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MANAGEMENT SKILLS, JOB SATISFACTION AND SELF-EFFICACY AS PREDICTORS OF JOB PERFORMANCE AMONG HEALTH WORKERS IN SELECTED HOSPITALS IN SOUTH WESTERN, NIGERIA.

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ABSTRACT

Background: This study investigated the level of Job Performance, level of Management Skills, the level of Job, level of Self-Efficacy, relative contributions of management skills, job satisfaction and self-efficacy to the job performance among Health Workers in Selected Hospitals in South Western, Nigeria.

Method: The research design that was adopted for the study is Ex-Post Facto research design. The research population consisted of the population for the study consist of all Health Workers in South Western, Nigeria totaling 6,960. The sample for the study consist of all Health Workers in South Western, Nigeria drawn from sampled six states in the Zone. The sampling techniques is a multi-stage sampling techniques. The population of the study is made up of 750 Health Workers in South Western, Nigeria in the sampled hospital. Data was collected with the use of researcher's designed structured questionnaire validated by three experts and tested for reliability with the use of Pearson Product Moment Correlation. A reliability coefficient of $r = 0.94$ was obtained. The seven postulated null hypotheses were tested using inferential statistics of one sample t-test at 0.05 alpha level of significance.

Result: Job Performance has significant influence Health Workers work productivity in Selected Hospitals in South Western, Nigeria. Recommendations included addition of more fringe benefits to the staff inform of monthly bonus, training and good work environment and timely payment of salaries and allowances, overnment availing chances for managerial skill development and improvement through proficiency organized programmes to the health workers, hospital management improvement of communication between the management and the health workers, hospital management improvement of job security by being fair in their management practices and also looking into ways of improving remuneration of health workers in order to stem upward mobility.



INTRODUCTION

Most countries especially less developed ones have been found to have less than 50% of the required staff available to provide health care in most health institutions, and in most, health care services are provided by non-qualified staff^{1,2}. Health Workers are leaving their workplaces because of difficult working conditions. This portends grave danger to the poor who want to access health care, this scenario is no different in Nigeria as many health workers are leaving for greener pastures. Zhang³ opined that Job satisfaction is a good way of measuring the health care providers wellbeing. It is also a pointer to the likelihood of disengagement from work by the health care provider. Management skills in the healthcare setting are composed of sets of competencies essential for healthcare professionals who effectively and efficiently manage a variety of medical, nursing, or public health resources to attain goals that ideally align with improving the overall health of the population and healthcare system⁴.

Zayum, Aule, & Hangeior⁵ submitted that the necessary skills of healthcare managers involve planning, organizing, implementing, monitoring, and evaluation skills. Planning refers to the preparation of the steps and protocols needed to achieve an ultimate end goal and the proper allocation of anticipated resources (including human resources) to the objectives and goals of the healthcare organization. Al-Eisa, Furayyan & Alhemoud⁶ observed that as a healthcare manager, one must know how to harmonize workflow within all concerned staff, ensuring that the individual and overall plans get implemented effectively. The leadership practices essential in organizing and implementing (management) skills include aligning and

mobilizing the staff. While management skills are focused on the use of organizational resources as mentioned, the goal of leadership skills centers on the mobilization of the members of the organization⁴. Tai⁷ noted that monitoring and evaluating skills must be part of the practice of healthcare managers on whatever type of healthcare organization.

Self-efficacy refers to one's personal assessment of one's ability to organize and execute actions in specific situations⁸. It is the perceived ability based on performance⁹. Individuals with high self-efficacy believe that they can perform a particular task well. In contrast, individuals with low self-efficacy appear to question whether they can perform a particular task¹⁰. The assumption that these are beliefs about one's perceived abilities is common to self-efficacy and other expectancy beliefs; they differ in that self-efficacy is characterized by the individual's perceived capabilities to perform assigned types of task and achieve specific outcomes¹¹. As Maddux¹² pointed out, self-efficacy is not what you want, but what you believe you can do under certain circumstances. This conviction plays a central role in psychological adjustment, mental and physical health, and competent and self-directed behavior change strategies. Self-efficacy is more specific and clearly delineated than self-confidence or self-esteem; it is generally better developed than either of these¹³. Self-efficacy is often task-specific, but it can also be more general. People have general self-efficacy when they believe they can succeed in range of situations. People with greater self-efficacy generally, have better self-evaluation¹⁴. In addition to task-specific and generalized self-efficacy, Lee¹⁵ also mentioned the mid-ranged self-efficacy as an area between task-specific and generalized self-efficacy, such as academic or political self-efficacy.



