

An Assessment of Factors Influencing Job Satisfaction of Healthcare Professionals in Ogun State Hospitals, Nigeria

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Abstract

In the healthcare sector, the job satisfaction of professionals and/or healthcare workers plays a profound role in their performance and is further reflected in the health and satisfaction of the patient. In recent times, the healthcare workers in Nigeria were not seen to be gratified with the organizational policies. The various industrial unions of the health care professionals have engaged in several industrial strike actions over the years in an attempt to demand for better remuneration, improved working conditions, increased staff strength, reduction of work overload, and the likes. This situation among the healthcare professional has become worrisome in Ogun State. This study assessed factors influencing job satisfaction of healthcare professionals in Ogun State Hospitals, Nigeria. The study was conducted with a sample of 729 healthcare professionals from the five zonal offices comprising Thirty-Nine (39) Health facilities across the study area. Data and/or items that assessed job satisfaction with management, supervision, nature of work/profession, work environment, salary, benefits, and promotion were subjected to exploratory factor analysis in order to group the major constraints variables. The results showed two orthogonal factors in management, two factors in supervision, five factors in nature of work/profession, three factors in a work environment, and three factors in rewards/compensation, which were derived with total explanations of 50.54%, 61.30%, 58.32%, 58.82%, and 68.68% respectively, of the Variance. Only variables with constraints loadings of 0.60 and above were used in naming the factors. The results further revealed that rewards, opportunities for career development, working conditions, and promotional schemes of the organizations have high associations with job satisfaction, whereas work environment was found to have low significance towards job satisfaction. This study concludes that the Ogun State Hospitals Management Board needs to improve the work environment; attractive rewards/compensation, opportunities for career development, and promotions.

Keywords: *Factors, Healthcare Professionals, Job satisfaction, Nigeria, Ogun State Hospitals.*

Introduction

Globally, health policies are necessary to satisfy with efficiency the requirements of quality management in the health sector [1]. By 2030, optimal health care cannot be delivered as nations commit to achieve universal health coverage by simply ensuring the coexistence of infrastructure, medical supplies, and health care providers. Improving the quality of health services is a continuing challenge to managers in

the health system [2]. In the healthcare sector, the job satisfaction of professionals and/or healthcare workers plays a profound role in their performance and is further reflected in the health and satisfaction of the patients [3, 4]. One study state that positive or favourable attitudes towards the job indicate job satisfaction while negative or unfavourable attitudes towards their job indicate job dissatisfaction [5]. For the optimum performance and quality of service delivery, the workforce needs to be regularly motivated

through either financial or non-financial incentives to get satisfied to their work [6, 7, 8, 9, 10].

There are factors influencing job satisfaction among healthcare workers/professions all over the world. In Sub-Sahara African, increased turnovers, inadequacy, retention, and the perpetual weakening quality of services delivery continue to frustrate healthcare workers, making it difficult for the realization of the health indicators in most African countries [11, 12]. Nigeria has been facing a certain shortage of professionals in the healthcare sector. Workforce dissatisfaction has a negative impact on the performance of the facilities [13].

In recent times, the healthcare workers in Nigeria are not gratified with the organizational policies. For example, thirty-nine (39) Hospitals under the management of the Ogun State Hospitals Management board currently provide secondary care across the State. The various industrial unions of the health care professionals have engaged in several industrial strike actions over the years in an attempt to demand for better remuneration, improved working conditions, increased staff strength, reduction of work overload, and the likes.

The migration of healthcare professionals from the Ogun State HMB to Tertiary Hospitals owned by the Federal Government within the State has become worrisome. Surveys have shown that the numbers of healthcare professionals employed by the State's HMB would decline by half within a year of their employment due to seeking greener pastures elsewhere. This has led to progressive staff attrition with resulting work overload and stress for the healthcare professionals left in the service that cannot efficiently and effectively deliver quality healthcare service to the populace.

In addition, patients visiting the hospital on delay in accessing services have made several complaints, as they have to wait for long hours, cope with the attitude of overstretched healthcare professionals, lack of doctors on sit

and many more, which could be attributed to acute shortage of human resources.

