

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Job satisfaction is a crucial factor that significantly influences workers' performance in the healthcare sector (Porter et al., 2019; Tabrizi et al., 2020). In the highly competitive and dynamic healthcare industry, employee performance plays a vital role in delivering high-quality care and achieving positive patient outcomes. A study conducted by Porter et al. (2019) found that job satisfaction positively correlates with employee motivation, commitment, and overall productivity. In the context of Kwara State General Hospital Ilorin, understanding the impact of job satisfaction on workers' performance is of paramount importance, as healthcare organizations face challenges related to employee engagement and service delivery optimization (Tabrizi et al., 2020).

Kwara State General Hospital Ilorin, being a prominent healthcare institution, encounters unique challenges associated with employee performance and job satisfaction. The healthcare sector, in general, is characterized by high levels of job stress, long working hours, and demanding patient care responsibilities, which can significantly influence job satisfaction and subsequently impact workers' performance (Hamouche, 2019). Therefore, conducting a study on the impact of job satisfaction and workers' performance in General Hospital Ilorin is essential to identify the factors that contribute to job satisfaction and how they relate to employee performance, thereby assisting hospital management in developing strategies to enhance work conditions and create an environment conducive to employee well-being and enhanced performance.

Based on previous research findings, it is anticipated that a positive correlation will exist between job satisfaction and workers' performance in the health sector (Porter et al., 2019; Tabrizi et al., 2020). Higher levels of job satisfaction are expected to be associated with improved productivity, higher quality of care, and increased patient satisfaction. Additionally, the study aims to identify specific factors that significantly influence job satisfaction among healthcare workers in General Hospital Ilorin, providing valuable insights for developing strategies to enhance job satisfaction and subsequently improve workers' performance.

By addressing the importance of fostering job satisfaction and its relationship with workers' performance, healthcare policymakers, administrators, and managers can gain valuable insights for creating supportive work environments and implementing strategies to enhance job satisfaction. Ultimately, promoting job satisfaction in healthcare organizations can optimize employee performance, leading to improved patient care and overall organizational success. In the healthcare sector, job satisfaction has been widely recognized as a critical factor that significantly influences workers' performance and overall organizational outcomes (Al-Homayan et al., 2019; Alshmemri et al., 2019). Several studies have shown that satisfied healthcare workers are more likely to exhibit higher levels of commitment, engagement, and productivity, resulting in improved patient care quality and positive organizational outcomes (Al-Homayan et al., 2019; Tabrizi et al., 2020). General Hospital Ilorin, being a prominent healthcare institution, operates in a challenging environment with numerous factors that can impact job satisfaction and subsequently influence workers' performance. Long working hours, high job demands, limited resources, and the emotional burden associated with patient care can contribute to reduced job satisfaction among healthcare workers (Alshmemri et al., 2019). Therefore, investigating the specific factors that affect job satisfaction and their impact on workers' performance in General Hospital Ilorin is crucial for identifying areas of improvement and implementing strategies that promote a positive work environment.

1.2 Statement of the Problem

The healthcare sector faces numerous challenges related to employee performance and job satisfaction, which can have significant implications for the quality of patient care and overall organizational outcomes. General Hospital Ilorin, being a prominent healthcare institution, operates in a demanding environment characterized by long working hours, high job stress, limited resources, and the emotional burden of patient care. These factors can influence job satisfaction among healthcare workers and subsequently impact their performance. However, there is a lack of empirical research on the specific factors contributing to job satisfaction and their influence on workers' performance within the context of General Hospital Ilorin. Therefore, it is imperative to investigate the relationship between job satisfaction and workers' performance in this healthcare setting to identify areas of improvement and develop strategies that promote a positive work environment, enhance job satisfaction, and optimize employee performance.

Lack of understanding of factors influencing job satisfaction: The healthcare sector is known for its unique challenges, including long working hours, high job stress, and demanding patient care responsibilities. However, there is a need to identify and understand the specific factors that contribute to job satisfaction among healthcare workers in General Hospital Ilorin. Without this understanding, it becomes difficult for hospital management to implement targeted interventions and strategies to enhance job

satisfaction and improve workers' performance. Insufficient knowledge about the level of job satisfaction: While it is recognized that job satisfaction is crucial for employee engagement and performance, there is a lack of information regarding the level of job satisfaction among healthcare workers in General Hospital Ilorin. Determining the current level of job satisfaction will provide a baseline for assessing the effectiveness of interventions and identifying areas that require improvement.

Limited insight into the impact of job satisfaction on workers' performance. Although previous research suggests a positive relationship between job satisfaction and workers' performance in the healthcare sector, there is a dearth of empirical evidence specific to General Hospital Ilorin. It is essential to investigate the extent to which job satisfaction influences various performance indicators, such as productivity, quality of care, and patient satisfaction, within this healthcare setting. Understanding these impacts will aid in developing strategies to optimize employee performance and enhance overall healthcare service delivery.

1.3 Objectives of the Study

The primary objective of this study is to examine the impact of job satisfaction on employees' performance in General Hospital Ilorin. The specific objectives are to:

- i. examine the relationship between job satisfaction and employee performance;
- ii. assess the effect of job satisfaction on employee commitment in the public service;
- iii. determine the influence of job satisfaction on employee service delivery in Kwara State General Hospital Ilorin;
- iv. identify challenges facing job dissatisfaction and employees' performance in Kwara State General Hospital Ilorin.

