Enhancing Employee Satisfaction and Performance of Private Health Sector in Ado Ekiti, Nigeria

by

[1]ADENIYI, Adebayo Augustine; [2]ONIBON, Modupe Titilayo Grace; & [3]OLASEHINDE, Sunday Adeniyi

[1]Department of Obstetrics and Gynaecology, Afe Babalola University, Ado-Ekiti
[2]Department of Accounting, Federal University Oye-Ekiti
[3]Department of Business Administration, Federal University Oye-Ekiti, Nigeria.
Tel: +2347030079566, **E-Mail**: modupe.onibon@fuoye.edu.ng – Corresponding Author

Abstract

Employee satisfaction is crucial to organization success and performance. Employees are responsible and are highly engaged in their organizations to produce high levels of customer care, retention, productivity and generate higher profits. The improvement of employee performance and satisfaction in a few chosen private health sectors in Ado Ekiti, Nigeria, was examined in this study using both primary and secondary data. The findings show that employee satisfaction has a substantial impact on the health sector's performance in terms of job security for participants with financial benefits, rewards, and promotions playing crucial roles in employee satisfaction, retention, and attraction. In general, the results demonstrate productive satisfying employees with good working environment and reputation.

Keywords: Employees, Satisfaction, Health sector, productivity, performance, organization

1.0. Introduction

For an organisation to succeed and perform well, employee satisfaction is essential. For management to assess an organization's performance, employee attitudes are crucial. Highly satisfied employees will perform well to attain the organisational goals, satisfied workers are consistent and punctual, more committed, productive and pleased mentally (Wasaf & Muhammad, 2021). The most important fact about employees of a company is that happy employees are productive employees, workplace happiness and its relationship to structural performance have become major research topics because when employees are happy, the workplace environment is enjoyable, which fosters a healthier and more productive environment. Employee job satisfaction has a big impact on how well an organisation performs. In order to keep employees happy and driven to produce exceptional results, it is important to understand how they will be held back. Target and achievement are dependent on employee satisfaction, which helps the organisation.

It is essential for a company to understand exactly how its employees feel, think, and wish in order to develop plans for enhancing employee loyalty. This effort has the potential to boost commitment, increase productivity, and improve business outcomes. An important factor in an organization's success is increasing employee satisfaction (Ali & Anwar, 2021). Many studies have been done on how businesses might improve their viability and profitability while also becoming more competitive. According to some of the study, great companies have three things in common: engaged employees, highly effective organisations, and strong performance. Allowing for self-direction and fostering strong relationships among co-workers can contribute to employee satisfaction (Lin, 2007). To increase employee motivation, the organization's goals may occasionally need to be adjusted (Kivinniemi*et al.*, 2002).

To determine how closely they were related, Banton (2002) looked at the relationship between structural culture and the firm's financial success. Profit on sales was the metric for financial performance. Job satisfaction and financial success were taken into account in a study on shared governance in a hospital setting. Saari and Judge (2004), the empirical research on staff effects, particularly work satisfaction, differs from human resource practises. Understanding the factors that influence employee effects and work satisfaction as well as the effects of job satisfaction were two of the three gaps that were found. This distinction was described by Saari and Judge (2004) as the potential impact of work satisfaction or discontent on company outcomes. They also perceived that relating staff affects to organisational performance measures is a current marvel in empirical reviews.