Studies also showed that when health service providers are dissatisfied, despite the efforts and energy they put into their work, they tend to reveal this factor when interacting with patients and other staff members. A dissatisfied health service provider poses a potential risk for healthcare-related accidents, and this may negatively influence the mental health and quality of care delivery of such workers [14]. Few studies have recently been conducted on job satisfaction in Nigeria, but little or no studies have been conducted on the factors influencing job satisfaction of healthcare workers and/or professionals in Ogun State Hospitals Management Board. This study assessed the factors influencing job satisfaction among the healthcare professionals in Ogun State Hospitals, Nigeria.

Materials and Methods

The study area was confined to Ogun State Hospitals Management Board, Ogun State, Nigeria. Ogun State is one of the fastest developing states in the country. It lies in the southwestern part of the country between latitudes 6.2°N and 7.8°N of the equator and longitudes 3.0°E and 5.0° East of the Greenwich Meridian (Figure. 1). Ogun State occupies an area of 16, 980.55km² and a population of 3,751,140, with a density of 220/km² [15]. The geographical location of the State makes it accessible to the economically developed regions in Nigeria. Ogun State is made up of 20 Local Government Areas (Figure. 1).

The Ogun State Hospitals Management Board's headquarters is situated at Block A, State Secretariat Complex, Oke-Mosan, Abeokuta. The military Government with the objective to provide effective, qualitative, and quantitative healthcare services to the people of Ogun State, established the agency in 1978. The Ogun HMB has five (5) zonal offices (Abeokuta, Ijebu Ode, Ota, Sagamu, and Ilaro Health Zones). The Ogun HMB has under it Five (5)

State Hospitals, Five (5) Dental Centres, Four (4) Community Mental Health Centres, and Twenty-five (25) General Hospitals with a total of Thirty-Nine (39) Health facilities [16].

The method employed in this study involved a cross-sectional descriptive study design, and it was conducted among the healthcare professionals in Ogun State Hospitals Management Board. A multi-stage sampling technique was adopted to obtain relevant information from the healthcare professionals in the study area. Data were collected mainly with a self-administered structured and unstructured questionnaire in the five (5) zonal offices which comprising all the twenty (20) Local

Government Areas in Ogun State, Nigeria. When the actual number of healthcare workers was insufficient, all the available healthcare workers (729) were given the questionnaires to fill, which were retrieved, coded in excel Microsoft Package. Descriptive and inferential statistics were employed, and exploratory factor was used in grouping the job satisfaction variables into major factors. However, only variables with loadings of 0.60 and above were used in naming the factors. Analysis was done using Statistical Package for Social Sciences (SPSS) version 23, while the results were presented in frequencies tables, graphs, and pie charts.