1.4 Research Questions

- i. Are there any relationships between job satisfaction and employee performance?
- ii. Does job satisfaction have any effect on employee commitment?
- iii. Is there any relationship between job satisfaction and employee service delivery?
- iv. What are the challenges facing job satisfaction and employees' performance in General Hospital Ilorin?

1.5 Significance of the Study

The study will help to know the historical background of Kwara State General Hospital Ilorin. It will contribute to the existing scholarly interactive and provide additional knowledge on job satisfaction and workers performance in Nigeria. It will help the health administrators to discover their problems and enable them to improve the standard of their performances. It will serve as guidance to health administrators and policy makers. Besides, it will contribute to the body of existing knowledge to relevant area.

1.6 Scope and Limitations of the Study

The geographical scope of the work is Kwara State General Hospital Ilorin and the subject scope focuses on job satisfaction and employees' performance from 1999 to 2023. The reason for the timeline of this work is to cover the Fourth Republic.

The limitations to the study include time and financial constraints, non-availability of some documents that are relevant to this research

1.7 Organization of the Study

The study is divided in five chapters. Chapter one contains introduction, statement of the problems, objectives of the study, significance of the study, scope and limitation of the study, organization of the study, and definition of terms are used in the study, and references.

Chapter two focuses on literature review and theoretical framework, summary of the chapter with references. Chapter three deals with research methodology, introduction, sample and population of the study, method of data analysis, research problem and references

Chapter four has to do with data presentation analysis and interpretation of findings introduction, brief history of the case study, presentation of data, analysis of data, testing of hypothesis, summary of data and references Chapter five contains summary, recommendations and conclusion with bibliography.

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CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviews various works of Scholars on job satisfaction and employees' performance. The chapter consists of three sections, namely; conceptual clarification and empirical reviews and the theoretical framework.

2.2 Conceptual Clarification

2.2.1 Job satisfaction

Job satisfaction is considered not to have a generally decided meaning despite of its importance and wide utilization in the world of commercial mindset and business actions, which make it vital that before clear significance is given, there is the need to put into consideration benefit and characteristics actions of humans all over the world (Ahmad & Manzoor, 2017; Aziri, 2011). Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Nmadu (2013) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job.

According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom (1943) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Saucer, & York, 2013). Cranny, Smith and Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job.

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Akram, 2019; Mosadeghard, 2003). Employees' job satisfaction is considered as all-around module of an organization's human resource strategies. According to Simatwa (2011), Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. According to Lai Wan (2007), employee satisfaction is an essential target for any organization to realize or achieve either in short run or in long run. Low level of employee satisfaction generates high employee turnover and the turnover intention is the desire to leave an organization (Saghir, Asad & Ishtiaq, 2015). It also reflected in leaving a department of a company (Abouraia & Othman, 2017; Tett & Meyer, 1993).

According to Allen & Grisaffe (2011), loyalty is a psychological state and it illustrate the association of an employee with the organization for which he works and that has influence on his decision to stay with the organization. It is a general understanding that job satisfaction is an attitude towards a job. In other words job satisfaction is an affective or emotional response

toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of effects produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding (Abourara & Othman, 2017). Employee performance generally refers to whether a person performs his/her job well or not.

Job performance is the way employees execute their work. Employee's performance is critical to the success of the organization. Organisations should therefore endeavour to invest resources into programmes in order to increase job satisfaction and their employee's performance. Where there is employee job satisfaction, the tendency is to have low turnover, employee commitment and loyalty. The turnover intention is the degree to which the employees leave the organisation. Satisfied employees are sine qua non to the success of banking sector. Public service organisations should be concerned with the constructs of job satisfaction and its impact on job performance (Laosebikan, Odepidan, Adetunji, & Aderinto, 2018). Employee job satisfaction is very important to the workforce in any organization. Employee performance is also critical to organizational performance. Some organizations shackle away from ensuring employee job satisfaction and this may likely be due to cost implications. Most often, public service organizations are finding it difficult to satisfy their employees because of the level at which they operate, the target market they serve and their profitability. The performance of public service has not been all that satisfactory. Public service is facing sustainability problem probably due to employee job dissatisfaction, poor management of public organizations or some other factors. Employee job satisfaction is very important to the success of public service and as such there is need to investigate the impact of job satisfaction on employee performance as this affects the performance of public sectors in general (Laosebikan, Odepidan, Adetunji, & Aderinto, 2018).

2.2.2 Employee Performance

According to Nmadu (2013), employees' performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the Business Dictionary (2010), that employee's performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees' activities and output contribute to the organisation goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees' morale and to meet expectation (Nmadu, 2013). However, employees' performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed. It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners, 2007). Employees' performance if it is recognised by managers or superiors within the organisation is often rewarded by financial and other benefits.

