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EDITORIAL

The Ilorin Journal of Management Sciences is a bi-annual publication of the Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria. In this Volume 3, Number 1, all the nine articles published covered issues in management and social sciences.

The topics covered in this edition includes firm size and firm performance; theoretical issues in microfinance institutions; trade marketing strategy; gender inequalities; financial leverage and firm performance; trends in public administration; issues in universal banking; financial leverage and shareholders' returns; and job satisfaction and employees performance. The journal will continue to provide a platform for national spread in her subsequent editions.

I wish to commend the efforts of our various anonymous reviewers for doing excellent job and proffering constructive advice on the development of the original manuscripts for this edition. I hope our review will continue to improve in order to rank our journal among the best in the world. I also appreciate the unflinching support from all the Editorial members, Ilorin Journal of Management Sciences. I thank the Pioneer Dean of the Faculty of Management Sciences, University of Ilorin, Prof Jackson Olusegun Olujide for being a tremendous motivator and a pillar of success in producing this edition. I look forward to receive useful comments and suggestions from our audiences that will further add value to this Journal. Thank you and happy reading.

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AN ASSESSMENT OF JOB SATISFACTION AND EMPLOYEES' PERFORMANCE AMONG PUBLIC HEALTH WORKERS IN ILORIN, NIGERIA

Aremu Nuha Salihu[1]

Noah Oluwashina Afees[2]

Oyetunde, Kabiru Ayinde[3]

Abstract

The problem of poor performance in public sector has always attracted the attention of all stakeholders. The bulk of this problem is usually blamed on managerial inefficiency. However, attempts have been made to show that there are several reasons responsible for this poor performance. The objective of this study is therefore to examine the impact of job satisfaction on employees' performance among public health workers in Ilorin, Kwara State, Nigeria. The study relied mainly on primary data from some selected workers of the University of Ilorin Teaching Hospital (UITH), General Hospital Ilorin and Sobi Specialist Hospital, Ilorin, Kwara State through a structured questionnaire. The data collected were analysed using descriptive and inferential statistics (ordinary least square multiple regression). The results show that reward, promotion and supervision all have positive relationship with the employees' performance while only working environment did not. It is therefore concluded that job satisfaction has major impact on employees' performance among the public health workers in Ilorin. The study recommends that the management should always strive to address employees' desires, most especially reward system in order to motivate them and get the best from the employees.

Keywords: Employees, Job Satisfaction, Performance, Public Health Workers

Introduction

The management of people at work is an integral part of the management process. Understanding the critical importance of people in the organisation is to recognise that the human element and the organisation are synonymous. A well-managed organisation usually sees an average worker as the root source of quality and productivity gains and such organisations do not only look up to capital investment, but also see employees as fundamental sources of improvement. An effective organisation will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence (Tella, Ayeni and Popoola, 2007). Employees occupy a

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strategic role and position in any organisation. They are responsible for converting inputs to productive outputs. They are the keys to the productive outputs. Therefore, they ought to be effectively and adequately compensated for their labour in order to derive satisfaction from their jobs.

Job satisfaction, therefore, is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves, essentially, the same duty, responsibility, skill and knowledge. Employees will be more satisfied if they get what they expected. Job satisfaction relates to inner feelings of workers. Naturally, it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalise that workers are concerned more about pay rather than other factors which also affect their level of satisfaction, such as canteen facilities, bonus, working conditions, etc. These conditions are less significant when compared to pay (Vrinda & Nisha, 2015).

The public sector refers to organisations that exist as part of government machinery for implementing policy decisions and delivering services that are of value to citizens. The problem of poor performance of public sector in Nigeria has always attracted the attention of government at various levels. There seems to be a general consensus that the bulk of this problem can be blamed on managerial inefficiency. However, attempts have been made by scholars to show that the problem also lies in the low job satisfaction of the employees in the public sector (Julius & Adekunle, 2012; Anitha, 2011; Gunu, 2003). Research findings have also shown that satisfied employees are not necessarily productive employees. Thus, there is no consistent correlation between job satisfaction and employees performance (Ivancerish, 1970).
Therefore, the main objective of this study is to examine the impact of job satisfaction on employees' performance among public health workers in Ilorin. Other specific objectives include:

i. to examine the relationship between reward and promotion on employee performance.
ii. to examine the effects of work environment and supervision on employee performance.
iii. to identify socio-economic characteristics of the employees in the public health sector in Ilorin.

