

## Effect of Psychosocial Factors on Career and Job Satisfaction among Administrative Staff of Nigerian Higher Institutions' Hospitals

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### Abstract

This study explored the effect of organizational-based self-esteem and coworker's relationship on job and career satisfactions among administrative staff of Nigerian higher institutions' hospitals. Quasi-Experimental Research Design, Purposive and Convenience Sampling Techniques were adopted with a sample of 234 male and female participants. The participants were administered a structured questionnaire. Four hypotheses were tested using univariate analysis of variance and multiple regression analysis. Results showed that, organisational-based self-esteem did not affect career satisfaction ( $F(1,230) = 19.98, p < .05$ ), and job satisfaction ( $F(1,230) = 154.28, p < .05$ ). Coworker's relationship did not affect career satisfaction ( $F(1,230) = 255.40, p < .05$ ), and job satisfaction ( $F(1,230) = 20.72, p < .05$ ). Organisational-based self-esteem and coworker's relationship interactively affected career satisfaction ( $F(1,230) = 144.28, p < .05$ ), and job satisfaction ( $F(1,230) = 270.96, p < .05$ ). Pay, job-position, education, working-experience, marital-status, gender and age jointly contributed to career satisfaction ( $R^2 = .809$ ;  $F(7,222) = 9.53, p < .05$ ), while Pay ( $\beta = .239$ ;  $t=10.17$ ;  $p < .05$ ), job-position ( $\beta = .251$ ;  $t=9.72$ ;  $p < .05$ ), and working-experience ( $\beta = .168$ ;  $t=8.27$ ;  $p < .05$ ) independently predicted career satisfaction. Similarly, job-position, education, working experience, marital-status, gender and age jointly contributed to job satisfaction ( $R^2 = .844$ ;  $F(7,222) = 26.99, p < .05$ ), while Pay ( $\beta = .506$ ;  $t=7.02$ ;  $p < .05$ ), job-position ( $\beta = .343$ ;  $t=8.39$ ;  $p < .05$ ), education ( $\beta = .165$ ;  $t=9.22$ ;  $p < .05$ ) and working-experience ( $\beta = .262$ ;  $t=10.08$ ;  $p < .05$ ) independently predicted job satisfaction. It was therefore recommended that, health institutions' management should adequately address the issues of employee job and career satisfactions in respect of the effect of psychosocial factors involved.

**Keywords:** Psychosocial Factors, Career and Job Satisfaction, Administrative Staff

### 1.0 INTRODUCTION

Job and career satisfactions are intimately related psychological constructs, which often stimulate attentions of researchers, managers and human resource or organizational planners in the contemporary world of work, because of its impact on the performance of an organization. However, as closely related the phenomena of job and career satisfactions are, scholars have recently sensitized individual stakeholders on the difference in the nature of the two almost similar salient employee issues. In view of the above, job satisfaction is described as a multifaceted psychological construct, covering a multitude of contextual factors encountered in the workplace (Spector, 1997). For instance, a worker may be satisfied with his or her pay, promotion opportunities, and fringe benefits, and also be dissatisfied with environmental conditions, coworker behavior, and the supervisor. Career satisfaction on the other hand is however described mainly, as an employee's positive attitude towards only inherent characteristics of a profession such as pay, promotion opportunity, professional skills development and career related knowledge acquisition. Following Judge and Higgins (1999) clarification, career satisfaction is a different construct from job satisfaction, as the latter focuses more specifically on a person's occupation in a shorter time interval. Career satisfaction, on the other hand, is developmental in nature, changing throughout one's lifespan; it is the sum of one's feelings about a lifetime of work (Lounsbury, Steel, Gibson, & Drost 2008).