Working environment such as absenteeism, physical and social environment, learning opportunity, health and save environment, communication, supervision, staff relation, hospital location, and family supports affect the job performances of health workers¹⁶. The current cost burden of unhealthy and unsafe workplaces for organizations and society includes reduced worker commitment and job satisfaction, absenteeism and lost productivity. Fotaki¹⁷ noted that working condition such as commitment, workload, supervision, management and others also affect job performances of health workers in health institution. Job performances have positively correlated with hospital staff commitment. Other studies indicated that an increase in the workload resulted in increased absenteeism and a decrease in quality of care. Job performance is found to be affected with satisfaction with several aspects of work conditions, including working hours, physical surroundings and access to supplies and equipment as a significant predictor of job performance¹⁸. Job satisfaction of employee is the fulfilment, gratification, and enjoyment that come from work. It is not just the money or the fringe benefits, but the feelings employees receive from the work itself¹⁹. The most used research definition of job satisfaction is by Locke²⁰ who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example, achievement in work, recognition, and promotion opportunities. Motivating factors such as achievement, recognition, rewards, the work itself, responsibility, advancement and growth or promotion and hygiene factors such as supervision,

working conditions, interpersonal relations, pay and security, organization policy and administration affect job performances of health workers in health institution²¹. The purpose of this study is to assess Management Skills, Job Satisfaction and Self-Efficacy as Predictors of Job Performance Among Health Workers in Selected Hospitals in South Western, Nigeria.

METHODS

Research Design: The research design that was adopted for the study is Ex-Post Facto research design; which is non-experimental. The researcher did not manipulate the independent variables Management Skills, Job Satisfaction and Self-Efficacy as these already existed with the respondents prior to the research.

Population of the study: The population for the study consist of all Health Workers in South Western, Nigeria. These include Ekiti State University Teaching Hospital. EKSUTH (population of 1,221), Obafemi Awolowo University Teaching Hospital, Ile Ife (population of 2,985) and University College Hospital, Ibadan (population of 2, 754). This gave a total of 6,960 population

Sample and Sampling Techniques: The sample for the study consist of all Health Workers in South Western, Nigeria drawn from sampled six. The sampling techniques is a multi-stage sampling techniques. The sample size 750, was determined according to Research Advisor (2006), which states that if a population is 1,000,000, then, the minimum required sampled size could be 384 at 5% margin of error and 95% confidence interval. The researcher therefore increased the sample size to 800 to tackle the effect of attrition and to increase the tendency for generalization of research findings. Stage one: Simple random sampling procedure



will be used to select the three states from the six state in the geo-political zones (South West). Through fish bowl method, this was done by using piece of paper with assign number for each state in the geopolitical zones. The states were folded and thoroughly mixed in a small container so that all state in the geopolitical zones has equal chances of being selected. Stage two: Purposive sampling technique will be used to select the Hospital within each state in the selected state based on capacity for training, research and high number of staff base. Stage three: Voluntary sampling technique will be used to select seven hundred health workers in selected hospitals through office to office visit with the participants at the various hospital.

Instrument for Data collection: Close ended questionnaire was developed by the researcher to obtain information from the respondents. The researcher adopted questionnaire such that respondents will be free and enjoy sense of privacy with the information they give as the questionnaire did not reflect the name of any respondent. The choice of the instrument is also based on the fact that, it permits wider coverage and also allows respondents enough time to think about the questions and give their response. The questionnaire comprises of forty-nine (49) items the items was designed, eleven (11) on bio-data, four (4) items and Section A and B in modified four (4) point Likert scale of rating as follows: Strongly agree (SA), 4 points; Agree (A), 3 points; Disagree (D), 2; points, Strongly Disagree (SD). Any response that has a mean aggregate of 2.5 and above was accepted as positive and any response that has a mean score of less than 2.5 negative or not accepted.

Validity of Instrument: In order to establish the face and content validity of the instrument, the researcher submitted copies of the prepared questionnaire to his supervisors for necessary corrections, after

effecting all the corrections raised by the supervisors, clean copies were produced and given to three (3) experts three in the Department of Human Resource Management Science for further corrections. All corrections and suggestions made by the experts were effected and the final copy produced, pilot tested and data collected.

Pilot Testing: Pilot testing was carried out in Ondo State: University of Medical Science Teaching Hospital, Ondo City; to test the reliability of the instruments using simple random sampling procedure. The State, hospital was homogeneous to sample respondents. A total of 100 respondents was purposively selected. The corrected copies of the questionnaire were administered to the respondents at the teaching hospital until the required number of sampled size is obtained. Copies of the questionnaire were retrieved on the spot and processed for reliability through a split half method by dividing the copies of questionnaire into two and the two halves was correlated to determine the level of reliability of the instrument using cronbach alpha to ascertain the reliability of the instrument.