The rest of this paper is divided into four parts part II contains the conceptual framework and review of the literature; part III contains the methodological issues. Presentation and discussion of results are contained in part IV while part V contains conclusion and recommendations.

Literature Review

The Concept of Job Satisfaction

Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan, Ziauddin & Ramay, 2010). Increase in

competition has made many firms to recognised the importance of the employee's job performance in order to compete in this global market. The reason is that, as the performance of the employees increase, it will affect firm's performance and ultimately profitability of the firm. As a result of "pressure to perform", the worth of satisfied employees becomes more indispensable. Job satisfaction describes the extent of happiness of an individual with his/her job. The happier the individual, the higher is level of job satisfaction. Job satisfaction and dissatisfaction not only depends on the nature of the job but also depends on the expectation on what the job supplies to an employee (Al-Hussami, 2008). Job satisfaction is the level to which workers like their work and it is the difference between what employees expect and what they receive. It is a general attitude towards the job; the difference between the amount of rewards employees receive and the amount they believe they should receive (Rocca & Kostanki, 2001). Organisations want their employees to be satisfied to become more productive and efficient. Therefore research is being conducted about different dimensions of job like, work, pay, supervision, promotion co-workers and the demographic impacts on the overall satisfaction of the workforce (Shah & Jalees, 2004; Saifuddin & Nawaz, 2010; Sattar, Khan, Nawaz & Najibullah, 2010a).

Health Worker Situation in Nigeria

Health worker is defined as people trained for specific functions with the ultimate objective of promoting, maintaining and restoring health and who work within the general boundaries of the health sector. This comprises of trained health personnel in the public and private sector (doctors, nurses/midwives, pharmacists, relevant technicians, and community health workers, etc.) (Kwara State Ministry of Health, 2015).

Nigeria has one of the largest stocks of human resources for health in Africa. However, like many other African countries, Nigeria is still short of public health workers to effectively deliver essential health services (1.95 per 1,000) (WHO, 2008). Kwara State, as one of the states in Nigeria, has one of the frontline University Teaching Hospitals in the country (University of Ilorin Teaching Hospital) established in 1979. The State is equally blessed with 5 specialist hospitals distributed across the three senatorial districts and 12 general hospitals. In addition, the State also has 20 cottage hospitals and 18 comprehensive health centres let alone the prototype clinics and other health clinics (Kwara State Ministry of Health, 2015).

Among the many challenges facing the health system in Nigeria is acute shortage of competent health care providers as a result of inadequate infrastructure and poor compensation packages. A sizeable number of physicians, nurses and other medical professionals are lured away to developed countries in search of fulfilling and lucrative positions (Awofeso, 2008). Other factors driving public health workers challenges in Nigeria include: insufficiently resourced and neglected health systems; poor human resources planning and management practices and structures; unsatisfactory working conditions characterised by heavy workloads, lack of professional autonomy, poor supervision and support, long working hours, unsafe workplaces, inadequate career structures; poor remuneration/unfair pay; poor access to needed supplies tools and

information; limited or no access to professional development opportunities; internal and international migration of health workers (Raufu, 2002).

Theoretical Review

This study adopted Herzberg's Two-factor theory and Dispositional approach. It further examines their significant relationship with job satisfaction. In addition, the relationship between job satisfaction and job performance are also examined.