Nevertheless, it is believed that, as interesting the organizational issues of job and career satisfactions are to employees, researchers, managers and human resource or organizational planners, the two construct do not just exist without some antecedent factors, which could also be personal, organizational or situational in nature. In order to examine both variables, this study therefore, investigated the effect of organizational based self-esteem, coworker's relationships, pay (salary), education, work experience, job position, gender, age and marital-status on career and job satisfaction among administrative staff of Nigerian higher institutions' hospitals. The concept of coworker's relationship explains how an employee interacts with his or her coworkers in the course of performing official assignments. It could also be explained from a teamwork and team spirit perspective, also from team competition from the other hand. Hence, some employees prefer more social interactions with their co-workers, such as shared lunch hours or company sponsored gatherings. Others do not seek a social aspect of their work, preferring to use their downtime to run errands or for personal activities. Organizational-based self-esteem (OBSE) on the other hand is a

specific form of self-esteem (Pierce, Gardner, Cummings & Dunham 1989), which focuses on self-perceived value that individuals have about themselves within a specific organizational context. It reflects people's sense of their own value within a particular setting and shows the extent to which their need for self-esteem is met by performing their role in the organization. Organizational members with high OBSE believe that they are significant, capable, and important to the organization. They feel they are valuable and important part of organisation, they count, and they make a difference. The organization is important to them because it is a key component to their self-worth and identity. Hence, pay, educational qualification, working experience, job position, age, gender and marital status are critical socio-demographic factors of employees.

## 2.0 REVIEW OF LITERATURE

Kravitz, Leigh, Samuels, Schembri, and Gilbert (2003) studied obstetrics and gynecology practitioners, a specialty considered to have among the lowest satisfaction rates among all physicians (Leigh, Kravitz, Schembri, Samuels, and Mobley, 2002), and found that feelings of dissatisfaction among obstetricians and gynecologists resulted in lower patient satisfaction. According to Pierce, Gardner, Cummings, and Dunham (1989) in their study, it was reported that, there is a significant relationship between one's experiences in an organization and organisational-based self-esteem. From the work of Strydom and Meyer (2002), it was deduced that many employees experienced job satisfaction because their need for interaction with others at work is being satisfied to some extent. Social relations with clients and subordinates were also found to elevate the job satisfaction of a small group of managers from a variety of industries (Strydom & Meyer, 2002). Jessen and Jorum (2004) also found a strong positive correlation between public approval, support from colleagues, and job satisfaction among Norwegian public social workers. Nakakis and Quzouni, (2008) explored factors influencing job satisfaction of nurses working in psychiatry units. Quality of interpersonal collaboration between doctors and nurses was found to be among very important factors influencing job satisfaction among nurses working in psychiatry unit.

Liu, Wang, and Xlu (2010) in another study using self-completed questionnaire with cronbach alpha of 0.861 and administered on 172 participants including medical doctors, medico- technical workers, and public health workers. The result of their study indicated that participants were more satisfied with their co-workers and the importance of their job. However, they were dissatisfied with their work reward (i.e. welfare, pay, and promotion opportunities), working conditions, and sense of work achievements. Some complained that salary was too low considering their experience and skill levels which substantially hurt their work enthusiasm. Inability to realize personal values was a major concern among the categories of health workers studied. Herzberg (1966) believed that relationship with colleagues is one of the essential factors that dictate job satisfaction. Failure to meet this employee demand will lead to complaints. Bodur (2002) lends his own contribution to the cause of investigating job satisfaction among health workers. Using the short form of the Minnesota Satisfaction Questionnaire as an instrument of data collection from 153 health workers employed at health centre in Turkey comprising 50 general practitioners, 39 midwives, 30 public health nurses, and 34 health technicians. 60% of the investigated participants were reported to be satisfied with their job. Midwives had the least score. Work environment and income were reported to be the most contributory factors to dissatisfaction. Overall, the result of the study showed that health care workers at public health centre had low satisfaction score. According to Levent, Brown, & Hackett (2004), the most important predictor of job satisfaction was found to be leadership followed by interpersonal relationship with colleagues, and advancement. Marina, Axlsson, and Lepnum, (2007) study reveals that administrative and support staff scored lowest in overall job satisfaction and knowledge about their hospital. Furthermore, they submitted that job satisfaction among non- health personnel was influenced by their physical and mental exhaustion caused by high workloads. In addition, they reported that being disagreeably treated by their fellow worker, is also factor causing dissatisfaction among the non-medical staff investigated in their study. According to Wie, Lai lai, and Mustaffa (2011), health workers are moderately satisfied and committed to their current jobs.