2.3 Empirical Review

Agyare et al. (2016) recommend that job fulfillment is driven by some look at the office which include financial offers like incomes, possibilities, progression, working circumstances, and workgroup, further the resulting effect of the determinant functions as measuring stick for job fulfillment of discontentment as well as what the results will be as stated by Aziri (2011) that when talking about issues regarding job fulfillment, job discontentment should be considered to ensure balance. Squires et al. (2015) suggested that though, disappointed employees may not stop their tasks, but such feeling of discontentment could affect them, their co-workers as well as their quality of efficiency and the service they provide in the sense that such disappointed employees have propensities of showing anger on anybody else in the office. Agyare et al. (2016) described that job fulfillment has five factors which involve freedom, expertise attention, support from excellent, chances to further knowledge and connection with co-workers. Statistic of employee's job fulfillment is one of the significant characteristics when it comes to skills and effectiveness of employees. In functionality, the first-hand decision-making design which types it as essential that employees should be maintained and well thought-out essentially as humans that have their own wishes, needs, and own wishes are a very good range for the popularity of job fulfillment in modern-day companies (Usman & Jamal, 2013). In the process examining job fulfillment, the sagacity that a pleased worker is a pleased worker and a pleased worker is a dynamic worker (Aziri, 2011).

Measures of Employee Performance Ahmad and Shahzad (2011) argue that seeming performance of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the organizations goals and mission. They further mentioned that practices of compensation, evaluation of performance and practices concerning promotion of and employee are the benchmark for performance of a worker. So also, Anitha (2013) stated that performance of an employee is a gauge or pointer of monetary or other result of the employee that has undeviating relationship with organisation performance and accomplishment as well. Anitha, (2013) additionally disclose that atmosphere at which employee perform task and other schedules,

relationship with bosses, co-employee relationship and that of team, compensation procedure, and engagement of an employee are determining factors for performance. Conversely, Alagaraja and Shuck (2015) disclose that employee performance can be measured by means of regular training and improvement.

In addition, Thomas and Feldman, (2010) take on measures of employee performance as core job performance, that includes inrole performance, security performance, and inventiveness, trailed by citizenship performance, branded into equally targets-specific and wide-ranging organisational citizenship. As far as this study is concerned however, dimensions for measuring employee performance provided in the study of Liao et-al (2012) were chosen. This is due to the fact that the dimensions in those studies employee performance was measured from the point of view of the organization, the employee as well as, the job itself i.e. organizational objective, employee objective, performance development and employee satisfaction are used as measures of employee performance which makes it more wide-ranging. Performance of an employee hence, gives room for innovativeness among employees and general firm's performance and innovativeness, in a manner that prosperous work of accomplished, inspired and zealous human resources yield ground breaking concepts for newer goods or services and also upsurge performance quality and satisfaction of the clients (Sadikoglu & Cemal, 2010).

The relationship between job satisfaction and performance has been critically assessed in a variety of organizational settings. Results of these studies have been mixed. Agyare et al. (2016) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. All of these three views are supported by various studies. Mirvis and Lawer (1977) produced conclusive findings about the relationship between job satisfaction and performance. In attempting to measure the performance of bank tellers in terms of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Gangai & Agrawal (2015) have conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies have found that a positive relationship existed between job satisfaction and performance. Gangai & Agrawal (2015) demonstrated that job satisfaction was associated neither with turnover nor with quality of production. Gangai & Agrwal (2015) reviewed the literature and concluded that satisfaction is associated with performance as well as effort, commitment and intention.

In the western electric studies (1966) the evidence from the Relay Assembly test room showed a dramatic tendency for increased employee productivity to be associate of with an increase in job satisfaction. The Impacts of Job Satisfaction on Employee Performance Job satisfaction causes a series of influences on various aspects of employees' organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analyzed as part of this text. The preponderance of study evidence indicates that there is no strong linkage between satisfaction and productivity. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfying and this is likely to result in greater performance effort. Also, recent study evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements.

More so, there are still considerable debate weather satisfaction leads to performance or performance leads to satisfaction (Mendis, 2017; Cronley & Kim, 2017). Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level. Usually three types of employee loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he owes something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else.

A study conducted by Cronley & Kim (2017) during which they surveyed 100 professionals in the information services for five months showed a strong relationship between job satisfaction and employee loyalty. Their study proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent pursue of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through a increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be. Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. Therefore, satisfaction is worth paying attention to, especially since it is potentially under one's control, unlike some of the other causes of absenteeism (e.g. illness, accidents).

Al-Homayan et al. (2019) examined the relationship between job satisfaction and employee performance in the healthcare sector. The findings revealed a significant positive correlation between job satisfaction and various performance outcomes, such as job performance, patient satisfaction, and organizational commitment. This suggests that satisfied healthcare workers are more likely to demonstrate higher levels of performance and contribute to positive patient experiences. Furthermore, research by Alshmemri et al. (2019) emphasized the importance of organizational factors in shaping job satisfaction among healthcare workers. Factors such as leadership styles, communication, teamwork, and opportunities for professional development have been found to significantly influence job satisfaction levels. Identifying these factors and understanding their impact on job satisfaction in the context of General Hospital Ilorin can guide hospital management in implementing targeted interventions and initiatives to enhance job satisfaction and subsequently improve workers' performance.

Addressing job satisfaction in the healthcare sector requires a multifaceted approach that involves both organizational and individual-level strategies. On an organizational level, hospital administrators and policymakers can focus on creating a positive work culture that promotes employee well-being, recognizes achievements, and encourages open communication and collaboration (Tabrizi et al., 2020). Providing opportunities for skill development, training, and career advancement can also contribute to enhanced job satisfaction and performance among healthcare workers (Alshmemri et al., 2019). At the individual level, healthcare professionals can adopt strategies to improve their own job satisfaction, such as seeking social support, maintaining a work-life balance, and engaging in self-care practices (Tabrizi et al., 2020). Furthermore, fostering a sense of autonomy and involvement in decision-making processes can empower healthcare workers and positively impact their job satisfaction and performance (Al-Homayan et al., 2019).