Herzberg (1968) theory of motivation focuses on outcomes of satisfaction and dissatisfaction. Herzberg concerns himself majorly on the motivator-hygiene factors sought to explain satisfaction and motivation in the organisation. The theory further explains that some aspects of a job cause satisfaction and, hence, motivation. However, some aspects cause job dissatisfaction. Herzberg maintained that different factors lead to satisfaction or dissatisfaction. This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively (Stephen & Ayaga, 2014). Motivation is seen as a process of stimulating people to take desired course of action. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. These include achievement, recognition, work itself, responsibility and advancement, among others (Nguyen, Taylor & Bradley, 2003). Hygienic factors, on the other hands, are not primarily motivating factors but, if not provided, can cause dissatisfaction. These include working conditions, salary, interpersonal relations, supervision, company policy and administration, personal life and job security (Nguyen, Taylor & Bradley, 2003).

The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs. In other words, job satisfaction is, to some extent, an individual trait and personality. Individual dispositions refer to a tendency why people act in a specific way. It explains individual behaviour as a result of internal characteristics or personalities that reside within the individual. The dispositional approach explains pattern of human behaviour expressed across time and in many different situations (Dessler, 2010).

The individual disposition has several theories to explain different personality dispositions. Prominent among the theories are affectivity model, five-factor model and the core self-evaluations model (Tim, 2010). According to Judge and Larson (2001), the affectivity model explains two dimensions of dispositional affect, namely, positive affectivity (PA) and negative affectivity (NA). The PA refers to individual differences in the dispositional tendency of individuals to experience positive feelings or states (e.g., happy, active) whereas, the NA refers to individual differences in the dispositional tendency to experience negative feelings or states, leading to self-recrimination, and dissatisfaction. People with high PA tend to feel highly energetic, alert, enthusiastic, and active. However, people with low PA appear unconcerned, nonchalant, or inactive. People with high level of NA tend to report distress, stress, or even health problems. Low levels of NA are associated with feelings such as serenity and calmness. In the work environment people link positive or negative dispositions with their job experience. This can result to satisfaction or dissatisfaction (Judge & Larson, 2001).

The five-factor model is also a theory based on individual dispositions. This model categorises all personality measures under the canopy of a five-factor model of personality. The five factor model of personality is a hierarchical organisation of personality traits that cover five basic dimensions (traits): extraversion (tendency towards joy, happiness, love, and optimism), agreeableness (interpersonal intimacy), conscientiousness (achievement, order and persistence), neuroticism (lack of positive psychological adjustment and emotional stability), and openness to experience (imagination and creativity), (Tim, 2010).

The five factor model also seems to be related to job satisfaction. Research on the link between the five-factor model of personality and job satisfaction revealed neuroticism, conscientiousness and extraversion to have a moderate relationship with job satisfaction (Judge, Heller & Mount, 2002). Neuroticism is equivalent to NA of the affectivity model, whereas extraversion is equivalent to PA (Tim, 2010).

The core self-evaluation also relate to job satisfaction. Judge, Locke, Durham and Kluger (1998) assert that people with positive self-evaluation experience their lives and jobs more positively because they hold the individual dispositions that allow them to do so. Findings also revealed that as self-esteem, self-efficacy, emotion stability and locus of control increased so did job satisfaction (Judge & Bono, 2001). People are more satisfied with their job when they feel that they have more control in terms of self-worthiness, competence, and capabilities to do the job.

The relationship between pay and performance is easily understood but the relationship that exists between job satisfaction and job performance is not too clear. A school of thought claimed that satisfaction causes performance while the other school asserted that performance causes satisfaction.