### 2.1 Career Satisfaction, Self-Esteem and Coworker's Relationship

A number of studies have focused on the importance of career satisfaction to work-related outcomes. For example, significant correlations have been found relating quality of care and patient outcomes to career satisfaction in samples of physicians in a variety of specialties (Leigh, Kravitz, Schembri, Samuels, & Mobley, 2002). Herzberg, Mausner, Peterson, and Capwell (1957) identified several characteristics of satisfied/dissatisfied workers. They indicated that morale is high when people first start their jobs. Morale decreases during the next few years and remains at a relatively low level until workers are in their late twenties or early thirties. At this time, job satisfaction levels begin to rise and continue to rise through the remainder of the workers' careers. Kravitz, Leigh, Samuels, Schembri, and Gilbert (2003) studied obstetrics and gynecology practitioners, a specialty considered to have among the lowest

satisfaction rates among all physicians (Leigh, Kravitz, Schembri, Samuels, & Mobley, 2002), and found that feelings of dissatisfaction among obstetricians and gynecologists resulted in lower patient satisfaction.

Lee, Carswell, and Allen (2000) found that people who were more satisfied with their careers were more likely to display higher levels of organizational commitment and stay with their jobs longer, thus lowering their turnover rate in the organization. Using the NEO-FFI Big Five scale Costa & McCrae, (1992), found that career satisfaction was positively related to extraversion and negatively related to neuroticism in both samples, and negatively related to conscientiousness among the American participants. In a sample of employees from various occupational backgrounds, Seibert and Kraimer (2001) found significant, positive associations between career satisfaction and extraversion, and negative relationships between both emotional stability and agreeableness, and career satisfaction. Tharenou (1979) reported that, high self esteem individuals (as compared to those with low self-esteem) tend to rely less on their job environments and more on their own self-perceptions to guide their work behavior. According to Holland, (1996) people flourish in their work environment when there is a good fit between their personality type and the characteristics of the environment. Lack of congruence between personality and environment leads to dissatisfaction, unstable career paths, and lowered performance

## 2.2 Demographic Variables, Job and Career Satisfactions

Gender differences in job satisfaction have been extensively researched and no conclusive evidence has been found with regard to the levels of satisfaction among men and women. However, results from studies have indicated that there is a relationship between gender and job satisfaction (Oshagbemi 2000). Souza-Poza (2000) found that women's satisfaction has declined substantially in the past decade, whereas men's job satisfaction has remained fairly constant. There are even some studies that indicate that there is no relationship between gender and job satisfaction levels (Nestor & Leary, 2000), whereas Nestor and Leary (2000) found no relationship between gender and job satisfaction. Mroczek and Spiro (2005) in their studies, directly or indirectly stated that individuals who are married would be more likely to be satisfied with their job than those who are not married. They therefore, found and reported that married men have higher life satisfaction than the never married ones. Since life satisfaction is often positively attached to career satisfaction, thus it seemed fit to state that married men have higher career satisfaction than non-married ones. Tang (2007) discovered and reported in his study that male and married people had with higher income, which has been associated with career satisfaction. He further reported that married people also have higher quality of life, which is often related to career satisfaction. Thus, it can be concluded that married men are more satisfied with their job because they have higher income and better quality of life than females or non-married individuals. Therefore, from the above support, it seems that married individuals will be more likely to be satisfied with their job, because they have higher income and better quality of life.

In a study of agricultural education teachers in Ohio, Cano and Miller (1992b) found that the teacher's age, years in current position, total years teaching, and degree status were not significantly related to overall job satisfaction. In general, both males and females were equally satisfied with their jobs. When the same demographic variables were examined in another study that explored six different classifications of agriculture teachers (Cano & Miller, 1992a), it was found that overall job satisfaction was not significantly related to any of the demographic variables. Research has been conducted on whether Extension faculty's level of job satisfaction was related to age, years of experience, educational level, and marital status (Nestor & Leary, 2000). Concerning the educational level of Extension faculty, Andrews (1990) discovered a relationship between educational level and job satisfaction. However, Bowen, Radhakrishna, and Keyser (1994). Marital status was related to the job satisfaction levels of 4-H agents as indicated by Bowen et al. (1994) who found in a study that married 4-H agents were more satisfied with their jobs than those who were single. Fetsch and Kennington (1997) also found a relationship between marital status and job satisfaction levels. They found both divorced and married agents to be more satisfied with their jobs than agents who were never married, remarried, or widowed.

