

# Job Satisfaction and Employees' Commitment in Public Hospitals in Bayelsa State

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**Abstract:** *Committed and highly motivated employees contribute their time and energy to the pursuit of organizational goals. These employees provide the intellectual capital, which for many organizations has become their most critical asset. With more committed employees, there would be low absenteeism, high productivity and low employees attrition. The study aims to examine the impact of job satisfaction and employee commitment of public hospitals in Bayelsa State, Nigeria. The study adopted the survey research design. A sample size of 334 was determined from a population of 1956 using Taro Yamene's sample size determination technique. The data for the study were collected through questionnaire. 334 copies of questionnaire distributed and 300 copies filled and retrieved as useful for analysis. The findings revealed a high level of affirmation (where  $x > 2.50$ ) as regards the indicators of good reward, system, timely promotion and good working condition as a dimension of job satisfaction. The study concluded that job satisfaction affect employee commitment and recommended that management should design and use appropriate good reward system that will facilitate affective commitment and improve employee commitment in public hospitals in Bayelsa State. Management should ensure that the working environment is good enough for employees to function as an organizational culture to improve employee commitment of medical personnel in public hospitals.*

**Keywords—**job satisfaction; employee commitment; organizational structure

## 1. INTRODUCTION

Employee commitment is highly valuable, studies have highlighted that commitment has a great impact on the successful performance of the organization [1-4]. A committed employee has a stronger desire to belong to the organization and is willing to display greater organizational behaviour; that is, a willingness to go over and beyond their required jobs duties. Moreover, human resources are said to be an organizations greatest assets, hence committed human resources are regarded as an organizations competitive advantage [5].

The concept of employees' commitment has been examined and established to be a consequence of human resources management practice in many studies [6,7]. Committed and highly motivated employees contribute their time and energy to the pursuit of organizational goals [8]. These employees provide the intellectual capital, which for many organizations has become their most critical asset. With more committed employees, there would be low absenteeism, high productivity and low employees attrition.

It is therefore important for organizations to know the aspects that play important roles or have big impact in boosting the commitment of their employees. The opinion that job satisfaction matters in determining employees commitment can be traced to the behavioral scientist such as the Hawthorne plant experiment by Elton and Roethlisberger in 1933 on the influence of social attitude and relationship of work group on performance and the motivation theories that can affect human action. Providing an enabling work environment for employee satisfaction is a component of corporate policies of the organization but domiciled as the function of human resource management. This is because human resource is the most vital assets for the organizational development [9]. Conceptually, job satisfaction refers to positive emotional state resulting from the satisfaction a worker derives from the job, and as the effective and cognitive attitudes held by an employee about various aspect of their work [10,11].

The relationship between job satisfaction and employee commitment has well been examined and documented in literature by various scholars [12-14]. However, the extent to which the various component of job satisfaction affect employee commitment is lacking in previous studies. Moreover, the literature review has not revealed any study in Nigeria that applied job satisfaction as a predictor of employee commitment. This has created a knowledge gap that necessitates the current study to examine the impact of job satisfaction and employee commitment of public hospitals in Bayelsa State.

### 1.1 Objectives of the Study

- 1) To determine the extent to which good reward system influence affective commitment of medical employees in public hospitals in Bayelsa State, Nigeria.

- 2) To establish the extent to which timely promotion influence normative commitment of medical employees in public hospitals in Bayelsa State, Nigeria.
- 3) To determine the extent to which good working condition influence continuance commitment of medical employees in public hospitals in Bayelsa State, Nigeria.

## **1.2 Research Questions**

- 1) How does good reward system influence employee's affective commitment of public hospitals in Bayelsa State, Nigeria?
- 2) How does timely promotion influence employee's normative commitment of public hospitals in Bayelsa State, Nigeria?
- 3) How does good working condition influence employee's continuance commitment of public hospitals in Bayelsa State, Nigeria?

## **2. LITERATURE REVIEW**

### **2.1 Concept of Job Satisfaction**

Simply put, job satisfaction is simply the way people feel about different aspects of their jobs. It is the extent to which people are satisfied or dissatisfied with their jobs [11]. According to [15], job satisfaction is an emotional response defining the degree to which people like their job. Job satisfaction is one criterion for determining the health of an organization; rendering effective services largely depends on the human resource [16]. Therefore, job satisfaction experienced by employees will affect the quality of service they render.