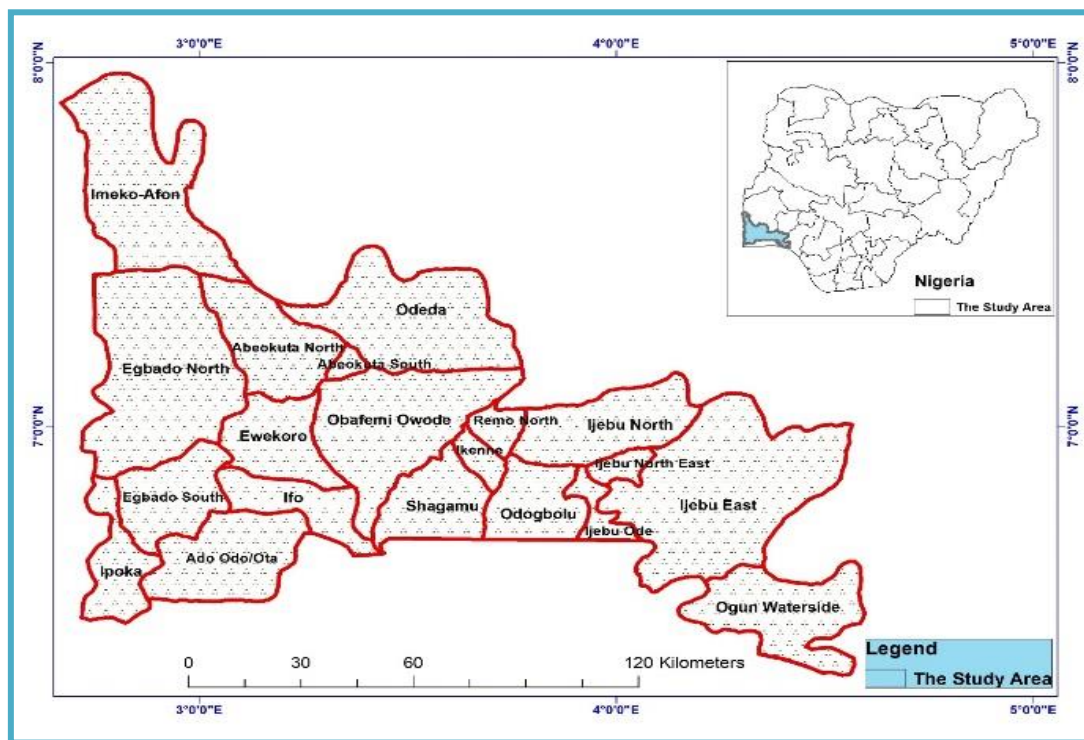


Figure 1. Ogun State, the Study Area

Results

Demographic Characteristics of the Respondents in the Study Area

Table 1-2 and Figure. 2-3 present the demographic characteristics of the respondents in the study area. In table 4.1, most participants were female (73.5%); and 83.0% of them were married. The majority of the respondents, 261 (35.8%) were between the ages 31 and 40, while

249 (34.2%) were between 41 and 50 years. Of the total respondents, 606 (83.1%), were single (unmarried) and the least percentage of the respondents constituted those who have divorced with the percentage of 1.2 (Figure. 2). The number of respondents with university education constituted larger percentage with 56.5%; the least number of respondents which represents only 16.5%, had postgraduate

education, while non-graduate respondents constituted a total of 197 (27.0%).

The Nurses were the majority of the healthcare workers, constituting a total of 388 (53.2%) of the respondent, followed by the Doctors 110 (15.1%) and other professionals in Ogun State Hospitals Management Board (Table 1). A very small number of respondents which represents 11.2%, have spent more than 20 years, while 36.1% and 30.0% of the respondents indicated to have spent between 10-

20 and less than 5 years in the study area (Figure. 3). Table 2 shows the distribution of the healthcare workers across the 39 health facilities under the management of the Ogun State Hospital Management Board (the study area). The results of this study showed that the healthcare workers were not evenly distributed, while Ijaiye had the highest number of healthcare workers with a total of 167, which represent 22.9%.

Table 1. Demographic Characteristics of the Respondents

Demographic Characteristics		Frequency N = 729	Percent
Gender	Male	193	26.5
	Female	536	73.5
Age Bracket	Less than 30	112	15.4
	31-40	261	35.8
	41-50	249	34.2
	50 and above	107	14.7
Marital Status	Married	606	83.1
	Unmarried	99	13.6
	Divorced	9	1.2
	Widowed	15	2.1
Education Level	Diploma	197	27.0
	Graduate	412	56.5
	Postgraduate	120	16.5
Profession	Doctor	110	15.1
	Dentist	20	2.7
	Nurse	388	53.2
	Pharmacist	37	5.1
	Medlab Scientist	35	4.8
	Physiotherapist	16	2.2
	Dietician/Nutritionist	13	1.8
	Lab Technician	44	6.0
	Pharm. Technician	38	5.2
	Dental Assistant/Therapist	14	1.9
	Radiographer	4	0.5
	Dental Technologist	5	0.7
	Optometrist	2	0.3
	X-ray Technician	3	0.4
	Total	729	100.0