## 2.3 Need/Importance of the Study

It is not surprising, that "employee problems" of job and career dissatisfactions appear on the agenda of politicians, governments and social partners – more often, and more intensely. A special European Council, held in Lisbon during March 2000, agreed on a strategy emphasizing the importance of job and career satisfactions. Relating this to Nigerian employee management situation, the ultimate goal is, within the new dispensation of democracy, to motivate Nigerian employees to perform maximally. The idea behind this goal is that employee satisfaction driven economy, which results in high-dedicated labour and growth in productivity, should be our focus. Nigeria government policy strategy is only focusing on the establishment of a dynamic knowledge economy as we are having currently, but neglecting the importance of modernization of labour relations, labour-management relation and the issue of employees' job and career satisfactions, in which the key phrases are "investment in people" and "social inclusion".

Thus, employees see themselves as important to the organization and capable of contributing to the organization's well-being. This however, necessitates the need for scientific investigations and interventions in form of professional suggestions as remedies for the perceived health sector's administrative personnel's problems of job and career satisfactions.

In view of the above, findings from this study will contribute immensely to the understanding of factors responsible for employees' job and career satisfactions. It will also facilitate the knowledge of psychological and social factors of organizational based self-esteem and coworker's relationship as it affect the phenomena of job and career satisfactions. Furthermore, findings from this study will enable stake holders-including government, management of health institutions, Scholars, employees and other interested individuals-to better understand the potent of education, age difference, gender difference, marital status, job position, pay and years of work experience to job satisfaction and career satisfaction. Hence, the knowledge of this study will provide the groundwork necessary for managers, trainers, lecturers, scholars and other stakeholders in human resource management to better address the salient issues involved and designed effective mechanisms of helping affected employees to better adjust, cope and be delightful with their jobs and careers respectively. No doubt about the significant implications of findings from this study to existing related journals of diverse fields of discipline as it increases the body of intellectual reports on human resource issues.

#### **2.4 Statement of the Problem**

Given the high rate of unemployment and poor managerial styles in Nigeria, it is understandable that most dissatisfied workers suffer in silence. Again, the fact that employers have always responded to industrial unrest for wage increase and adopting new leadership styles and management strategies; after which the workers fall back into their old work attitude is an indication that a more comprehensive solution is yet to be found (Ojokuku & Salami, 2011) The health industry has been a focus of attention as related to series of industrial actions that have occurred in the past one or two decades in Nigeria. Most of the industrial actions recurring in the health sector have been directed mostly towards dissatisfaction with pay discrimination among the different categories of professionals in the health sector, nonpayment of remuneration arrears, and dilapidated state of the health sectors (Ezeja, Azodo, Ehizele, Ehigiator & Oboro, 2010). The Senior Staff Association of Universities, Teaching Hospitals, Research Institutes, and Associated Institutions (SSAUTHRIAI) and the Medical and Health Workers Union of Nigeria (MHWUN) to which most of the Administrative Staffs of Tertiary Health Institutions belong have been at the fore front of the struggle.

In addition, prior to embarking on this study, having thoroughly reviewed existing literature and engaged in systematic interactions with some the administrative staff in question, researcher identified organizational based self-esteem, coworker interactions and pay issues among others as factors, which have not been accorded proper respect by the management of most Nigeria Tertiary Health Institutions therefore, causing lots of frustrations working in the hospital environment (Okediji, 2011). In line with the above stated observations and the fact that, most of the past studies conducted among health workers have paid little attention to non clinical staff. Particularly, administrative staff that play very critical role in policy formulation and implementation. Also previous studies did not thoroughly investigate issues of job and career satisfactions of Administrative Staff of Nigeria Tertiary Health Institutions.

#### **2.5 Objectives**

The broad objective of the study was to investigate and report findings regarding the effect of organizational based self-esteem, coworker's relationship, pay, education, work experience, job position, age, gender and marital status on job and career satisfactions of Administrative Staff of Nigerian Higher Institutions' Hospitals. The study specially examined the effect of organizational based self-esteem on job and career satisfactions of Administrative Staff of Nigeria Tertiary Health Institutions. It investigated the effect of coworker's relationship on job and career satisfactions of Administrative Staff of Nigeria Tertiary Health Institutions. Moreover, the effect of pay, work experience, job position, age, gender and marital status were tested on job and career satisfactions of Administrative Staff of Nigeria Tertiary Health Institutions.