According to the proponents of this school of thought, the extent of an employee's job performance is largely determined by his state of mind, his predisposition on the job and his attitude towards his job. Is he happy on the job? If he is unhappy and unsatisfied with his job contents and context, he cannot perform to his maximum capability or level of efficiency. If he is unhappy, the tendency for him is to engage in some dysfunctional and negative behaviour that would restrain rather than enhance his performance level. On the other hand, if an employee is satisfied with his work situation, i.e., his job environment, the prevailing leadership style, or his pay level, he is very likely to be more committed and more productive. If the belief that "a happy worker is a productive worker" holds true, then the view that satisfaction causes performance may hold ground (Tim, 2010).
The performance causes satisfaction school is championed by Porter and Lawler (1968) who believed that the feeling of satisfaction does not just happen, but was remotely caused by excellent performance and achievement in recent past. This sense of achievement is subsequently transferred into higher satisfaction on the job. It is strongly believed that employees who work very hard and subsequently succeed on the job will feel proud of their accomplishments and will develop favourable attitude and sense of

satisfaction towards their jobs and the organisation. On the other hand, an employee who is a failure unto himself and has no achievement to boast of would neither be satisfied with himself, his job nor his organisation. This feeling of non-performance would lead to a whole lot of dysfunctional behaviour of absenteeism and incessant complaints on his part.

However, whether there are stronger points in support of the view that performance causes satisfaction or satisfaction causes performance, it is an undeniable fact that good rewards can enhance job satisfaction and can, in turn, lead to better performance. These theories are very significant to this study because they have helped to identify the determinants of job satisfaction. The theories have also prompted the researchers and managers to study how job could be designed or redesigned to enhance job satisfaction and performance.

Empirical Review

There are studies conducted within and outside Nigeria that have investigated the relationship between job satisfaction and job performance. Among them is Nimali, Khatibi, Navaratna & Chinna (2014) on job satisfaction and job performance among factory employees in apparel sector. This paper aims to examine the job satisfaction on job performance of factory employees in the Sri Lankan large apparel sector. It had been previously reported that job satisfaction had a significant relationship with the job performance of employees in various business sectors. The findings show that job satisfaction has a significant positive effect on job performance. Also, Maroofi and Dehghani (2013) conducted a study on the effects of job satisfaction on job performance and organisational obligation relationship. This study analysed that the relationship between organisational obligation and job performance. The research concluded that job satisfaction simplifies the relationship between organisational obligation and job performance. The main contribution of this research was the moderating effects played by the motivational and hygiene factors in the organisational obligation-job performance relationship.

Oriarewo, Agbim and Zechariah (2013), conducted a study on job rewards as correlates of Job satisfaction. This study was designed to examine the relationship between job rewards and job satisfaction of employees in the Nigerian banking sector. It was found that job satisfaction is more related to extrinsic rewards than intrinsic rewards. The results further revealed that age and gender differences moderate the relationship between job satisfaction and job rewards as older employees were more satisfied than younger employees, while the satisfaction levels with respect to the job rewards received by the male and female employees varied. The study concluded that the knowledge of the moderating influences of age and gender differences should be adopted in recruitment, placement, appraisal and compensation of employees.

Similarly, Abosede and Adekunle (2012) examined the reward system as a predictor of workers job performance among health workers in Lagos State, Nigeria. The data used for the study was collected through questionnaire and simple regression analysis was

employed to analyse the data. The results of the study revealed that there exists a positive relationship between reward system and employee job performance, most especially where agreement is reached with the workers' union on salary and incentives are employed.

Heriyati and Seiichi (2012), conducted a study on the influence of employee satisfaction in supporting employee work performance. The objective of their study was to analyse the influence of employee satisfaction on employee work performance and retention. The study results showed that employee satisfaction has significant positive influence towards employee work performance and retention. In contrast, employee engagement does not provide a significant influence towards employee work performance nor retention. Anitha (2011), conducted study on job satisfaction of paper mill employees, This study analyse that Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is the back bone of every organisation; without employee, no work can be done. Therefore, their satisfaction is very important. Employees will be more satisfied if they get what they expected. Job satisfaction relates to inner feelings of workers. She concluded that the organizations need to modify the reward system of the employees and promotions must be given based on merit. This will, in turn, lead to effectiveness and efficiency in their work which leads to increased productivity.