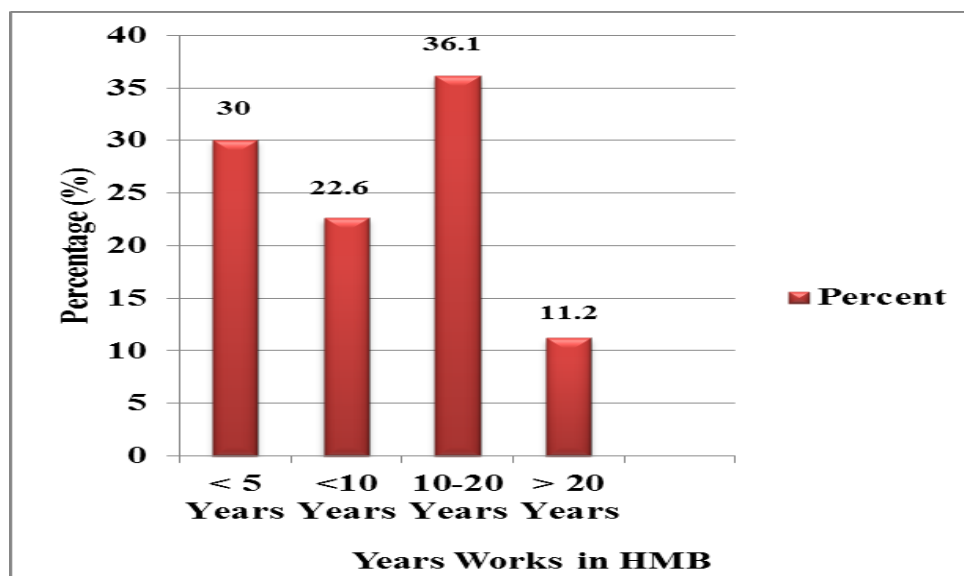


Figure 2. Distribution of the Years spent in service of the HMB

Table 2. Distribution of Healthcare Workers across the Health Facilities

Name of Facility	Frequency	Percent (%)
Community Hospital Ilisan	7	1.0
Community Hospital Isaga Orile	4	0.5
Community Mental Health Centre Ijebu-Ode	3	0.4
Community Mental Health Centre Ilaro	3	0.4
Community Psychiatric Centre Ota	4	0.5
Community Psychiatry Abeokuta	9	1.2
Dental Centre Abeokuta	17	2.3
Dental Centre Ayetoro	2	0.3
Dental Centre Ijebu-ode	9	1.2
Dental Centre OTA	5	0.7
Dental Centre Sagamu	7	1.0
General Hospital Ala-idowa	10	1.4
General Hospital Atan	7	1.0
General Hospital Ayetoro	18	2.5
General Hospital Iberekodo	9	1.2
General Hospital Ibiade	8	1.1
General Hospital Idiroko	15	2.1
General Hospital IFO	26	3.6
General Hospital Ijebu-ife	11	1.5
General Hospital Ijebu-igbo	15	2.1
General Hospital Ikenne	10	1.4
General Hospital Imeko	10	1.4
General Hospital Iperu	12	1.6
General Hospital Ipokia	5	0.7
General Hospital Itori	10	1.4
General Hospital Ode-Lemo	5	0.7
General Hospital Odeda	13	1.8

General Hospital Odogbolu	10	1.4
General Hospital Ogbere	5	0.7
General Hospital Omu-ijebu	9	1.2
General Hospital owode-egba	16	2.2
Hansen Clinic Iberekodo	8	1.1
Oba Ademola Maternity Abeokuta	24	3.3
Olikoye Ransom Kuti Memorial Hospital, Abeokuta	34	4.7
State Hospital Ijaiye	167	22.9
State Hospital Ijebu-Ode	68	9.3
State Hospital Ilaro	38	5.2
State Hospital Isara	37	5.1
State Hospital Ota	59	8.1
Total	729	100

Factors Responsible for Job Satisfaction or Job Dissatisfaction of Healthcare Professionals in the Study Area