In addition to the organizational and individual-level strategies mentioned above, there are several other factors that deserve consideration when studying the impact of job satisfaction on workers' performance in the health sector, specifically in General Hospital Ilorin. One crucial factor is the role of compensation and benefits. Fair and competitive compensation packages that align with industry standards and recognize the skills and expertise of healthcare professionals can positively influence job satisfaction (Al-Homayan et al., 2019; Tabrizi et al., 2020). Adequate financial rewards and benefits demonstrate an organization's recognition and appreciation of its employees' contributions, which can enhance their overall job satisfaction and motivation to perform well.

Another factor to consider is the availability of resources and support systems. Healthcare workers require access to appropriate medical equipment, technology, and resources to perform their duties effectively and efficiently. Inadequate resources can lead to frustration, increased workload, and reduced job satisfaction (Alshmemri et al., 2019). Ensuring that General Hospital Ilorin has the necessary resources and support systems in place to facilitate optimal job performance can contribute to higher job satisfaction levels among its healthcare workforce. Moreover, the work environment and organizational culture play significant roles in shaping job satisfaction and workers' performance. A positive work environment characterized by trust, respect, teamwork, and effective communication can foster job satisfaction and employee engagement (Tabrizi et al., 2020). Conversely, a toxic work environment with poor interpersonal relationships, a lack of support, or high levels of stress can negatively impact job satisfaction and overall performance.

Furthermore, career development opportunities and recognition for achievements are critical for job satisfaction and employee motivation. Healthcare professionals seek opportunities for growth, professional advancement, and continuous learning (Al-Homayan et al., 2019). Establishing clear career paths, providing training and development programs, and recognizing and rewarding employees' accomplishments can contribute to higher job satisfaction levels and increased performance. Considering the unique context of General Hospital Ilorin, it is important to take into account cultural factors and the impact they may have on job satisfaction. Cultural norms, values, and expectations can influence job satisfaction perceptions and expectations among healthcare workers (Alshmemri et al., 2019). Understanding and addressing these cultural aspects within the work environment can help promote job satisfaction and create a harmonious and productive workplace.

2.4 Theoretical Framework

Theories of Job Satisfaction Wehrich and Koontz (1999) in explaining the genesis of job satisfaction argue that, the debate on job satisfaction started with Maslow's Hierarchy of needs theory (1943) but the whole story about the phenomena emanates from Taylorism or Scientific Movement by Frederick Winslow Taylor (1911) which considers human being as economic man and money is believed to be the biggest reason for job satisfaction. However, this idea was criticised by the Hawthorne Studies (1924-1933) by Elton Mayo and Associates about the nature of human being. They argue that apart from money, there are other important elements such as personal morale, positive interrelationships, management understanding of individual employee and group behaviour as other factors that contribute to employee satisfaction. Studies show that certain conditions can either bring

about job satisfaction or dissatisfaction, and the burgeoning literature on the theories of job satisfaction propose that theories are usually classified according to their nature or chronological arrangement (Saifuddin et al., 2012).

In line with this argument, Shajahan and Shajahan (2004) noted that there are content theories such as Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X and Y, Alderfer's ERG Theory, and McClelland's Theory of Needs. Similarly, there are process theories such as Behaviour Modification, Cognitive Evaluation Theory, Goal Setting Theory, Reinforcement Theory, Expectancy Theory and Equity Theory. These theories are explained as follows: Maslow's Theory of Motivation/Satisfaction Maslow's (1943) Hierarchy of Needs is said to be the most extensively cited theory of motivation and satisfaction (Wehrich & Koontz, 1999). Maslow's (1943) argument based on humanistic psychology and clinical practices revealed that, an individual's motivation/satisfaction requirements could be arranged in pecking or hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs, and selfactualisation (Maslow, 1943). The theory explains that when one level of these needs is fulfilled or satisfied it does no longer motivate. Therefore, next higher level of need must be initiated to inspire the individual so as to feel satisfied (Sugiyono, 2012).

However, needs are affected both by weight attached to them and the level at which an individual want to meet those needs (Sugiyono, 2012). The theory was criticized based on the fact that one cannot follow the ladder sequentially in order to reach at the apex and again, what motivates an employee might be different from what motivates the other, this show a disparity in terms of individual drive to success. Expectancy Theory This was propounded by Victor H. Vroom (1964). He argued that people will be motivated to do things they believe the goal is worth it. This theory focus on individual in the workplace and the processes involved your motivation to do something will be determined by the value you place on that thing. He enumerated the following:

- i. Effort: What the person contributed to the job, including knowledge, skill, time and effort:

- ii. Expectancy: the individual's expectations about whether the application of knowledge, skills, time and effort will affect measured performance.

- iii. Performance: The way that the performance measurement system assesses what the individual has put into the organization. This can include factors that the individual controls and those that the individual does not control depending on the accuracy of the performance measurement system. Performance measurement is the domain of the organization's management accounting system.

- iv. Instrumentality: The relationship between individuals measured performance and the outcomes provided by the organization such as pay for performance or recognition. This reflects the details of individual and the organization's compensation contract between the individual and the organization.
- v. Outcome: The set of rewards that the person experiences or receives based on measured performance.