Mudor and Tooksoon (2011) conducted their study on conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. This paper proposes that certain human resource management practices create the favourable approach on the job satisfaction which will be explicated reversely on the turnover. Three main variables of HRM practices, namely, supervision, job training and pay practices, have played a crucial role to enhance job satisfaction of employee. The strong positive relationship between HRM practice and job satisfaction provides a wisdom way on how an organisation can motivate an employee to work efficiently. In addition, the negative relationship of HRM practice and turnover clearly indicates the important of providing a good supervision, training, and pay practice in order to reduce turnover rates of employees.

Hussin (2011), this study examined the level of job satisfaction and job performance and to identify the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision, and co-workers) and job performance among employees of Trade Winds Group of Companies. The study revealed that there was a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers except for pay towards employee job performance. There was a significant difference between position and job performance.

Finally, Gunu (2003) examined the job satisfaction among the staff of selected public enterprises in Kwara State, Nigeria. The study employed non-disguise questionnaire for the collection of data. The data were analysed mainly by descriptive method and

concluded that government should review salaries of the workers upward to enhance job satisfaction.

Flowing from the studies above shows that there have been several studies on the relationship between job satisfaction and employees' performance but majority of the studies focused on the manufacturing sector while only few were conducted in the service sector, specifically public health sector. To the best of our knowledge, apart from the study conducted by Abosede and Adekunle (2012) in Lagos State, South-West region in Nigeria, this study was conducted to verify their study in the North-Central region in Nigeria. Also, majority of the previous studies were qualitative in nature while very few adopted inferential statistics among those that are quantitative. These are some of the gaps this current study intending to fill in order to complement the previous studies.

Methodology

Research Design

A descriptive design was employed in the study. The settings of the study include three public health hospitals in Ilorin which are: University of Ilorin Teaching Hospital (UITH), Ilorin General Hospital and Sobi Specialist Hospital, Ilorin, Kwara State, Nigeria. These three hospitals are located in Ilorin, the capital of Kwara State. The state is located in the North-Central region of the Nigeria. Based on the previous review of literature, a structured questionnaire was designed and administered among some selected workers of University of Ilorin Teaching Hospital (UITH), Ilorin General Hospital and Sobi Specialist Hospital, Ilorin, Kwara State, Nigeria. The questions were done in simple and clear language to remove ambiguity. The questionnaire was divided into two sections, that is section A and B. Section A sought information on socio-economic characteristics of the respondents while section B sought information to address the research problems, objectives, questions and hypothesis.

Sample and Sampling Techniques

In pursuing this research, the population is selected through systematic sampling methods. The study sample involves the random selection of one hundred and twenty four (124) workers from the sampling frame of workers at the University of Ilorin Teaching Hospital (UITH), Ilorin General Hospital and Sobi Specialist Hospital, Ilorin, Kwara State. Fifty (50) questionnaires were administered to each of the hospitals making a total of one hundred and fifty (150). Out of the total questionnaires, one hundred and twenty four (124) workers filled and returned them (i.e. University of Ilorin Teaching Hospital (UITH) (46), Ilorin General Hospital (42) and Sobi Specialist Hospital (36)). This study is based on cross sectional data because samples were collected at a point in time.from the population, therefore, the data were sourced mainly from primary data. This study area was chosen in order to achieve the objectives of this study.

Method of Analysis

The data collected for the study on the impact of job satisfaction on employees' job performance were analysed using descriptive and inferential statistics. The descriptive

analysis was employed to describe the socio-economic characteristics of the selected workers from the study area. These include cross tabulation, frequencies and percentages while the inferential method (ordinary least square multiple regression) was used in estimating the impact of job satisfaction on employees' job performance, the statistic employed is to test the hypotheses formulated for the study through the application of SPSS version 20.

Studies have shown that the determinants of employees' job satisfaction are many and varied (Nwachukwu, 1987). Thus, this study follows the footpath of the previous literatures (see, Abosede & Adekunle, 2012) with modification by proxy employees' job satisfaction with these key determinants: reward, promotion, working environment and supervision.