The data and/or items that evaluate job satisfaction with management, supervision, nature of work/profession, work environment, salary, benefits, and promotion were subjected to exploratory factor analysis in order to group the constraints variables. The results of the rotated component matrix showing the extracted factors based on the responses of respondents are shown in Table 3-7 below. The results showed two orthogonal factors in management, two factors in supervision, five factors in nature of work/profession, three factors in work environment, and three factors in rewards, which were derived with total explanations of 50.54%, 61.30%, 58.32%, 58.82%, and 68.68% respectively, of the Variance. Only variables with constraints loadings of 0.60 and above were used in naming the constraints. The Eigen values, percentage of Variance, and cumulative percentage of the Variance explained are also presented in Table 3-7. In the management aspect of job satisfaction in Ogun State HMB (Table 3), Factor I is tagged “staff development factor” while Factor II is tagged “leadership policy factor”. These two factors have an impact on job satisfaction and qualities of healthcare delivery in Ogun State HMB. The eigenvalue of Factor I is 4.95 with 41.28% of the Variance.

Factor I has very high significant loading on the variable ‘The HMB provides for a career opportunity and growth of employees’ (0.73) and “The HMB provides for additional training and education support” (0.72), and moderately high loading on the variables ‘HMB provide for orientation and training of new employees’ (0.69). Factor II has an Eigen value of 1.11 and contributed 9.26% to the Variance in the management of job satisfaction and quality of healthcare workers in Ogun State HMB. Factor II has the highest loading on ‘I am satisfied with the leadership and management style of the HMB’, ‘The HMB value her employees’, and ‘HMB's many rules and procedures make doing a good job difficult’ with loading points 0.72, 0.62 and -0.62 respectively.

The two factors extracted from the supervision of job satisfaction and quality of healthcare delivery in Ogun State HMB was designated as supervisory and subordinates (Table 4). The factor I called supervisory is highly loaded in almost all the variables except “My supervisor shows little interest in the feelings of subordinates’ and ‘My supervisor holds me and other workers accountable for performance’. Factor II is highly loaded on the one constraint variable, namely ‘My supervisor shows little interest in the feelings of subordinates’ (0.85) and with an Eigen value of 1.12 and contributed 9.34% to the Variance in

the supervision of job satisfaction and quality of healthcare workers in the study area.

Regarding the nature of work/profession, five factors were derived with total explanation of 58.32% of the Variance (Table 5). The extracted five factors were named ‘job qualities, resources, job pressure, reward and training’. The factor I, which is named ‘job qualities’, contributes 28.13% explanation, and this factor is highly loaded on only two variables: ‘I have opportunity to improve my professional skill and knowledge at work’ (0.75), ‘I am able to provide the best services at my workplace’ (0.70) and moderately loaded on six variables. Factor II has very high significant loading on the variable ‘My department provides all equipment, supplies, and resources necessary to work with’ (0.68) and “I have the autonomy to make decisions in the execution of my work according to the best clinical judgment” (0.72). Factor II has an Eigen value of 2.12 and contributed 10.82% to the Variance in the profession of job satisfaction and quality of healthcare workers in the study area. Factor III has an eigenvalue of 1.53 with 7.66% of Variance. The variables are related to job pressure. It has very high significant loadings on the variables ‘The job adds significant pressure and anxiety to my life’ (0.75) and ‘the job demand is too much (physically, emotionally and mentally)’ (0.76). Factor IV of the nature of work is related to rewards. It is highly loaded on two variables; ‘I would consider leaving my better pay’ (0.78) and ‘I would consider leaving my job for greater opportunity for advancement’ (0.69), with an Eigen value of 1.25 and contributed 6.26% to the Variance. The variables ‘There are services we need to offer that we currently do not’ (0.69) and ‘I believe I need

extra training to perform optimally’ (0.68) are significantly loaded with Eigen value of 1.09.

In addition, three factors derived from the work environment as related to job satisfaction of healthcare workers in Ogun State HMB were facility, relationship, and employees’ attitudes (Table 6). These factors have 35.02, 16.41, and 7.38 total % of Variance. All these factors have an effect on healthcare worker’s job satisfaction in the study area with total explanations of 58.82% contribution.