#### **2.6 Hypotheses**

1. There would be significant main and interaction effects of coworkers' relationships and organizational based self-esteem on career satisfaction.
2. There would be significant main and interaction effects of coworkers' relationships and organizational based self-esteem on job satisfaction.
3. There would be significant joint and independent predictions of career satisfaction by pay, job position, education, working experience, marital status, gender, and age.

4. There would be significant joint and independent predictions of job satisfaction by pay, job position, education, working experience, marital status, gender, and age.

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The research design used for the study is quasi-experimental research design. This research design was used because no active manipulation was done on any of the independent variables. Moreover, measures were taken on the variables of consideration through the use of questionnaire. The independent variables of this study are organizational-based self-esteem, coworkers' relationships, pay, job position, age, gender, marital status, educational qualification and work experience while the dependent variables are job and career satisfactions.

#### **3.2 Research Setting**

The study was conducted in Federal Medical Centre, Abeokuta, Lagos University Teaching Hospital, Lagos, and University of Ibadan Teaching Hospital, Ibadan. It was restricted to the aforementioned places because of availability of heterogeneous population.

#### **3.3 Research Participants**

Two hundred and thirty-four (Males=168, Females=66) participants participated in the study. The respondents age ranged from 20 to 58 years old with a total mean age of 39.64 years (SD=9.61). The marital status of the respondents show that 54(23.1%) were single, 146(62.4%) were married, 21(9.0%) were divorced while 13(5.6%) were widowed. Respondents varied in their educational qualifications: Ordinary National Diploma Certificate 11(4.7%), Higher National Diploma Certificate 108(46.2%), B.Sc/B.A Certificate 86(36.8%), Master Degree 26(11.1%), and PhD 3(1.3%). The average years of employment of the participants was 13.66years (SD=6.17). The study adopted purposive sampling techniques to sample the participants from the general population. 8(3.4%) of the participants were Assistance Executive Officers, 19(8.1%) were Executive Officers, 42(17%) were Higher Executive Officers, 27(11%) were Senior Executive Officers, 33(14.1%) were Principal Executive Officers, 15(6.4%) were Assistance Chief Executive Officers, 14(6%) were Chief Executive Officers, 30(12.8%) were Administrative Officers II, 22(9.4%) were Administrative Officers I, 12(5.1%) were Senior Administrative Officers, 6(2.6%) were Principal Administrative Officers, 4(1.7%) were Assistance Chiefs, 2(0.9%) were Chiefs,

#### **3.4 Sampling Procedure**

Purposive and Convenience sampling techniques were used to sample the participants. These sampling techniques were adopted because of its simplicity and expediency in the eventuality that the sample tested is a true representative of the population of study.

#### **3.5 Instrument for Data Collection**

The study used a carefully designed questionnaire to collect data on the various variables of study. The Questionnaire was divided into four sections named A to E. Section A consisted the demographic variables. Section B, consisted career satisfaction scale developed by Lepnurm, Danielson, Dobson & Keegan, (2006). This scale consists of 17 items of which the responses were scaled from 1(Very Dissatisfied) to 6(Very Satisfied). High scores on each of the items imply a high career satisfaction feeling of respondents, while low scores imply a low career satisfaction feeling of respondents. For the purpose of this study, a Cronbach Alpha of 0.78 for the scale was reported. Section C consisted of the job satisfaction scale developed by Smith, Kendall, and Hulin (1969).

This scale consists of 6 items of which the responses were scaled from 1(Strongly Disagree) to 5(Strongly Agree). High scores on each of the items imply a high job satisfaction feeling of respondents, while low scores imply a low job satisfaction feeling of respondents. For the purpose of this study, a Cronbach Alpha of 0.87 was reported for the scale. Section D consisted of organizational-based self-esteem scale developed by Pierce, Gardner, Dunham, & Cummings (1989). This scale consists of 10 items of which the responses were scaled from 1(Strongly Disagree) to 7(Strongly Agree). High scores on each of the items imply a high Organizational-Based Self-Esteem of respondents, while low scores imply a low Organizational-Based Self-Esteem of respondents. For the purpose of this study, a Cronbach Alpha of 0.72 was reported for the scale. In Section E consisted of coworker's relationship of participants was assessed with a coworker's relationship scale developed by Liden and Maslyn, (1998). This scale consists of 13 items of which the responses were scaled from 1(Strongly Disagree) to 5(Strongly Agree). High scores on each of the items imply a good coworker's relationship of respondents, while low scores imply a bad coworkers' relationship of respondents. For the purpose of this study, a Cronbach Alpha of 0.65 was reported for the scale.