Furthermore, job satisfaction is seen as the extent to which an employee feels self-motivated, content and satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance [17]. This implies that the employee is having satisfaction as the work meets the expectations of the individual.

In addition, job satisfaction has been defined as a positive emotional state resulting from the pleasure a worker derives from the job [11,18](Locke, 1976; Spector, 1997) and as the affective and cognitive attitudes held by an employee about various aspects of their work [10,11,18-21]. Nonetheless, the later implies that satisfaction is related to the component facets rather than the whole job, which is consistent with the view of [11]. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job.

While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different dimensions of satisfaction. Reference [22] proposed an alternative approach is that is based on the assumption that there are basic and universal basic needs, and that if an individual's needs are fulfilled in their current situation, then that individual will be happy. On the other hand, the framework postulates that job satisfaction depends on the balance between work role inputs such as education, working time, effort and work role outputs such as wages, working conditions, fringe benefits, status. Therefore, if work role output increases relative to work role inputs, then job satisfaction will increase [22].

Furthermore, satisfaction may be regarded as a cluster of positive and negative dispositions which are acquired and learned through experience, positive or negative attitudes based upon a person's genetic inheritance, an outcome of an individual's construction of his or her workplace reality, experience and mutuality of colleagues and supervisors evaluation, and a characteristics and the extent to which an individual attempts to fit in with these characteristics according to his requirements from a job [23,24].

Arguably, job satisfaction is the key ingredient that leads to promotion, recognition, and the achievement of other goals that lead to a general feeling of fulfillment [25,26]. Additionally, job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. In essence, it can be drawn from these views that job satisfaction is:

- 1) An outcome of individual's assessment of his/her job.
- 2) Such assessment must produce pleasurable feelings.
- 3) It can induce the assessor to put in more efforts.

### **2.2 Employee Commitment**

An organization with good employer-employee relationship will surely achieve their objectives without any loss out of their business. Employee commitment plays a vital role in the development of each and every organization all over the world. Employee commitment refers to the psychological attachment of employees to their workplaces. Commitment to organization is positively related to such desirable outcomes as job satisfaction and negatively related to such outcomes as absenteeism and turnover. Employee commitment is the loyalty and support of workforce towards the goals of an organization. In addition, commitment denotes an individual's strength of identification and involvement in an organizations and it plays an important part in human resource management philosophy [27]. Employee commitment is the extent to which employees identify with the organization's work ethic,

co-operate with its goals and objectives and contribute to corporate performance. Reference [28] acknowledged commitment in their concept of job satisfaction as a key element because it “can result not only in more loyalty and better performance for the firm, but also in self-esteem, self-respect, mental involvement, and identity for the individual. Commitment is related with how the individual feel about the organization.

The findings of [29] suggested that employees’ commitment with an organization could be significantly increased by enhancing organizational fairness, particularly procedural justice which would consequently reduce employees’ intention to leave. It is not in contention that many Nigerian organizations especially public hospitals have witnessed dwindling fortunes because of lack of committed workers. Having workers that are uncommitted to their jobs is tantamount to having no worker. When employees are uncommitted, it results in job errors, absenteeism, low productivity, and high turnover intention. No organization can be effective under these conditions. According to [30], there are three (3) types of employee commitment namely continuance, cohesion and control commitment; while reference [31] also identified three (3) components of commitment namely affective, normative and continuance commitment.

### 2.3 Affective Commitment

Affective Commitment is the employees’ positive emotion to the organization. An employee, who is committed affectively, identifies firmly with the objectives of the organization and tends to stay with the organization [30,33]. Affective commitment refers to the employees’ emotional attachment to, identification with the organization and participation in the organization based on positive feelings or emotions towards the organization.

The antecedents for affective commitment comprises of perceived job features (task autonomy, task significance, task identity, skill variety and managerial response), administrative reliability (the degree to which an individual trust the organization that they can take care of their welfares), and supposed involved management (the degree to which employees feel they have a say in decision making in the workplace and other issues that concerns them).