Reliability of the Instrument: The result were analyzed item by item and overall; using cronbach alpha coefficient which showed cronbach alpha of the overall analysis of 0.90 which indicated that the instrument is reliable to assess the Management Skills, Job Satisfaction and Self-Efficacy as Predictors of Job Performance Among Health Workers in Selected Hospitals in South Western, Nigeria as reported by Kerlinger and Lee (2002). Any instrument that is 0.5 and above is reliable.

Procedure for Data Collection: Data collection was done through office to office visitation within the selected hospitals using a close ended questionnaire



developed by the researcher. Voluntary sampling procedure was used to select respondents at the various hospitals to fill the questionnaires which were retrieved on the spot to avoid misplacement. The trained research assistants followed up in the event on the spot retrieving was not feasible. It took 6 weeks to collect data from all the respondents in the various hospitals where the study were conducted.

Ethical Considerations: The researcher collected a letter of Introduction from the department of Human Resource Management, in all hospitals the study was carried out. In addition, verbal consent were gotten from respondents who participated in the study.

Data Analysis: The questionnaire was sorted and coded on excel sheet after collection. With the use of Statistical Package for Social Sciences (SPSS) version 26 the following statistical tools was used; Descriptive statistics of frequency count and Percentage was used to describe the demographic characteristics of the respondents, Descriptive statistics of means and standard deviation was used to answer the research questions on the Management Skills, Job Satisfaction and Self-Efficacy as Predictors of Job Performance Among Health Workers in Selected Hospitals in South Western, Nigeria. Hence mean score of response was considered positive if it is 2.5 and above and mean score of any response less than 2.5 regarded as negative. Inferential statistics of one sample t-test will be used to test the stated null hypotheses on Management Skills, Job Satisfaction and Self-Efficacy as Predictors of Job Performance Among Health Workers in Selected Hospitals in South Western, Nigeria.

RESULTS

Of the seven hundred and fifty (750) copies of the questionnaire administered; seven hundred and twenty nine (729) were valid and used for the analysis. It was revealed that the demographic characteristics of the respondents, were between the ages 31 – 43 Years 328 (45%) while 615 (84.1.1%) of the respondents are married, 630 (86.4%) of the respondents are Christians. The table also reveals that majority of the respondent are Yoruba 414 (56.8%).

Major Findings include the following:

Job Performance has significant influence on Health Workers work productivity in Selected Hospitals in South Western, Nigeria. From the above result of analysis presented, it shows that the probability value 0.001 is less than 0.05 level of significance. The t-value (7.862) is greater than the t-critical of 1.972 at degree of freedom 728 using two- tailed significant level. The null hypothesis which states Job Performance will not significantly influence Health Workers work productivity in Selected Hospitals in South Western, Nigeria.” is therefore rejected. Based on this finding, it was discovered

Management Skills is a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria. probability value 0.001 is less than 0.05 level of significance. The t-value (8.124) is greater than the t-critical of 1.972 at degree of freedom 728 using two-tailed significant level. The null hypothesis which states that “Management Skills will not be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria” is therefore rejected.

Job Satisfaction will be a Predictor of Job Performance among Health Workers in



Selected Hospitals in South Western, Nigeria. it shows that the probability value 0.000 is less than 0.05 level of significance. The t-value (7.821) is greater than the t-critical of 1.972 at degree of freedom 728 using two- tailed significant level. The null hypothesis which states that “Job Satisfaction will not be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria” is therefore rejected.

Self-Efficacy will not be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria. probability value 0.000 is less than 0.05 level of significance. The t-value (8.412) is greater than the t-critical of 1.972 at degree of freedom 728 using two-tailed significant level. The null hypothesis which states that “Self-Efficacy will not be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria.” is therefore rejected. With this finding, it shows that Self-Efficacy is a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria.

Management skills, job satisfaction and self-efficacy will contribute to job performance among Health Workers in Selected Hospitals in South Western, Nigeria. it shows that the probability value 0.001 is less than 0.05 level of significance. The t-value (8.541) is greater than the t-critical of 1.972 at degree of freedom 728 using two- tailed significant level. The null hypothesis which states that “Management skills, job satisfaction and self-efficacy will not contribute to job performance among Health Workers in Selected Hospitals in South Western, Nigeria.” is therefore rejected.