The key ideas in the study's problem statement are defined in this section. Job satisfaction, performance, and organisational performance are these concepts. It is widely accepted that employee satisfaction affects organisational performance and that a person's attitude toward their employment determines their level of job satisfaction. People with high levels of job satisfaction have good views about their jobs, whereas people with low levels of job satisfaction have negative attitudes toward their jobs and even against their employers. Managers frequently mention employee morale as one of the critical success criteria when talking about corporate success (Tarhini*et* al., 2015). With a recent focus, it may be said generally that managers prefer to deal with people who have a positive attitude toward their jobs; they want to have contented employees who feel good about their workplaces. High-level job-satisfaction employees typically adore their work; they sense justice in the workplace environment and believe that their position offers benefits like variety, challenge, decent income and security, autonomy, kind co-workers, etc. It is crucial to stress that there are many complex factors at play in the relationship between job satisfaction and organisational success. It is true that the business's first priority is ensuring employee pleasure. It has multiple factors at play. Basic and exciting aspects are both present in employee happiness. The bare necessities that lead to discontent are known as basic factors. Employee happiness is influenced by excitement elements and performance factors, but only when performance is excellent. Productivity is highly correlated with employee satisfaction, which is correlated with business profitability. Organizational performance is positively influenced by employee satisfaction. In addition, employee satisfaction is reasonably non-recursively impacted by business profitability. Employee happiness is important for increasing business profitability, promoting organisational performance, and providing high-quality services. There is no question that achieving quality and profitability in an organisation depends on employee satisfaction. Employee happiness has an impact on industry quality, is essential to achieving quality and profitability inside a company, and is a prerequisite for success. Employees and organisations have a crucial interaction that is essential to the success of any firm. Fulfilling needs, having quality interactions, being adaptable, and identification are necessary for a good employee-organization connection. Empowering employees is another good method to make them happy. Job happiness results from giving employees the power to make decisions for themselves.

In order to understand which of the two factors is more closely related to organisational performance and to ascertain whether there is an empirically verifiable relationship, this research will contribute further to the study of the relationship between job satisfaction and organisational performance, also to point out if there is empirically provable link between these two variables, the direction and intensity of the relationship. Numerous studies have shown that there is a stronger relationship between job satisfaction and organizational performance compare to organisational performance and job satisfaction. Instead of organizational performance determining job

satisfaction, it is possible to say that job satisfaction determines organizational performance. The relationship between job satisfaction and organisation performance were solid compare to the relationship of organisation performance and job satisfaction (Danica, 2016). It can be concluded that job satisfaction can strongly determines organisational performance than organisational performance determines job satisfaction. Job satisfactory should be obviously considered to improve employee's performance such as productivity, excellence work, and leadership qualities (Wasaf & Muhammad, 2021).

The goal of the employee satisfaction system is to inspire employees to accomplish hard work in ways that the firm expects (Markos & Sridevi, 2010). Organisation performance systems, on the other hand, give organisations a complete and expert management approach to evaluate the performance outcomes of organisations and workers. It is possible to anticipate and evaluate organisational performance in order to evaluate employee and organisational performance outcomes. The relationship of employee satisfaction and organisational performance will therefore be examined, this study is different from previous studies because it was carried out in private health sector in Ado-Ekiti.

2.0. Literature Review

2.1. Motivation

Jones and George (2012) defined labour motivation as self-encouraged forces that influence and regulate the behaviour of employees inside an organisation while taking into consideration their levels of dedication and zeal for achieving predetermined goals. Motivation is a mental force that directs an individual's conduct within an organisation, their amount of effort, and their level of tenacity in the face of challenges. They also added that an organisation can only be productive if its personnel are adequately driven to perform at greater levels, even with the right strategy and administrative structures in place (Jennifer & George, 2013).

Motivation pushes workers to act or perform as they do. It delivers means of assisting workers to get satisfied with their wants by the organisation for the organisation to be progressive. Motivating employees is part of the greatest essential method which leads to employee satisfaction. To achieve a great satisfaction and increase job performance, motivation is very essential Oloyede (2012) in Magaji et al. (2017). Motivation is a vital method that leads to how people behaves as we all behave differently, organisation should provide means of satisfying cluster rather than individual (Chandrakant, 2017). Internal motivation must be evaluated which employee get from job satisfaction improving it with external motivation should be noted by the organisation to understand motivation philosophy. Most company loses active personnel because of lack of motivation and lessening satisfaction to last longer in the company.

