employee happy will have more productive employees; for health care services, personal feelings, opinions and even attitudes of nurses play a crucial role in their performance (Gurkoua et al 2011). This study has shown that among health care workers, most importantly the nurses, there is job dissatisfaction which results in poor job performance because of work overload, absenteeism, increased turnover rates, lack of recognition (both financial and awards), poor pay etcetera. It is therefore, necessary for the management of the institution to put in place appropriate measures to combat those factors that militate against job satisfaction and job performance in the organization.

A good work environment facilitates higher employee satisfaction level and increases employee performance which leads to employee improved output and also increases productivity. The vast majority of staffing in the health system are nurses. Job satisfaction increases the organization productivity and employees are committed to the organization and their physical and mental health should be guaranteed. The expectation from the nurses that is necessary to bring about job satisfaction and job performance are: leadership style of the nurse supervisor should be the one that allow flexibility and accommodation to allow for good client care; good interpersonal relationship and imbibe good communication and nurses should maintain autonomy in decision making and not compromise the quality of health care due to the high sensitivity of their job even if they were dissatisfied.

Expectations from the management: the management should work more on the nurses needs satisfaction and a special monetary incentive scheme could be implemented as compensation to discourage absenteeism and truancy. Management should encourage advancement in careers by allowing study leave and granting of loans for continuous education. A good communication system should be adopted by the management to encourage good workers/management relationship; where there is feedback on both sides. Management should endeavour to provide all the basic resources/equipment needed by staff to do their daily assignments successfully.

Implication for Nursing

This study has shown that majority of nurses in Federal Medical Centre Owo know the meaning of job satisfaction, its concept and the emotional effect of satisfaction and dissatisfaction over their job, notwithstanding some of them have shallow knowledge of these. This implies that there is need to educate nurses on job satisfaction and performance. Dissatisfied workers are not usually happy neither will they perform well on their job because they always find it repetitive and boring. The basic resources needed in order to carry out their job successfully are not readily available neither do they receive adequate remuneration for the job they perform; this implies that they are highly dissatisfied with their job

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