**a) Perceived Job feature:** A job features are statements that outlines the specifics of a particular job or position with a company. It goes into detail about the responsibilities and conditions of the job. Companies typically perform a job analysis that looks at the job in depth to create a comprehensive description of what the job entails [34]. By studying the job features an employee can compare the position to similar jobs to see how the responsibilities, salaries and benefits stack up. The employee can get an idea of the industry standards for the type of positions he’s considering. Information in job descriptions can help you negotiate when you receive a job offer because you have supporting details showing what’s common in the industry.

**b) Administrative Reliability:** Administration refers to the group of individuals who are in charge of creating and enforcing rules and regulations, or those in leadership positions who complete important tasks [35]. An example of administration is the President of Nigeria and the individuals he appoints to support him. The act or process of administering, especially the management of a government or large institution. Reliability means People or things that are reliable and trusted to work well or to behave in the way that you want them to. Management have an obligation to minimize uncertainty in the organization, reliable policy making requires developing a long-term vision for the public sector. The vision includes strengthened planning functions and improvement of monitoring, including specialized evaluation units and more regular reporting by departments on progress in implementation.

**c) Supposed Involved Management:** One of the most important responsibilities of any management is to ensure the security and safety of its employees and to protect the institutions that sustain confidence, reliable administration, and prosperity [36]. Management must make pro-active efforts to mitigate known risks and to prepare for the unknown. The issue of how management prepare for such events has broadened from a national or regional public policy concern to a global challenge. The concept of global shocks describe the cascading of risks in health, climate, social or financial systems that touch many countries simultaneously. Through the sharing of country experiences, analyses are developed to draw-out criteria for the effective management of large scale hazards and threats.

### 2.4 Normative Commitment

Normative commitment is the employees’ commitment to the firm due to their feelings of responsibility or obligation [37]. Normative commitment could be derived from several sources. For instance, an organization may have invested resources in training the employees who then feel an ethical responsibility to expend effort on their work and remain with the organization. These components are not mutually exclusive. Employees could at same time be committed to an organization in an affective, continuance, and normative ways at varying levels of intensity [38]. Employees could at any point in time have a commitment profile that reflects high or low levels of all components. These different profiles of commitment would eventually lead to different effects on workplace behavior.

### 2.5 Continuance Commitment

Continuance commitment relates to how much employees feel the need to stay at their organization [38]. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to Age of Employee, a lack of work alternatives, and remuneration.

Furthermore, continuance commitment refers to employees' commitment to the firm due to then perceived great cost of losing affiliation with the organization. It comprises of loss of monetary costs such as pension accumulations and social costs (friendship ties with coworkers). Possible antecedents of continuance commitment comprises of age, tenure, career fulfillment and intent to leave. Age and tenure can act as the predictors of continuance commitment, mainly, because of their roles as substitute methods of investment in the firm [37]. Tenure is indicative of non-negotiable investments (good working rapport with colleagues, retirement investments and special services to the particular firm). Age can as well be adversely connected to the sum of accessible substitute business opportunities. Job fulfillment makes available a more undeviating measures of job associated investments that could be a threat if the employee is dismiss from the firm, whatsoever the employees observe as ruined cost, as a result of departing from the firm, are the antecedents of continuance commitment. As a result, the employees remain with the firm because it is necessary.

### 3. METHODS

In this study, the survey research design was adopted to examine job satisfaction and employee commitment of public hospitals in Bayelsa State, Nigeria. This research design was adopted because it suits the study, since the researcher collected data directly from the field through the use of questionnaire. This design was successfully utilized by earlier studies [39,40]. In lieu of the above-mentioned reason, this design is suitable for this study. For convenience, in terms of data collection, the study focused on two (2) selected public hospitals as the accessible population. These were selected because of their large population size and it is the only two tertiary healthcare systems that provide highly specialized health services in Bayelsa State. The sample size for this study was established with the use of the standard error factor known as Taro Yamane (1967) statistical formula. An all-inclusive questionnaire was designed by the researcher and adequate care, taken in order to eliminate duplication. 334 copies of questionnaire distributed and 300 copies filled and retrieved as useful for analysis. The questionnaire was structured in 5 point Likert Scale which requires the respondents to grade their options on a scale of 1 - 5 to obtain opinions, which have scaled responses as follows: Strongly Agreed (Coded 5); Agreed (Coded 4); Neutral (Coded 3); Disagreed (Coded 2) and Strongly Disagree (Coded 1). The Statistical Package for Social Science (SPSS) version 23.0 was used for the analyses. The study adopted descriptive analytical tools in analyzing the data gotten from the field.