### 3.6 Procedure for Data Collection

We administered the instrument to the Administrative Staff of University College Hospital, Ibadan, Lagos University Teaching Hospital, Lagos, and Federal Medical Centre, Abeokuta. In administering the instrument, permission was sought from Authorities of the three Hospitals as a way of getting their consent for the study. Purposive and convenience sampling procedures was used to select participants because the main objective of the study was to obtain Participants' perceptions of their career satisfaction, job satisfaction, organizational-based self-esteem, and coworkers' relationships. Individual participants were approached personally and the purpose of the study was briefly explained to them as a way of seeking their consent and cooperation for the study. Each of the participants was given a questionnaire and told to assess him or herself. The instrument was administered to the Participants in their work places and they were required to respond to all items at their convenient time. Participants were made to know that participation was voluntary and they were assured of confidentiality of their information supplied. Though, not all the workers could be reached immediately for various reasons, we then delegated the distribution of instrument to some supervisors to give to their subordinates whenever it was convenient for them to fill. It took about three weeks to collect data from 234 sincere respondents out of 260 originally administered, while some of the remaining questionnaires were not properly filled, some were returned unfilled and others could not be accounted for. The screened data was therefore analyzed.

### 3.7 Statistical Analysis

The data collected was analyzed using univariate analysis of variance and multiple regression analysis. Hypotheses 1 and 2 were analyzed using univariate analysis of variance while hypotheses 3 and 4 were analyzed using multiple regression analysis. The reason for this choice of statistics was to test for the main and interaction effects of organizational-based self-esteem and coworkers' relationships on career and job satisfactions of Participants and to test for predictions of job and career satisfactions by age, gender, work experience, marital status and job position.

## 4.0 RESULTS & DISCUSSION

This study found that hypothesis one which stated that, there would be significant main and interaction effects of coworker's relationship and organizational-based self-esteem on career satisfaction was confirmed. According to the result, organizational-based self-esteem which explains individual employees' self-worth based on their membership of the particular work setting is one of the divers significant psychological factors that causes employee satisfaction with his or her career. This further proves that being employed makes one to be socially or professionally belong therefore, contribute to employees' feelings of contentment with their chosen career unlike when an able person, well educated, skillful and ready to work is battling with unemployment situation, which negatively affect the perception of his or herself.

Furthermore, this study has proved beyond a reasonable doubt that, coworker's relationship is another significant work related psychological phenomenon that plays a salient role in an issue of satisfaction or dissatisfaction with an employee's career, as the case may be. It stresses that power of social influence, relation and interaction on individual employees' psychological state with their chosen careers. Thus, if an employee is unfortunate to be found in a work setting that does not give considerations to effective social relations among staff, such person may found that career boring and not satisfying. Above findings were supported by numerous findings of related studies. Costa & McCrae, (1992), found that career satisfaction was positively related to extraversion and negatively related to neuroticism in both samples, and negatively related to conscientiousness among the American participants. In a sample of employees from various occupational backgrounds, Seibert and Kraimer (2001) found significant, positive associations between career satisfaction and extraversion, and negative relationships between both emotional stability and agreeableness, and career satisfaction.

This study also found that hypothesis two which stated that, there would be significant main and interaction effects of coworkers' relationships and organizational-based self-esteem on job satisfaction was confirmed. According to the result, organizational-based self-esteem is also applicable to job satisfaction. Since employment is an important thing that an average person desire, it speaks an employee's worth and sense of responsibility. It proves that being employed makes one to be socially or professionally belonged therefore, contribute to employees' feelings of comfort on their job and with their work setting.

Furthermore, the finding has also proved beyond a reasonable doubt that, coworkers' relationship is another significant psychological variable that plays a role in employee's job satisfaction. It stresses the power of social influence, relation and interaction on individual employees' psychological state of satisfaction with their organizations. Thus, if an employee is unfortunate to be found in a work setting that does not give considerations to effective social relations among staff; such a person may found the job to be boring. Above findings were supported

by numerous findings of related studies. According to Poling (1990), the best predictor of job satisfaction is when the employees' personal values match those of the organization. Costa & McCrae, (1992), found that career satisfaction was positively related to extraversion and negatively related to neuroticism in both samples, and negatively related to conscientiousness among the American participants.