- vi. Valence: the value assigned by the individual to the outcomes.
- vii. Satisfaction: the value of the outcome to the individual. This expectancy approach or model explains employee skill and knowledge the organization performance measurement and reward system, and the individual's personal values combine to determine individual motivation. A motivation system is a performance measurement and reward system that provides benefits or recognition to employees. Of all the theories of motivation Maslow's Theory of Needs is chosen to underpin this research work because of its attachment to achievement which every individual or organization desires despite its criticisms.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on methodology to be used in this research work successfully. It explains the research design. It also gives details about the population and sample used for the research.

3.2 Population of the Study

The Population of this study is drawn from General Hospital Ilorin. The total number of population is about 20000. For this study, the researcher relied on secondary data.

3.3 Sources of Data Collection

In the process of carrying out this study, the data used were collected from two major sources. These sources include the primary and secondary sources.

3.3.1. Primary Sources of Data

The primary sources of data used for the analysis of the study are those collected from the respondents through observation and interview.

3.3.2 Secondary Sources of Data

The secondary data for this study were collected from text books both published and unpublished that were found to be relevant for this study. These already written works include; textbooks, journals, magazines, newspaper, and some relevant documents that are relevant to this research work.

3.4 Method of Data Analysis

The data gathered analyzed using the Statistical Package for Social Sciences (SPSS) is used for easy analysis. This primary data analyzed through simple percentage. The questionnaire is divided into two sections. The first section captures bio-data information of the respondents while the second section captures information based on the concept of this research, using a nominal method.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents a detailed analysis and interpretation of the data obtained on the impact of job satisfaction on workers' performance in General Hospital Ilorin.

4.2 Brief History of Kwara State General Hospital Ilorin

General Hospital Ilorin, also known as Ilorin General Hospital, is a prominent healthcare institution located in Ilorin, the capital city of Kwara State, Nigeria. It is one of the oldest and largest government-owned hospitals in the state and has served as a crucial healthcare provider for the local population. The hospital's history can be traced back to the colonial era when it was established to cater to the medical needs of the region. Over the years, it has undergone several expansions and upgrades to meet the growing demands of the community and advancements in medical technology. General Hospital Ilorin offers a wide range of medical services, including general medicine, surgery, pediatrics, obstetrics and gynecology, and various specialized clinics. It plays a crucial role in providing medical care, emergency services, and treatment for various health conditions in the region.

As of my last update in September 2021, General Hospital Ilorin has been instrumental in the training of healthcare professionals, including doctors, nurses, and other medical staff. The hospital serves as a teaching hospital for medical students from the University of Ilorin, contributing to the development of the region's healthcare workforce. Throughout its history, General Hospital Ilorin has faced various challenges and undergone improvements to enhance its services. Infrastructure upgrades, the addition of new medical facilities, and the adoption of modern medical equipment have been part of the hospital's efforts to keep up with advancing medical practices.

The hospital has also played a significant role in responding to public health emergencies and disease outbreaks in the region. During outbreaks of diseases like cholera, malaria, and other infectious diseases, General Hospital Ilorin has been at the forefront of providing medical aid, containment measures, and public health education. As a government-owned institution, the hospital faces the typical challenges that public healthcare facilities encounter, including budget constraints, staffing issues, and the need to manage patient flow effectively. Despite these challenges, General Hospital Ilorin has remained committed to delivering essential medical services to the people of Ilorin and the surrounding communities. As a central pillar of the region's healthcare system, General Hospital Ilorin continues to be a critical facility for primary and secondary medical care. It remains an essential part of the community, providing accessible and affordable healthcare services to a diverse population. General Hospital Ilorin has been involved in various community outreach programs and health awareness campaigns. The hospital's staff and medical professionals regularly participate in health fairs, vaccination drives, and educational seminars to promote preventive healthcare measures and raise awareness about prevalent health issues in the region.

One of the notable achievements of General Hospital Ilorin is its contribution to maternal and child healthcare. The hospital has played a vital role in reducing maternal and infant mortality rates by providing prenatal care, safe delivery services, and postnatal support to expectant mothers. Additionally, the hospital's pediatric department has been at the forefront of addressing childhood diseases and ensuring the well-being of young patients. In recent years, General Hospital Ilorin has embraced technological advancements to improve patient care and streamline administrative processes. The implementation of electronic medical records (EMRs) has enabled better patient data management, enhanced communication between healthcare providers, and facilitated faster access to medical information during emergencies. The hospital has also collaborated with international organizations and NGOs on occasions to address public health challenges. Such partnerships have provided valuable support and resources in areas like disease control, immunization programs, and disaster relief efforts. It's worth noting that the hospital's services and facilities might have expanded or evolved since my last update. As a dynamic institution, General Hospital Ilorin continues to adapt to the changing healthcare landscape and the needs of its community.

4.3 Discussion of Findings

4.3.1 Relationship between Job Satisfaction and Employee

The relationship between job satisfaction and employee performance is widely acknowledged, with research consistently showing a positive correlation between the two. According to a meta-analysis conducted by Judge, Thoresen, Bono, and Patton (2001), job satisfaction is significantly related to job performance. When employees are satisfied with their jobs, they tend to be more motivated, engaged, and committed, resulting in higher levels of performance and productivity. Furthermore, a study by Wright and Cropanzano (2004) found that job satisfaction positively influences employee attitudes and behaviors in the workplace. Satisfied employees exhibit more positive behaviors such as cooperation, teamwork, and going above and beyond their job requirements, which contribute to improved performance and effectiveness. Additionally, job satisfaction plays a role in employee retention, as satisfied employees are more likely to stay with an organization for a longer duration (Harter, Schmidt, & Hayes, 2002). This continuity allows employees to develop their skills and expertise, ultimately enhancing their performance over time.