Finally, promotion, salary, and benefits were three major factors derived from the rewards as it has an impact on job satisfaction of healthcare workers in Ogun State HMB (Table 7). It has a total Cumulative % of Variance Explained of 68.68 (4.13). The factor I named ‘promotion’ contributes 37.04% explanation and this factor is positively and highly loaded on ‘I am satisfied with my chances of promotion’, ‘I am satisfied with regards to illness benefits, disability benefits and life insurance’, ‘I am satisfied with my retirement plan benefits’, and ‘I am satisfied with my salary’. Factor II has an eigenvalue of 1.68 with 18.69% of Variance. The variables are related to job salary. It has very high significant loadings on the variables ‘The salary received is good as most other organizations offers’ (0.86) and ‘I get decent salary for the job I perform’ (0.81). The third factor is benefits. It has high loadings on three variables such as ‘I don’t feel my efforts are rewarded the way they should’, ‘there are benefits we don’t have which we should’, and ‘The influence of trade union contract on the existing salary system’ with loading values of 0.79, 0.76 and 0.67 respectively.

Table 3. Managerial Factors for Job Satisfaction in HMB

Items Description	Factor 1	Factor 2
Policies of HMB to create a conducive work environment	0.545	0.391
HMB's many rules and procedures make doing a good job difficult	0.493	-0.616
The HMB is supportive of her employees	0.533	0.463

HMB provide for orientation and training of new employees	0.688	0.224
The HMB provides for career opportunity and growth of employees	0.725	0.286
The HMB provides for additional training and education support	0.721	0.27
The HMB value her employees	0.514	0.622
The HMB provide steady employment	0.36	0.455
The HMB provide periodic measurement of individual efficiency	0.315	0.534
I believe my job is secured with the Agency	0.237	0.563
I am satisfied with the leadership and management style of the HMB	0.344	0.72
I am satisfied with the employee's transfer policy	0.33	0.53
<i>Factor Description</i>	<i>Staff Development</i>	<i>Leadership Policies</i>
<i>Eigenvalues</i>	<i>4.954</i>	<i>1.111</i>
<i>% Of Variance</i>	<i>41.285</i>	<i>9.258</i>
<i>Cumulative % of Variance Explained</i>	<i>41.285</i>	<i>50.543</i>

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

^a. Rotation converged in 3 iterations

Table 4. Supervision Factors for Job Satisfaction in HMB

Items Description	Factors				
	1	2	3	4	5
I have an accurate written job description	0.68	0.078	0.054	-0.246	0.096
I have the opportunity to improve my professional skill and knowledge at work	0.746	0.052	0.084	-0.151	0.009
I am provided with the necessary training to perform to satisfaction	0.675	0.181	0.162	-0.074	-0.282
I feel overwhelmed by my responsibilities at work	0.526	-0.06	0.502	-0.003	-0.073
The job adds significant pressure and anxiety to my life	-0.112	0.02	0.75	0.226	0.044
The job demand is too much (physically, emotionally and mentally)	-0.051	0.02	0.762	0.205	0.15
I am fully able to use my skill in the present position.	0.614	0.241	0.032	0.039	-0.112
I am satisfied at the level of quality services delivered in my facility	0.525	0.576	0.087	-0.053	-0.133
My department provides all equipment, supplies, and resources necessary to work with.	0.369	0.684	0.058	-0.046	-0.167