Similarly, hypothesis three which stated that, there would be significant joint and independent predictions of career satisfaction by pay, job position, and education, working experience, marital status, gender and age was partially confirmed. This implies that, there was a significant joint influence of the seven aforementioned demographic variables on career satisfaction of Participants; also that only pay, job position, and working experience significantly and independently predicted career satisfaction of the Administrative Staff. However, age, gender, marital status and education are not significant and independent predictors of Administrative Staff career satisfaction. The reason is that career satisfaction is a psychological variable that explains an individual's state of joy, happiness and comfort with his or her prospect on a particular career. Result has shown that this psychological variable is not dependent on age, gender, marital status or education of a participant, meaning that, career satisfaction is applicable or general to men and women. Thus, neither male nor female employee could alone experience some level of joy, happiness and comfort with his or her prospect on a particular career.

This further explains that gender is a symbolic or identical variable to the phenomenon of career satisfaction, which does not really matter or count. Marital status only differentiates or categories individuals based on responsibility of one to his or her partner. In the real sense of it, whether an employee is married or not or even divorced, widowed or widower in any case, one is socially or otherwise responsible to people around therefore, makes marital status of employees not significantly relevant in issues of individuals' dispositions concerning career satisfaction. Therefore, makes marital status not solely accountable for Administrative Staff expression of career satisfaction. Education in this study has proved to be irrelevant when it comes to the psychological matter of satisfaction or dissatisfaction with career. For instance, the recent protests of various labour unions in Nigeria Tertiary Institutions over dissatisfaction with the treatments they have received from their employers, which is not limited to the Professors but also the technicians and Clerks.

This simply explains that whether an employee is highly educated or not does not guarantee satisfaction or otherwise as the case may be. Similarly, age does not matter when it comes to the issue of career satisfaction, because both young and old employees have the potentials to express displeasure with anything that does not conform to their standards or expectations. The fact that one is a female or male worker does not necessarily mean that you will or not be satisfied with your career. Pay in this study was viewed as salary or income of participants, which has been confirmed relevant to employee career satisfaction, is one of the observed significant demographic factors that influenced career satisfaction. In the context of Nigeria world of work, money is cogent to employee motivation, which is synonymous to satisfaction. Today in Nigeria, employees are protesting basically for pay increase. The contemporary crisis in Nigeria involving Labour Unions against governments and other private employers over minimum wage issue is a good instance to buttress the significance of pay in employees' satisfaction.

Nigerian Employees want more attractive pays or pay increase regardless of job position or cadre as they strongly attribute it to satisfaction with career. Job position as also proved to be another important factor to have significantly contributed to Participants expression of satisfaction. Job position is categorized in this study as a demographic variable, though to an extent it is psychological when we consider its ability to cause employees' satisfaction or otherwise depending on the level at which an employee is operating on a particular career. Rationally, an employee would express satisfaction with a career that gives prospect for promotion to the peak of the profession. Working experience is a factor that is worth given adequate attention as the result of this study proves. Little wonder when employers, human resource managers and investors do not compromise the standard when it comes to careers of professions that highly required related experience to be able to function well as a career holder. In fact, this is general to virtually all areas of human endeavor. These findings were supported with the result of the following past studies of Cano and Miller (1992) found that the teacher's age, pay, years in current position, total years teaching, and degree status were not significantly related to overall job satisfaction. Grund and Sliwka (2001) found positive effects of both wages and wage increase on job satisfaction in the UK and Germany respectively.

Finally, this study found that hypothesis four which stated that, there would be significant joint and independent predictions of job satisfaction by pay, job position, education, working experience, marital status, gender and age was partially supported by the result. This implies that there was a significant joint influence of the seven aforementioned demographic variables on job satisfaction of Participants; also that only pay, job position, education and working experience significantly and independently predicted career satisfaction of the Administrative Staff. However, age, gender, and marital status are not significant and independent predictors of Administrative Staff job satisfaction. The reason is that, just as career satisfaction is, job satisfaction is a psychological variable that explains an individual's state of joy, happiness and comfort his or her prospect on a particular job. Result shows that the

psychological variable of job satisfaction is not dependent on age, gender and marital status of a participant, meaning that, job satisfaction is applicable or general to men and women. Thus, neither male nor female employee could alone experience some level of joy, happiness and comfort with his or her prospect on a particular job.