Model Specification

Following the analytical framework provided by Abosede and Adekunle (2012), the model is thus specified as:

$EP = f(JS)$ ..... (1)
Where:
EP = Employee Performance
JS = Job Satisfaction
Hence, the proxy variables for the job satisfaction will be incorporated in the equation as follows:
$JS = f(R, W, P, S)$ .....(2)
Substituting equation (2) into (1) yields:
$EP = f(R,W,P,S)$.....(3)

Specifying econometrically
$EP_t = \beta_0 + \beta_1 R + \beta_2 W + \beta_3 P + \beta_4 S + e_t$ ..... (4)
Where:
EP = employee performance
R = Reward
W = working environment
P = Promotion
S = supervision
e_t = error term
The expected signs of the coefficients a priori are:
$\beta_1 > 0$, $\beta_2 > 0$, $\beta_3 > 0$ and $\beta_4 > 0$

In the above specification, employee performance is the dependent variable which is linearly related with the reward, working environment, promotion and supervision which are all regarded as the independent variables. The priori expectation implies that reward, working environment, promotion and supervision are expected to have a positive relationship with the employees' job performance. The model above was also determined

using a combination of criteria such as, coefficient of determination (R^2), the level of significance of the overall relationship between the dependent and independent variables (F-statistics), the t-test was used to test whether, β_1- β_4 are statistically greater than zero (0). That is, if the population parameters are zero or not. The Durbin Watson test (DW) which is used to test whether the model contains serial correlation and the correct signs of the co-efficient relative to a-priori expectations.

Results and Discussion

Descriptive Analysis

This study was carried out in Ilorin metropolis, Kwara State, Nigeria where data on job satisfaction and employees' performance among public health workers were sampled through self-administered questionnaire. After a thorough and careful analysis of the findings, the following results were revealed in the table 1 below:

Table 1: Socioeconomics characteristics of the Respondents

Label	Value	Frequency	Percentage (%)
Gender	Male	75	60.5
	Female	49	39.5
Age	<25yrs	9	7.3
	25-35yrs	46	37.1
	>35yrs	69	55.6
Marital Status	Single	14	11.3
	Married	103	83.1
	Divorced	2	1.6
	Widow	5	4
Education Level	Primary	16	12.9
	Secondary	22	17.7
	Tertiary	86	69.4
Household Size	<5	10	8.1
	5-10	69	55.6
	>10	45	36.3
Years of Experience	<5yrs	15	12.1
	5-10yrs	42	33.9
	>10yrs	67	54
Job Title	Managerial	7	5.6
	Senior Staff	44	35.5
	Junior Staff	57	46
	Casual	16	12.9

Source: Field Survey, 2016

The survey conducted on the respondents indicated that the distribution of respondents in respect of gender shows that out of the 124 respondents investigated, 60.5 per cent are male while the remaining 39.5 per cent are female. This shows that majority of the respondents are male. The distribution of respondents in respect of age also shows that out of the 124 respondents investigated, 7.3 per cent are less than 25 years of age, 37.1

per cent are 25-35years of age and 55.6 per cent are more than 35years of age. This shows that majority of the respondents are more than 35years of age.

The table also shows the distribution of respondents in respect of their marital status, in which out of 124 respondents investigated, 11.3 per cent are single, 83.1 per cent are married, 1.6 per cent are divorced while the remaining 4 per cent are widow. This shows that majority of the respondents are married. The table shows further the distribution of respondents in respect of their educational qualification. Out of the 124 respondents investigated, 12.9 per cent have primary education, 17.7 per cent have secondary education while the remaining 69.4 per cent have tertiary education. This shows that majority of the respondents have tertiary education.

Also, the table shows the distribution of respondents' household size. Out of the 124 respondents investigated, 8.1 per cent are less than 5, 55.6 per cent are 5-10 while the remaining 36.3 per cent are more than 10. This shows that majority of the respondents have household size of 5-10. The table also shows the distribution of respondents in respect to their years of experience. Out of the 124 respondents investigated, 12.1 per cent have less than 5 years, 33.9 per cent have between 5-10 years and the remaining 54 per cent have more than 10 years of working experience. This shows that majority of the respondents have more than 10 years working experience. Finally, the table also shows the distribution of respondents with respect to job title. Out of the 124 respondents investigated, 5.6 per cent are in managerial position, 35.5 per cent are senior staff, 46 per cent are junior staff while the remaining 12.9 per cent are casual staff. This shows that majority of the respondents are junior staff.