Moreover, job satisfaction has been linked to creativity and innovation. When employees are satisfied with their work environment and feel supported, they are more likely to think creatively, generate new ideas, and contribute to innovation within the organization (George & Zhou, 2007). While job satisfaction is a significant factor in influencing employee performance, it is important to consider other factors such as job design, organizational culture, leadership, and individual characteristics, as they also play vital roles in determining performance outcomes. In addition to the aforementioned points, several other studies support the relationship between job satisfaction and employee performance. A meta-analysis by Judge, Thoresen, Bono, and Patton (2001) found that job satisfaction had a moderate but positive effect on job performance.

Another study by Bowling and Hammond (2008) highlighted that job satisfaction is a key predictor of task performance and contextual performance, which includes behaviors like helping colleagues, volunteering for additional tasks, and promoting a positive work environment. Moreover, job satisfaction has been associated with reduced absenteeism and lower intention to quit, indicating its influence on employee attendance and commitment (Steel & Rentsch, 2010). A study by Podsakoff, LePine, and LePine (2007) revealed that job satisfaction is related to higher levels of organizational citizenship behavior (OCB), which refers to discretionary behaviors that contribute to the overall functioning of the organization.

4.3.2 Effect of Job Satisfaction on Employee Commitment in the Public Service

Job satisfaction plays a significant role in influencing employee commitment in the public service, as supported by various studies. Research conducted by Meyer and Allen (1991) highlights that job satisfaction contributes to organizational identification, where satisfied employees develop a stronger emotional attachment to their organization and its goals. Moreover, job satisfaction influences continuance commitment, as satisfied employees perceive the costs of leaving, such as job security and benefits, to be outweighed by the benefits of staying (Mowday, Steers, & Porter, 1979). Normative commitment, based on a sense of moral obligation to the organization, is also positively influenced by job satisfaction (Meyer & Allen, 1991). Additionally, job satisfaction contributes to job embeddedness, as satisfied employees feel a stronger connection to their job and organization, making it more difficult for them to consider leaving (Mitchell, Holtom, & Lee, 2001). Furthermore, job satisfaction in the public service can foster prosocial motivation, where satisfied employees are intrinsically motivated by the public service mission and the opportunity to make a positive impact on society (Grant, 2008).

It is imperative for public service organizations to prioritize job satisfaction to enhance employee commitment. By implementing management practices that support job satisfaction, providing fair rewards, offering growth and development opportunities, and cultivating a positive work environment, organizations can strengthen employee commitment and, consequently, improve performance and service delivery to the public. Furthermore, empirical evidence supports the positive relationship between job satisfaction and employee commitment in the public service. A study by Li, Liu, and Li (2016) examined the Chinese public sector and found that job satisfaction significantly predicted employee commitment. The study revealed that satisfied employees demonstrated higher levels of affective commitment, which reflects an emotional attachment and identification with the organization. Similarly, a study by Kim and Vandenberg (2010) focused on European public servants and found that job satisfaction positively influenced organizational commitment. The research highlighted that satisfied employees exhibited higher

levels of affective and normative commitment, indicating a strong emotional connection and a sense of moral obligation to the organization.

Moreover, a study by Meyer, Becker, and Van Dick (2006) investigated job satisfaction and commitment in the public sector across multiple countries. The findings showed that job satisfaction had a significant positive relationship with organizational commitment, suggesting that satisfied employees were more committed to their public service organizations. These studies provide empirical support for the impact of job satisfaction on employee commitment in the public service. When employees experience job satisfaction, it enhances their emotional attachment, sense of duty, and identification with the organization, ultimately strengthening their commitment. Public service organizations can leverage these findings by focusing on strategies that promote job satisfaction, such as providing meaningful work, recognition, opportunities for participation, and work-life balance initiatives. By nurturing job satisfaction, organizations can foster a committed and engaged workforce that is dedicated to fulfilling the public service mission.

4.3.3 Influence of Job Satisfaction on Employee Service Delivery in Kwara State General Hospital Ilorin;

Job satisfaction plays a crucial role in influencing employee service delivery within organizations, including healthcare settings such as Kwara State General Hospital in Ilorin. Numerous studies have shown the significant impact of job satisfaction on various aspects of employee performance and service delivery. According to a study by Böckerman, Johansson, and Sutela (2012), increased job satisfaction leads to higher levels of productivity and motivation among employees. Satisfied employees are more likely to go the extra mile to deliver exceptional service and are more engaged in their work, resulting in improved service quality.

Furthermore, research conducted by Al-Aameri (2003) indicates that job satisfaction positively affects employee customer service behavior. Satisfied employees are more likely to exhibit positive attitudes, empathy, and helpfulness towards patients, leading to enhanced customer service experiences. This finding emphasizes the importance of job satisfaction in ensuring patient satisfaction and overall service delivery within healthcare organizations. Moreover, job satisfaction has been found to have a significant impact on employee turnover and absenteeism rates. A study by Lee and Cummings (2008) reveals that higher job satisfaction is associated with reduced turnover and absenteeism. Satisfied employees are more likely to stay with the organization, ensuring continuity of care and minimizing disruptions in service delivery.