This further explains that gender is a symbolic or identical variable to the phenomenon of job satisfaction, which does not really matter or count. Just as its applied to career satisfaction, so it is to job satisfaction in the case of marital status of Administrative Staff. Marital status only differentiates or categories individuals based on responsibility of one to his or her partner. In the real sense of it, whether an employee is married or not or even divorced, widowed or widower in any case, one is socially or otherwise responsible to people around therefore, makes marital status of employees not significantly relevant in issues of individuals' dispositions concerning job satisfaction. Therefore, marital status solely did not account for Administrative Staff expression of job satisfaction. Similarly, age does not matter when it comes to the issue of job satisfaction, because both young and old employees have the potentials to express displeasure with anything that does not conform to their standards or expectations. The fact that one is a female or male worker does not necessarily mean that you will or not be satisfied with your job.

However, contrary to what was reported in the first result, education in this study has proved to be a significant predictor of job satisfaction. For instance, education takes an employee beyond his or her immediate geographical, professional and cultural belief or orientations therefore, empower him or her to cope adequately with challenges and duties of various forms from different fields. We can see today in the cotemporary conglomerates and government sectors, where Engineers, Doctors, Scientists, Lawyers, Military and Security Personnel are being forcefully or willingly as the case may be enrolled for professional trainings in areas far different from their fundamental discipline such as Human resource management, finance management, strategic management etc. Education therefore, offers employees ability to contribute meaningfully, appreciate other department or areas of job and give all to his or her employer. So, it is highly relevant to employee's job satisfaction. Above findings were supported with the result of the following past studies: Nestor and Leary (2000) did find that as one's years of experience increased as an Extension faculty member, his or her intrinsic and overall job satisfaction increased as well. Nestor and Leary (2000) also reported that there is relationship between gender and job satisfaction. According to Pierce, Gardner, Cummings, & Dunham (1989) in their study, it was reported that, there is a significant relationship between one's experiences in an organization and organisational-based self-esteem.

## 5.0 CONCLUSIONS

It was concluded in this study that Organizational based self-esteem and coworker's relationship mainly and interactively affected career and job satisfaction of administrative staff of Nigerian higher institutions' hospitals. Pay, gender, work experience, job position, marital status, education and age were significant joint predictors of job and career and satisfactions. Only pay, work experience and job position were significant independent predictors of job and career satisfactions.

### 5.1 Limitations

The study was limited to the Federal Medical Centre, Abeokuta and University College Hospital, Ibadan. Field work was conducted within three weeks, which could have been extended beyond to get more participants, but time factor was inevitable. Also, some participants did not fill or return the given questionnaire hence, limited the number of questionnaire collected.

### 5.2 Recommendations

Based on the above findings and discussion, it was recommended that, government executives, directors and private managers should effectively manage areas of differences across individual employees such that will bring about efficient pool of highly motivated employees. It was similarly suggested that government executives, directors and private managers should give adequate managerial interventions such as training, seminar, lecture and workshop for employees to expose them to importance of human relation skills to help manage issues such as appreciation of efforts and potentials of fellow employees, respect for one and others, industrial conflict, interpersonal conflict, interdependence etc.

All government and private operators should increase salary and implement the new minimum wage policy so that employees can be more satisfied with their jobs and careers. Government executives, directors and private managers should sensitize employees on the importance of self-esteem to their job and career satisfactions. So also, they should stimulate or facilitate their social relation levels as it plays an important role in their career and job satisfaction. It was also recommended that consultants' involvement be restricted to the technical aspect of the aforementioned managerial intervention programmes to achieve the desired results.



### 5.3 Scope for Further Research

This study should be repeated in three to five years' time to determine if the level of job and career satisfactions of Administrative Staff in Tertiary Health Institutions in Nigeria is related to the same psychosocial factors and discover other variables that affect the phenomena of concern. Finally, other service oriented organizations should replicate this study.

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