Discussions

The outcome of this study revealed that Job Performance has significant influence on Health Workers work productivity in Selected Hospitals in South Western, Nigeria. This corroborates the findings of Fotaki¹⁷ noted that working condition such as commitment, workload, supervision, management and others also affect job performances of health workers in health institution. Job performances have positively correlated with hospital staff commitment²². Other studies indicated that an increase in the workload resulted in increased absenteeism and a decrease in quality of care²³. Job performance is found to be affected with satisfaction with several aspects of work conditions, including working hours, physical surroundings and access to supplies and equipment as a significant predictor of job performance²⁴.

This study also revealed Management Skills is a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria. This is in line with the results of the study by Ghofran, Dadkhah, Azizollah²⁵ indicate a significant relationship between managers' skills (technical, perceptual, and human) and job performance and creativity of employees of Zahedan University of Medical Sciences. In their research, Sarabi Asiabar and Saleh Ardestani²⁶ stated that factors influencing hospital managers' leadership can be categorized as people management skills, self-management skills, nuclear management skills, and health-care delivery skills. Another study found out that improving management skills can further enhance the quality of health services. Azman, Hafizah & Ilyani²⁷ noted that Education and training needs for healthcare management as basic preconditions for the development and implementation of adequate programs.

This study also revealed Job Satisfaction will be a Predictor of Job Performance



among Health Workers in Selected Hospitals in South Western, Nigeria. This is in line with Faryl and Naqvi²⁸. Satisfied employees are happy to help others outside the work environment and to readily defend the organization in which they work²⁹. Employees that have good caring relationship with their co-workers engage in helpful behaviours while those with difficult relationships with their co-workers are less likely to help others. Studies have shown that satisfied employees result to satisfied customers (in this study satisfied patients)³⁰. Karaferis, Aletras & Niakas²¹ found low satisfaction among employees to affect the health of health care providers and affects also quality of care. Employee satisfaction is essential to the provision of high quality health care. Dissatisfied health care providers provide poor quality and inefficient health care that leads to wastages and increase hidden and sometimes overt cost of care³¹.

The study also revealed that Self-Efficacy will not be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria. This corroborates the findings of DeDonno & Demaree³² There has been a great deal of evidence which has linked the importance of employee self-efficacy and his performance including the ability to adapt to advanced technologies in the workplace like internet or new software³³, ability to cope with current changes in career plan³⁴, ability to generate new ideas and grow to a managerial level³⁵, ability to perform better as a team, ability to acquire more skills³⁶. Success in a realm is closely linked to self-efficacy in the realm³⁷. Higher self-efficacy in a realm is associated with good outcomes, ranging from greater job satisfaction and performance³⁸, to better physical and mental health³⁷, to better academic performance^{37,39}. For example, students with higher academic self-efficacy show

better academic performance³⁹. Priming a high self-efficacy component of a self-schema for a realm might result in outcomes similar to those found for individuals who have characteristically high self-efficacy in a realm. Related to this notion, previous research in other areas indicates that manipulating individuals' perceptions with respect to motivation will have an impact on their performance

The study finally reveals that management skills, job satisfaction and self-efficacy contribute immensely to the job performance among Health Workers in Selected Hospitals in South Western, Nigeria. This further assert the findings of Hanaysha⁴⁰ Study done in Jordan on health workers' career commitment has been found that health workers job performance is positively influenced by holistic management, clinical skills, social support, job satisfaction, recognition of achievement, education and professional communication and negatively influenced by old age, understanding and heavy workload, job stress, leadership difficulties and lack of skills needed to perform the job. Level of education is negatively correlated with job performance, indicating that the higher the level of education, the lower job performance of health workers.

CONCLUSION

Job Performance will significantly influence Health Workers work productivity in Selected Hospitals in South Western, Nigeria. Management Skills will be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria. Job Satisfaction will be a Predictor of Job Performance among Health Workers in Selected Hospitals in South Western, Nigeria. Self-Efficacy will be a Predictor of Job Performance among Health Workers in



Selected Hospitals in South Western, Nigeria. Management skills, job satisfaction and self-efficacy will contribute to job performance among Health Workers in Selected Hospitals in South Western, Nigeria.

Recommendations: Based on the findings of this study, the following recommendations were made; there should be more fringe benefits added to the staff inform of monthly bonus, training and good work environment and timely payment of salaries and allowances. It is also important that the government considers availing chances for managerial skill development and improvement

through proficiency organized programmes to the health workers. The hospital management should improve communication between the management and the health workers. The hospital management should improve job security by being fair in their management practices. The hospital management should look into ways of improving remuneration of health workers in order to stem upward mobility

Limitations of the study: Few respondents (21) failed to return the instrument while some requested for gratifications before responding to it.

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