2.1.1. Types of Motivation

Two sorts of motivation exist. Lin (2013), motivation can be either intrinsic or extrinsic. Motivation is frequently categorised as intrinsic or extrinsic in settings other than the workplace (Martocchio, 2006). Several motivational categories were also found by Lin, 2007, Ryan, and Deci (2014), including;

2.1.1.1. Intrinsic motivation

This type of motivation, also known as motivation originating from within the individual or from the activity itself, is thought to have a positive impact on a person's behaviour, performance, and overall well-being (Ryan & Deci, 2014). It arises from impulses that are peculiar

to the nature of the task itself at the workplace. It is what employees gain as a result of successfully doing a task. Such intrinsically driven benefits include the chance to demonstrate knowledge and skills, appreciation, positive acknowledgment, independence, responsibility, and respect for one another. George and Jones (2012), a worker who is intrinsically motivated would be committed to his career for as long as he thought it could fulfil his needs.

2.1.1.2. Extrinsic Motivational Factors

Extrinsic motivation is that which comes from sources other than the performer. Competition is viewed as extrinsic in many businesses because it motivates participants to succeed and outwit their rivals rather than to appreciate the intrinsic benefits of the activity. The primary distinction between intrinsic and extrinsic motivation is that, as opposed to extrinsic motivation, which is driven by factors outside of the individual, intrinsic motivation is activated by forces within the individual (Giancola, 2014).

2.1.2. Employee engagement

When every person in a company is committed to the success of the business strategy and is passionate about it, then there is true engagement (Right Management). Employees are pleased to serve others and are ambassadors for the company's goods and reputation. There is proof that improving employee engagement results in better and more productive workplaces, lower absenteeism, and fewer employees quitting their jobs (Caplan, 2013). A study conducted in the GCC countries, motivated employees tend to create more and work more for their companies (Singh et al., 2012). Employers do, however, confront difficulties in defining employee engagement and the values that underpin it because there are numerous unreliable views on the matter (Saks & Gruman, 2014). The research makes it quite obvious that employee job sastifaction is crucial to employee engagement. Blessing White (2011) carried out a survey in India to find out how engaged the workforce was. The findings showed that 37% of people in India were actively participating in society, while levels of engagement varied across the country due to differences in organisation size, gender, workplace structure, and functions. Compared to older and married employees, younger employees are less engaged. Employee involvement was highest in the healthcare and chemical industries, while it was lowest in banking and financial services.

Three elements were identified by managers of Indian businesses as determining employee engagement in these surveys:

1. Activities and training for career advancement
2. More chances to practise what one is most adept at
3. Additional difficult work

Furthermore, it is shown that when workers are happy, management may find it advantageous to promote employee development through a new programme. The following recommendations to increase involvement are made by the Journal of Economic Development, Management, IT, Finance, and Marketing (2012):

1. Interactions with others
2. Compensation plans
3. Initiatives to strengthen organisational culture
4. Exercises that foster teamwork

Employee performance is a prerequisite for achieving employee engagement. There is evidence to support the notion that highly engaged people produce superior work. Employee engagement

overall is significantly influenced by organisational commitment. Employee engagement rises as this kind of dedication does (Schaufeli & Salanova, 2007). Additionally, this may result in increased motivation, proactivity, greater performance, fewer sick days, and overall job satisfaction. Hakanen et al. (2006), Saks (2006), Demerouti et al. (2001), Maslach et al. (2001), and Brown and Leigh (1996), there are two aspects of organisational commitment that have an impact on engagement and that must be addressed. They are normative commitment and commitment to continuity. Employee engagement can be strongly impacted by the efficacy of human resource management (HRM) and the "environment of high participation work practises," according to Boon et al. (2005) and Saima (2011). The usefulness of (HRM) methods in fostering employee engagement has been examined. Teamwork, empowerment, reward, and communication were found to have a highly good impact on engagement. Engagement is significantly influenced by an organization's willingness to look out for its personnel.