I have autonomy to make decisions in execution of my work according to the best clinical judgment.	0.101	0.716	0.105	-0.225	0.323
I believe I need extra training to perform optimally	0.173	-0.046	0.018	0.039	0.683
I feel positive and happy doing my work	0.692	0.091	-0.132	-0.097	0.33
I would consider leaving my better pay	-0.05	0.067	0.192	0.779	0.018
I would consider leaving my job for greater opportunity for advancement	0.006	-0.129	0.25	0.688	0.165
I have energy at the end of workday to engage in personal interest	0.183	0.57	-0.242	0.273	-0.048
I have ample opportunities for advancement in my career.	0.566	0.286	-0.144	0.206	0.094
I am able to live a happy home-life with realization of my aspirations	0.627	0.223	-0.288	0.261	0.181
I am able to command respect and dignity from my job.	0.625	0.276	-0.234	0.15	0.298
I am able to provide the best services at my workplace	0.704	0.215	-0.209	0.165	0.091
There are services we need to offer that we currently do not.	-0.057	0.029	0.129	0.107	0.688
<i>Factor Description</i>	<i>Job Qualities</i>	<i>Resources</i>	<i>Job Pressure</i>	<i>Reward</i>	<i>Training</i>
<i>Eigenvalues</i>	<i>5.625</i>	<i>2.164</i>	<i>1.532</i>	<i>1.252</i>	<i>1.092</i>
<i>% Of Variance</i>	<i>28.125</i>	<i>10.819</i>	<i>7.659</i>	<i>6.258</i>	<i>5.462</i>
<i>Cumulative % of Variance Explained</i>	<i>28.125</i>	<i>38.943</i>	<i>46.603</i>	<i>52.860</i>	<i>58.322</i>

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations

Table 5. Work Environment and Job Satisfaction of Healthcare Workers in HMB

Items Description	Factors		
	1	2	3
Availability of aesthetically pleasant physical environment	0.687	0.089	-0.062
Provision of water, lighting, ventilation at workplace	0.735	0.096	-0.137
Availability of security for life and property	0.796	0.026	0.004
Provision of ergonomic comfortability at work e.g., ergonomic chairs, comfortable call rooms, etc.	0.762	0.011	0.123
Availability of efficient equipment and tools workplace.	0.797	0.105	0.061
There is the provision of sanitary facilities.	0.719	0.173	-0.032
The building, work area (floor), and layout are adequate to work efficiently.	0.768	0.113	0.008

There is an implementation of safety norms in my workplace	0.762	0.204	-0.058
I have a safe workplace	0.793	0.211	0.01
I look forward to going to work daily	0.534	0.381	-0.158
There is mutual cooperation among co-workers.	0.291	0.563	-0.308
I am satisfied with my relationship with my immediate supervisor	0.078	0.817	-0.075
I am satisfied with my relationship with my subordinate	-0.045	0.833	-0.008
I am satisfied with my relationship with other workers	0.05	0.849	-0.09
There is a non-threatening way of communicating the weakness of workers	0.172	0.656	-0.011
Communications seem good within this organization	0.214	0.7	-0.133
There is too much bickering and fighting at work	-0.034	-0.144	0.818
I have the opportunity to give input on decisions affecting my work	0.155	0.571	0.076
I have to work harder at my workplace because of the incompetence of the people I work with.	0.023	-0.03	0.822
<i>Factor Description</i>	<i>Facility</i>	<i>Relationship</i>	<i>Employee's attitudes</i>
<i>Eigenvalues</i>	<i>6.655</i>	<i>3.118</i>	<i>1.402</i>
<i>% Of Variance</i>	<i>35.027</i>	<i>16.412</i>	<i>7.381</i>
<i>Cumulative % of Variance Explained</i>	<i>35.027</i>	<i>51.440</i>	<i>58.821</i>

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations

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Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations

Table 7. Rewards and Job Satisfaction of Healthcare Workers in HMB

Items Description	Factors		
	1	2	3
I get a decent salary for the job I perform	0.312	0.813	0.059
The salary received is good as most other organizations offers	0.093	0.858	0.125
There are benefits we don't have which we should.	-0.077	0.118	0.76
The influence of trade union contract on the existing salary system.	0.024	0.261	0.666
I don't feel my efforts are rewarded the way they should.	0.129	-0.179	0.793
I am satisfied with my chances of promotion	0.786	0.162	0.056
I am satisfied with regard to illness benefits, disability benefits, and life insurance.	0.875	0.09	0