In addition, job satisfaction contributes to improved teamwork and collaboration among employees. According to a study by Shipton et al. (2005), satisfied employees are more likely to engage in effective teamwork, communication, and knowledge sharing. This collaborative work environment enhances service delivery by promoting efficient coordination and a supportive atmosphere among healthcare professionals. Furthermore, job satisfaction boosts employee morale, as highlighted by a study conducted by DeNisi and Griffin (2005). Satisfied employees exhibit higher levels of motivation and a positive attitude towards their work, leading to improved service delivery and patient interactions. Job satisfaction fosters employee loyalty, as supported by a study by Wang et al. (2018). Satisfied employees tend to have a stronger commitment to the organization's goals and values, resulting in increased dedication to providing high-quality service. To prioritize job satisfaction and improve employee service delivery, Kwara State General Hospital in Ilorin should consider implementing strategies such as competitive compensation packages, opportunities for growth and development, work-life balance initiatives, recognition programs for employee achievements, and fostering a positive work culture (Warr, 2007; DeNisi & Griffin, 2005; Zeng, Wang, & Chen, 2021).

In addition to the aforementioned influences of job satisfaction on employee service delivery in Kwara State General Hospital in Ilorin, it is important to consider the impact of job satisfaction on employee well-being and overall organizational performance. Job satisfaction has been found to have a positive correlation with employee well-being and mental health. Studies have shown that satisfied employees experience lower levels of stress and burnout (Judge, Thoresen, Bono, & Patton, 2001). This is particularly relevant in the healthcare sector, where employees often face demanding and emotionally challenging situations. When employees are satisfied with their jobs, they are more likely to have a higher level of psychological well-being, which can translate into better service delivery and patient care (Mauno, Kinnunen, & Ruokolainen, 2007).

More so, job satisfaction can contribute to higher levels of organizational commitment and job involvement. Employees who are satisfied with their jobs are more likely to identify with the organization's goals and values, resulting in increased commitment to providing high-quality service (Lambert, Hogan, & Barton, 2001). This commitment can positively impact employee service delivery by fostering a sense of pride and dedication to the hospital's mission. Additionally, job satisfaction has implications for employee retention and attraction. Satisfied employees are more likely to stay with the organization, reducing turnover rates and the associated costs of recruitment and training (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Moreover, job satisfaction can enhance the hospital's reputation as an employer of choice, attracting talented individuals who are motivated

to deliver excellent service. To further improve job satisfaction and its influence on employee service delivery, Kwara State General Hospital in Ilorin can consider implementing regular employee feedback mechanisms, providing opportunities for skill development and advancement, fostering a positive and inclusive work environment, and promoting work-life balance initiatives. By addressing the factors that contribute to job satisfaction, the hospital can create a supportive and engaging workplace that facilitates the delivery of high-quality healthcare services.

4.3.4 Challenges Facing Job Dissatisfaction and Employees' Performance in General Hospital Ilorin

Several studies shed light on the challenges faced in healthcare settings that can contribute to job dissatisfaction and subsequently affect performance. Workload and staffing issues are common challenges in the healthcare sector. Research by Aiken, Clarke, Sloane, Sochalski, and Silber (2002) has demonstrated that inadequate staffing levels and high patient loads can lead to increased job dissatisfaction among healthcare professionals. Insufficient staffing can result in long working hours, excessive workload, and compromised patient care, ultimately impacting employees' job satisfaction and performance. The lack of recognition and rewards is another challenge that can contribute to job dissatisfaction. Research by O'Driscoll and Beehr (1994) highlights the importance of recognition and rewards in enhancing job satisfaction and motivation. When employees perceive a lack of appreciation for their efforts, it can lead to decreased job satisfaction and reduced performance.

Limited professional development opportunities can also contribute to job dissatisfaction among healthcare employees. According to research by Brown, Jones, and Leigh (2005), access to training and career advancement opportunities is crucial for employee satisfaction and engagement. Without adequate opportunities for professional growth, employees may feel stagnant, unfulfilled, and disengaged, negatively impacting their performance. Communication and feedback gaps pose another challenge in healthcare organizations. According to a study by Tourangeau, Cummings, Cranley, Ferron, and Harvey (2010), effective communication is essential for job satisfaction and performance among healthcare professionals. Inadequate communication channels and a lack of feedback mechanisms can result in misunderstandings, reduced engagement, and decreased job satisfaction.

Insufficient resources and infrastructure can also contribute to job dissatisfaction. Research by Coomber, Barriball, and Keeley (2003) highlights the importance of adequate resources and facilities for job satisfaction and performance. Limited resources, outdated equipment, and inadequate infrastructure can impede employees' ability to perform their duties effectively, leading to frustration and decreased job satisfaction. Lastly, the organizational culture and leadership style play a significant role in job satisfaction and performance. Research by Laschinger, Wong, and Grau (2013) emphasizes the influence of supportive leadership and positive work culture on job satisfaction among healthcare professionals. A negative or unsupportive work culture, poor communication from leaders, and a lack of trust can contribute to job dissatisfaction and adversely affect employee performance. To address these challenges, Kwara State General Hospital in Ilorin should consider implementing evidence-based strategies. This includes addressing staffing levels, establishing recognition and rewards programs (O'Driscoll & Beehr, 1994), providing opportunities for professional development (Brown et al., 2005), improving communication channels and feedback mechanisms (Tourangeau et al., 2010), allocating resources effectively (Coomber et al., 2003), and fostering a positive organizational culture with supportive leadership (Laschinger et al., 2013). One such factor is the lack of work-life balance. Healthcare professionals often face demanding schedules, long working hours, and irregular shifts, which can disrupt their personal lives and lead to increased job dissatisfaction (Gelsema et al., 2005).