Saunders (2008), effective communication with employees helps them feel valued and a part of the company. Effective listening is a powerful tool for increasing employee engagement. A company's employees will feel more appreciated if it genuinely listens to them, according to CIPD (2011), and this can be a tactical tool for employee engagement. Transparent communication is essential for employee engagement and employees' trust in management, Daprix and Faghan's (2011). Additionally, this supports a healthy business culture. Communication should be viewed as a crucial role for strategic HRM. Shuck (2011), HR must support the employee engagement programme and link corporate objectives to employee productivity.

Frederick Herzberg Two-Factor Theory

According to Frederick Herzberg, two very different sets of criteria govern employee behaviour in firms. The Hygiene Factor (Dissatisfies) and the Motivators Factor (satisfiers). According to Herzberg, elements that seemed to ensure an employee's job happiness were related to the job's requirements or other characteristics and were known as motivators, while those that seemed to make employees unsatisfied were related to the job's environment and were known as hygiene factors (Herzberg, 2000). Company policy, basic needs, status, working conditions, pay, supervision, and other factors are examples of hygiene factors that, when present, will eliminate dissatisfaction, whereas motivators are those factors that, if unfulfilled, will result in lack of motivation and disinterest in the job, which may lead to employees looking for employment elsewhere. In order to avoid disappointment, hygiene components are defined as maintenance components (Smerek & Peterson, 2007). Herzberg (1987) proposed that the following organisational requirements must be met in order to ensure job satisfaction; provision of achievement and advancement opportunities; recognition for performance; ensuring fit between employees' skills and tasks; and provision of opportunities for learning and development. Herzberg's two-factor hypothesis is shown below;

Hygiene factors (Dissatisfies)

According to Herzberg, the absence of specific components that can lead to employee unhappiness is referred to as a hygiene component. These components mostly concentrate on the job's requirements as well as other outside issues. Employee motivation may not be guaranteed by the presence of these factors, but it may lead to discontent if it is absent. These components include:

a. the pay scale;
b. the state of the workplace.
c. Job Security
d. Complimentary leadership

e. Organisational procedures and management techniques.
f. Relationship with others
g. Extra benefits

Motivation Factors (satisfies)

These aspects are those that have the potential to motivate employees to increase their performance at work. These factors are described as inherent by Herzberg (1974), who noted that they are mostly concerned with the job design and how it is incorporated into reaching predetermined goals. He argued that managers should take into account the inclusion of a number of aspects in the work environment if they want to achieve higher performance levels. This in turn enables employees to become intrinsically motivated over time. These components include:
a. work interest; b. recognition; c. growth/development; d. achievement; e. responsibility; and
f. participation.
Motivators come from a worker's internal disposition. According to Herzberg (1974), both motivational and hygienic techniques should be used simultaneously. He stated that the lack of sanitary components does not affect morale, but it does make workers unhappy. Similarly, the existence of those factors boosts employee satisfaction but does not always affect motivation. Employee morale will undoubtedly increase with higher levels of motivation, whilst lower levels of motivation will sharply diminish overall levels of motivation. However, this won't result in complete dissatisfaction; rather, it will just leave you feeling unfulfilled.

3.0. Methodology

The research adopted survey design method, both primary and secondary data were employed. As part of a literature review, secondary data were gathered from readily accessible publications, articles, and research studies, while primary source were obtained using questionnaire to analyse the research. The population comprises staff of the selected private health sectors in Ado Ekiti, purposive sample technique was used to select 70 respondents. Self-administered questionnaire was used to gather data from the respondents. The questionnaire were structure into sections to ensure that the objectives of the study were achieved using a 5-points likert scale ranging from (Agree, Strongly Agree, Undecided, Disagree, Strongly disagree). The questionnaire was dispersed to two private health sectors that have been in existence for more than five years in Ado Ekiti, Nigeria.
Following data collection, it was processed and analysed in accordance with the research objectives. Two variables were determined after data gathering for analysis. The two variables are independent (X) and dependent (Y). Based on all the components identified as the root causes of the fundamental premise, employee satisfaction is taken as independent variable, while performance in the private health sector represents dependent variable. This demonstrates how the hypothesis of the study is affected. Information on job related factors affecting the satisfaction level were collected from samples of two health sectors.