I am satisfied with my retirement plan benefits	0.886	0.109	0.025
I am satisfied with my salary.	0.647	0.485	-0.004
<i>Factor Description</i>	<i>Promotion</i>	<i>Salary</i>	<i>Benefits</i>
<i>Eigenvalues</i>	<i>3.334</i>	<i>1.682</i>	<i>1.166</i>
<i>% Of Variance</i>	<i>37.042</i>	<i>18.689</i>	<i>12.953</i>
<i>Cumulative % of Variance Explained</i>	<i>37.042</i>	<i>55.731</i>	<i>68.684</i>

Extraction Method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 a. Rotation converged in 3 iterations

Discussion

Job satisfaction of health care providers plays a great role in providing quality healthcare. From the present study, healthcare professionals were largely sampled with the ratio of male and female of 0.26 to 0.74. This is because the study was conducted in Ogun State Hospitals, and the population of females was more than males. Most of the healthcare professionals were found to be between the ages of 31 and 50, which corresponds to the report of [17, 18, 19]. Being a Gateway State and one of the foremost educated States in Nigeria, the results of this study showed that the majority of the people in the study are educated, with a very large number of nurses and medical doctors with formal education. Uneven distribution of healthcare works might be attributed to the distribution of health facilities, where the State Hospital Ijaiye had the highest number of healthcare workers.

Findings obtained from this study revealed that there are determinant factors influencing job satisfaction and quality of healthcare delivery in Ogun State Hospitals. The findings of this study clearly showed that many healthcare workers believed that management, nature of work/profession, work environment, and rewards have a great impact on job satisfaction. The findings of this study corroborate with the study of [20]. This study found out two major variables in management, two factors in supervision, five factors in nature of work/profession, three factors in the work environment, and three factors in rewards, which were derived with total explanations of 50.54%, 61.30%, 58.32%, 58.82%, and 68.68%

respectively, of the Variance. The physical infrastructures being the basic requirement for the effective functioning of an organization, have an important bearing on the job satisfaction of healthcare professionals.

One of the studies revealed that motivators (such as assurance of better working conditions, effective and efficient support system, opportunities for career development, financial incentives, better living conditions, and family support) are required for working in rural communities [21]. These findings are consistent with researches which have documented the need to improve working conditions and salary in a bid to motivate health workers and improve their job satisfaction [22, 23]. The findings of the working condition and/or work environment were similar to the findings in studies conducted in Ethiopia [11] and Greece [24]. Further, the findings of this study also revealed that healthcare workers have a decent and receive a good salary, satisfied with the chances of promotion and the plan they have towards the retirements.

Based on the findings of this study, health workers were satisfied with the pay and promotion potentials of their workplaces. This finding was similar to the study conducted in Ogun state, Nigeria, where 38.2% of the workers liked their job because of the pay [21]. In contrast, the study conducted in Iran by [25] revealed that majority of healthcare workers were dissatisfied with their salaries. Pay and income plays a significant role in how health workers derive pleasure from their job, as relatively low pay can cause dissatisfaction and

loss of motivation. The same applies to emigration towards higher-paying jobs. [18] also concluded a study and found that a healthy work environment for nurses in the primary health care settings is an important factor in improving work satisfaction, reducing turnover intention, and improving nursing care outcomes. A study concludes that workload, time pressures, and job control are to maintain morale among general practitioners [26].

Conclusion and Recommendation

Job satisfaction among healthcare professionals have significant effects on service delivery and healthcare professionals' lives. The results of the study have assessed that the job satisfaction in healthcare professionals in Ogun State Hospitals is highly associated with certain factors which need to be developed and focused on by the healthcare management. The study concludes that rewards or compensation (including attractive promotional schemes) have a great influence on the job satisfaction of healthcare professionals. In addition, other major factors that influence job satisfaction of healthcare workers in Ogun State Hospitals

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include supervision, work environment, nature of work, and organizational management, respectively.

The management of public healthcare institutions of Ogun State needs to improve the Work Environment. In addition, healthcare professionals must be given attractive compensation, opportunities for career development, and promotions. This research was conducted on a small sample which limits its generalizability. Future researchers need to expand the scope of this study by focusing on a large sample so that its results can be generalized to the entire public health care sector of Nigeria.

Conflicts of Interest

There is no conflict of interest between the authors.

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