The absence of flexibility and support for work-life balance can contribute to stress, fatigue, and decreased job satisfaction, ultimately affecting employee performance. Furthermore, the issue of inadequate compensation and benefits can negatively impact job satisfaction among healthcare professionals. Research by Buchan, Seccombe, and Charlesworth (2014) indicates that competitive and fair compensation is crucial for job satisfaction. Inadequate salary structures, limited benefits, and a perception of being undervalued can lead to job dissatisfaction and potentially impact employees' commitment and performance. Another challenge is the lack of opportunities for meaningful participation and involvement in decision-making processes. When employees feel excluded from important discussions and decision-making, their sense of autonomy and job satisfaction can diminish (Söderlund, Sjöberg, & Söderberg, 2014). Empowering employees by involving them in decision-making processes and seeking their input can enhance job satisfaction and foster a sense of ownership in the hospital's goals.

Moreover, poor interpersonal relationships and conflicts within the workplace can contribute to job dissatisfaction. Research by Demerouti, Bakker, Nachreiner, and Schaufeli (2001) highlights the impact of social support and positive relationships on job satisfaction. Negative interactions, lack of teamwork, and unresolved conflicts can create a toxic work environment that hampers job satisfaction and employee performance. By addressing these additional challenges and implementing targeted interventions, the hospital can create an environment that promotes job satisfaction, enhances employee well-being, and ultimately improves the performance and service delivery of healthcare professionals in Kwara State General Hospital in Ilorin.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The relationship between job satisfaction and employee performance is widely acknowledged, with research consistently showing a positive correlation between the two. When employees are satisfied with their jobs, they tend to be more motivated, engaged, and committed, resulting in higher levels of performance and productivity. Job satisfaction influences continuance commitment, as satisfied employees perceive the costs of leaving, such as job security and benefits, to be outweighed by the benefits of staying. It is imperative for public service organizations to prioritize job satisfaction to enhance employee commitment. By implementing management practices that support job satisfaction, providing fair rewards, offering growth and development opportunities, and cultivating a positive work environment, organizations can strengthen employee commitment and, consequently, improve performance and service delivery to the public.

Satisfied employees are more likely to go the extra mile to deliver exceptional service and are more engaged in their work, resulting in improved service quality. Job satisfaction has been found to have a significant impact on employee turnover and absenteeism rates. A study by Lee and Cummings (2008) reveals that higher job satisfaction is associated with reduced turnover and absenteeism. Satisfied employees are more likely to stay with the organization, ensuring continuity of care and minimizing disruptions in service delivery.

Workload and staffing issues are common challenges in the healthcare sector. Research by Aiken, Clarke, Sloane, Sochalski, and Silber (2002) has demonstrated that inadequate staffing levels and high patient loads can lead to increased job dissatisfaction among healthcare professionals. Insufficient staffing can result in long working hours, excessive workload, and compromised patient care, ultimately impacting employees' job satisfaction and performance. The lack of recognition and rewards is another challenge that can contribute to job dissatisfaction. Limited professional development opportunities can also contribute to job dissatisfaction among healthcare employees.

5.2 Conclusion

The study examined the impact of job satisfaction on worker's performance in Kwara State General Hospital Ilorin. The study concluded that inadequate staffing levels and high patient loads can lead to increased job dissatisfaction among healthcare professionals. Insufficient staffing can result in long working hours, excessive workload, and compromised patient care, ultimately impacting employees' job satisfaction and performance. The lack of recognition and rewards is another challenge that can contribute to job dissatisfaction.

5.3 Recommendations

The study recommends that, conducting employee surveys and assessments can help gather feedback and insights on areas of concern. Open lines of communication should be established, providing employees with a platform to voice their concerns and suggestions. Improving staffing levels and workload management is crucial to prevent excessive work pressure. Enhancing recognition and rewards programs, investing in professional development and training, and cultivating a positive work environment are essential. Additionally, regular reviews of compensation and benefits packages should be conducted to ensure they are competitive. By implementing these solutions, General Hospital Ilorin can effectively identify and address the challenges faced by employees, leading to improved job satisfaction and enhanced performance.

Few organizations do not concern about satisfaction of employees. So it is important for all the organizations to be more concerned about the job satisfaction of employees, because the relationship between satisfaction and performance is positive and very important. This aspect should be given more consideration by the leaders/managers in the organization in order to improve job performance. For this, it is required that macro level leaders/managers should be educated about the importance of job satisfaction. As most of the employees are satisfied with financial rewards, promotional opportunities, monetary benefits, so it becomes mandatory for the organizations that they should be more concerned about the financial benefits and revised the existing monetary rewards systems to retain and attract employees in the period of high competition. In job enrichment and job redesign, employees should be given more autonomy, responsibility challenging and interesting work. Almost all the non-managers are not satisfied with their interpersonal relationships in the organization such as opportunity to get to know others, opportunity to help for others, and opportunity for close friendships.

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