Table 2: Multiple Regression Estimates of Job Satisfaction and Performance

Variable	Co-efficient	SE	t-value	p-value
Intercept	–1.159	0.448	-2.586	0.701
R	0.264	0.098	2.679**	0.015
W	– 0.852	0.207	-4.121	0.680
P	1.117	0.188	5.935**	0.040
S	0.472	0.137	3.448**	0.035
R^2= 0.907 F = 69.612 (p-value= 0.000) DW = 1.641				

Source: Researchers' Computation ** Significant at 5% level

From the table above, the a priori expectation of the independent variables indicate the direction of effect of each of the determinants of job satisfaction on employees' performance. The result shows that reward, promotion and supervision are all directly related to employees' job performance except working environment. That is, the parameter estimates show that working environment does not agree with the priori expectation but the remaining predictors agree with the priori expectation. This means that increase in reward, promotion and supervision will have positive effect to increase

employees' job performance. This may be as a result of the fact these variables or factors have direct impact on the employees than working environment.

Measuring the t-test, the general rule of thumb is that if the computed p-value is smaller than the critical p-value, then we reject the null hypothesis otherwise we accept it (Oyeniyi, 2012). Therefore, the result from the table 2 above shows that the p-value for reward, promotion and supervision are 0.015, 0.040 and 0.035 respectively which are less than the critical value of 0.05 but only working environment is greater than the critical value at 0.680. This implies that reward, promotion and supervision are statistically significant while only working environment is not statistically significant.

The R^2 which measure the strength of the relationship between the independent variables (reward, working environment, promotion and supervision) and dependent variable (job performance), the value of R^2 is 0.907 or 90.7% which implies that there is a good positive relationship between the independent variables (reward, working environment, promotion and supervision) and dependent variable (job performance) among the public health workers in Ilorin. It shows that job performance could be explained by the independent variables (reward, working environment, promotion and supervision). The implication of this is that 9.3% of variations can be caused by inexact variables (random term). Therefore, stated independent variables (reward, working environment, promotion and supervision) exert averagely ninety one per cent causal effect on the regress and (job performance).

The F-test measures the overall relationship among the independent variables (reward, working environment, promotion and supervision) and dependent variable (job performance). In this study, the value of F-test was 69.612 with a probability value of 0.000, this is less than the level of significance of 0.05. The combination of the existence of a relationship between among the independent variables (reward, working environment, promotion and supervision) and dependent variable (job performance) are established. That is, reward, working environment, promotion and supervision are good determinants of job performance among the public health workers. The Durbin Watson which test for serial correlation of the error term in the research model shows that there is no serial correlation. The general rule of thumb is that if the computed value of the Durbin Watson is closer to 1, it means that there is positive serial correlation and if it is far more than 2, it means that there is negative serial correlation (Oyeniyi, 2012). Therefore, since the value of Dubin Watson (1.641) in this study is approximately equals to 2. Thus, the decision rule is based on hypothesis stated above that there is no serial correlation in the error terms.

The findings from this study therefore has shown that reward, promotion and supervision all have positive relationship with the job performance among the public health workers in Ilorin but work environment did not. Also, the independent variables (reward, working environment, promotion and supervision) are good determinants of job satisfaction among the public health workers in Ilorin.

This shows that job satisfaction has a great significant impact on employees' performance among the public health workers in Ilorin. This is in contrary with some previous literatures such as Ivancerish et al, (1970) that concluded that there is a weak and inconsistence relationship between job satisfaction and employees' job performance but in support with the study of Oriarewo, Agbim and Zechariah (2013); Abosede and Adekunle (2012).