### 4. RESULTS

**Question 1:** How does good reward system influence employee's affective commitment of public hospitals in Bayelsa State, Nigeria?

**Table 1:** Response rates and descriptive statistics for good reward system

	Good Reward System	SD	D	N	A	SA	X	Std
1	Reward system is an important factor in the organization.	0	1	48	119	132	4.27	0.735
2	The reward system provided by the management needs improvement.	0	2	23	77	198	4.57	0.663
3	I am satisfied with the bonus and incentives provided by the organization	0	6	48	101	145	4.28	0.803
4	Reward is given base on merit in my organization	0	2	51	119	128	4.24	0.752

**Keys;** SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

Table 1 illustrates that there is a high level of affirmation (where  $x > 2.50$ ) as regards the indicators of good reward system which is a dimension of job satisfaction. The construct examined the context and manifestations of good reward system within the target organizations with indicators aimed at examining respondents' perception of how good reward system affect employee commitment through its indicators. The results affirm to all four indicators of good reward system in the target organizations as also supported by the low disparity in response ( $SD \leq 2.00$ ).

**Question 2:** How does timely promotion influence employee's normative commitment of public hospitals in Bayelsa State, Nigeria?

**Table 2:** Response rates and descriptive statistics for timely promotion

	Timely Promotion	SD	D	N	A	SA	X	Std
1	Regular promotion inspires employee commitment	0	1	53	116	130	4.25	0.750

2	Promotion must be timely to motivate employees	0	4	23	76	197	4.55	0.694
3	Lack of promotion causes employee/employer conflict	0	5	47	113	135	4.26	0.780

The data in table 2 illustrates that there is a high level of affirmation (where  $x > 2.50$ ) as regards the indicators of timely promotion which is a dimension of job satisfaction. The construct examined the context and manifestations of timely promotion within the target organizations with indicators aimed at examining respondents' perception of how timely promotion affects employee commitment through its indicators. The results affirm to all three indicators of timely promotion in the target organizations as also supported by the low disparity in response ( $SD \leq 2.00$ ).

**Question 3:** How does good working condition influence employee's continuance commitment of public hospitals in Bayelsa State, Nigeria?

**Table 3:** Response rates and descriptive statistics for good working condition

	Good Working Condition	SD	D	N	A	SA	X	Std
1	The working condition provided by my organization need improvement	0	2	48	128	122	4.23	0.735
2	Good working condition impact greatly on the employees.	0	1	48	119	132	4.27	0.735
3	Better working condition keeps employee longer in the organization	0	2	23	77	198	4.57	0.663

The data in table 3 reveals that there is a high level of affirmation (where  $x > 2.50$ ) as regards the indicators of good working condition which is a dimension of job satisfaction. The construct examined the context and manifestations of good working condition within the target organizations with indicators aimed at examining respondents' perception of how good working condition affects employee commitment through its indicators. The results affirm to all three indicators of good working condition in the target organizations as also supported by the low disparity in response ( $SD \leq 2.00$ ).

## 5. CONCLUSIONS

Adequate career compensation is recognized world-wide as a major determinant of employee commitment. Employee commitment is highly valuable, studies have highlighted that commitment has a great impact on the successful performance of the organization. Employee commitment refers to the psychological attachment of employees to their workplaces. Moreover, a comprehensive mix of compensation supported by a disbursement plays a vital role in attraction of the best candidates, employees shaping, behavioral system and commitment outcome, and facilitation of talents retention. Competencies application leads to commitment enhancement and improvement of effectiveness.

## 6. RECOMMENDATIONS

1. Management should design and use appropriate good reward system that will facilitate affective commitment and improve employee commitment in public hospitals in Bayelsa State.
2. Management should provide timely promotion to both lower and high level employees to facilitate and ensure job commitment.
3. Management should ensure that the working environment is good enough for employees to function as an organizational culture to improve employee commitment in public hospitals in Bayelsa State.
4. Management of public hospitals should always consider the views of the employees with regards to welfare, promotion overtime, pay, job design etc, before making decisions in order to maximize their productivity.
5. Management of public hospitals should involve staff in decision making process as this will give them a sense of ownership and continuance commitment.

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