4. Results and Discussion

The research was designed to examine employee satisfaction and organisational performance of selected private health sectors, Ado Ekiti, Nigeria. The findings and outcomes of the analysis performed on the data gathered from respondents are highlighted and discussed in this section. It talks about how the respondents felt about the case study's employees in general. Results obtained from selected health sectors showing the response rate are shown in Table 1 to 3.

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	36	36	36
	Female	45	64	64	100.0
	Total	70	100.0	100.0	

Basis: Authors Computation, 2022.

Table 2: Participant 1

Factors influencing Job Satisfaction	**Mean (%)**
Working conditions	85
Opportunity for advancement (Promotion)	70
Workload and stress level	56
Job security	89
Financial rewards (Pay)	89
Relationship with co workers	72
Employee Satisfaction (Averaged)	77
Organisation Performance (%)	75

Basis: Authors Computation 2022

Table 1 reveals the gender of the respondent, 25 respondents representing 36% are male while the remaining 45 respondents representing 64% are female. It is therefore concluded that most of the respondents are female.

Table 3: Participant 2

Factors influencing Job Satisfaction	**Mean (%)**
Working conditions	67
Opportunity for advancement (Promotion)	65
Workload and stress level	83
Job security	82
Financial rewards (Pay)	72
Relationship with co workers	78
Employee Satisfaction (Averaged)	72
Organisation Performance	71

Basis: Authors Computation 2022

For the participant 1 (Table 2), and participant 2 (Table 3), the overall average mean level of employee satisfaction in the health sectors is greater. Despite the level of satisfaction in both private health sectors are not equal., the outcome still shows the employee in both private health sectors are satisfied and committed to their job which have positive impact in the sectors.
The study discovered that participant one received greater financial benefits than participant two. In comparison to participant one, participant two had a greater rating of their relationship with co-workers. The study discovered that participant one's opinion of job security is a little bit greater

than participant two, also participant one enjoy working condition and opportunity for promotion than participant two.

5.0. Conclusion

This study has shown the performance of the health sectors in Ado Ekiti, Nigeria, by comparing the result to employee satisfaction. The outcomes reveal productive satisfying employees with good working environment and reputation in private health sectors, Ado Ekiti, Nigeria. According to the literature, satisfied workers do perform better and contribute to the general success of an organisation. Employees who are dissatisfied, on the other hand, do not perform well and represent a barrier to success. Firms can succeed by concentrating on enhancing performance and satisfaction. The success of an organisation can also be influenced by employee engagement. Engagement is aided by having contented workers who work more and are in the correct positions. Another important component is having personnel who are dedicated and present. Engaged employees want effective communication with their superiors, work that has significance for them and motivates them, and a safe place to work. On the other hand, unengaged personnel display bad customer service, lack of dedication and poor performance. Their involvement is lacklustre, they don't perform well, and they don't care about the organization's success. Employees that are engaged perform better, show pride in their employer, and are enthusiastic. Fostering employee engagement makes sense from a business and motivational perspectives.

5.1. Recommendations

The following recommendations should be noted: Improve working conditions for the healthcare industry. In order to create positive working conditions, assist the employee in developing effective interpersonal communication skills. Increase cash rewards for workers, particularly lower ranks. Increase fairness and establish performance appraisal systems in the health sectors to assess worker output and level of service. Proper and on-going training and development of employees for future development. Execute pilot initiatives to assess worker satisfaction in additional health industries.

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