Conclusion and Recommendations

This study focuses on the assessment of job satisfaction and employees' performance amongst public health workers in Ilorin, Nigeria. Job satisfaction is a strong indicator for employees' performance in the public health organisations. The study therefore concluded that there is a strong relationship between job satisfaction and employees' job performance. That is, job satisfaction has major impact on employees' job performance among the public health workers. Employees will be more satisfied and ready to perform proficiently if they get what they expected on the job.The more workers are satisfied with their jobs the more they will be committed and perform more and vice versa. This study therefore has contributed to knowledge in the area of proper understanding of the concept of the job satisfaction among public health workers and efficient management of the human resources in order to get the best from them.

Although this study has made a valuable contribution to the understanding of job satisfaction among the public health workers in Ilorin in relation to its effects on performance, the research was not concluded without some limitations. Among these are strike, reluctant attitude of respondents because of their busy schedule and more importantly the sample was conveniently taken from public health workers in general and specialist hospitals only in Ilorin and as such the findings cannot be overtly generalised. However, prior planning and pro-activeness of the researchers assisted in averting the consequences which might have occurred. Further research could be made to a more inclusive sample of all public health workers in Ilorin or Kwara State as a whole.

In the light of the findings, the study therefore recommends that management should create an enabling work environment that would motivate workers to work hard in addition to providing them with an opportunity to perform satisfactorily. Also, the management should strive to review the payment reward of the employees in order for them to meet up with the challenges of the present economy so as to get the best from the employees as reward is one of the major determinants of satisfaction in this study. Finally, promotion system should be based on the employee performance and contribution rather than the normal bureaucratic process.

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Questionnaire on Assessment of Job Satisfaction and Employees' Performance amongst Public Health Sector in Ilorin

Section A: Socio-Economic Characteristics of the Respondents

Instruction: Kindly tick (√) the most appropriate one.

1. Gender: Male ( ) Female ( )
2. Age: Below 25 years ( ) 25-35 years ( ) 35 years and above ( )
3. Marital Status: Single ( ) Married ( ) Divorce ( ) Widowed ( )
4. Educational Level: Primary ( ) Secondary ( ) Tertiary ( )
5. Household Size: Less than 5 ( ) 5-10 ( ) More than 10 ( )
6. Years of Experience: Below 5 years ( ) 5-10 years ( ) 10 years and above ( )
7. Job Title: Managerial ( ), Senior Staff ( ) Junior Staff ( ) Casual ( )

Section B: Instruction: These are five responses to each statement. Kindly tick (√) the most appropriate cell ranging from SA to SD with: Strongly agreed (SA), agreed (A), undecided (U) disagreed (D) and strongly disagrees (SD).

S/N0	STATEMENTS	SA	A	U	D	SD
8	You are highly satisfied with your job					
9	Reward system is one of the major factors that determine your job satisfactic					
10	Working environment also determine the level of your job satisfaction					
11	Promotion is one of the major factors that gives you job satisfaction					
12	Supervision by the superior staff highly gives you job satisfaction					
13	You are satisfied with the facilities and equipment in your organisation					
14	Salary and other rewards commensurate with your work in your organisatior					
15	Change in your pay (salary) has influence on your work performance					
16	The physical environment at your work have impact in your work performar					
17	Supervision at work highly influence your job performance					
18	Availability of promotion opportunities is an incentive for higher performan					
19	You would leave the organisation if offered a better job outside					
20	The benefits you receive are adequate to fulfil your basic needs.					
21	On average you always perform above your colleagues at work					
22	You always meet up with the targets set for at work					
23	Your organisation provides the necessary equipment and resources for you to execute your responsibilities.					
24	Employees are recognised based on their performance in your organisation.					
25	Reward, work environment, promotion and supervision are the major determinants of job satisfaction					
26	Satisfying with your job has a great impact on your performance at work					
27	Effective performances and productivity of staff can be enhanced through other factors apart from reward, promotion, work environment and supervision					