



The Effects of Job Satisfaction on Employees' Performance (A Study of the National Orthopedic Hospital, Enugu)

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ABSTRACT

The purpose of this study is to investigate the effects of job satisfaction on employees' performance with a focus on the National Orthopedic Hospital, Enugu. The population of the study was one hundred and seventy (170) comprising both the senior, junior and management staff of the hospital. The Taro Yameni's formula was used to determine the sample size of the study which became one hundred and thirty-six (136). The instrument for data collection was the questionnaire which was validated by the corrections made on it by my supervisor which ensured its face and content validity. The reliability of the instrument was tested through the test-retest method and the result was consistent each time. The researcher personally administered the questionnaire to the respondents and collected them on the agreed date. The data collected was analyzed through percentages and the formulated hypotheses were tested with the chi-square (X^2) statistical tool. The findings revealed that job satisfaction improves employees' performance and organizational productivity. As a result of the findings, it was recommended that organizations including the National Orthopedic Hospital, Enugu should ensure employees' welfare which will boost their morale and lead to their job satisfaction so as to continue to improve their performance.

Introduction

Job satisfaction refers to the joy and fulfillment a worker derives from performing a job, owing to the job design, job enlargement or enrichment and other favourable terms and conditions of employment. According to Armstrong (2006), job satisfaction can simply be defined as a combination of factors which interplay in an individual worker to produce a positive outcome that is both appreciated by the employee and the employer.

Organizations strive to employ and retain the best available manpower and to create a favourable work environment that will ensure or encourage job satisfaction so as to improve employees' performances. Job satisfaction is an indicator of an organization's effectiveness. Cost effectiveness is considered very relevant to overall efficiency. According to Chen (2008), experiences have shown that a lot of incalculable costs are incurred by management arising from employee turnover, absenteeism, sabotage and defective products as a result of job dissatisfaction.

In order to make jobs very interesting to employees, some organizations have considered the implementation of job rotation, enrichment or enlargement to reduce boredom and make the jobs more interesting and satisfying to the employees, which will ultimately result to increased organizational productivity.

Different authors have different approaches towards defining job satisfaction and job evaluation, as well as in everyday life, there is still no general agreement regarding what job satisfaction and job evaluation is, and how they affect employees' performance in an organization. Infact there is no final definition on what job satisfaction and job evaluation represents. Therefore, before a definition on job satisfaction and job evaluation can be given, the nature and importance of work as a universal human activity must be considered. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows. According to Hoppock (2005), job satisfaction as any combination of physiological and environmental circumstances that cause a person truthfully between the employees while the evaluation is based on a combination of job content, skills required value to the organization. Job

evaluation provides a systematic and consistent approach to defining the relative worth of jobs within an organization single plant or multiple site organizations.

Vason (1964) stated that job satisfaction as affective orientations on the part of individuals towards work roles which they are presently occupying. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, as affective reaction to one's job, and an attitude towards one's job while job evaluation is a process whereby jobs are placed in a rank order according to overall demands placed upon the job holder. It provides a basis for a fair and orderly grading structure. Huitt (2003) reviewed that job evaluation does not determine actual pay in organization. Job satisfaction and job evaluation is under the influence of man eternal factors, they have to do with the way how the employee feels in every organization.

According to Boehm and Lyubomirsky (2008), job evaluation is a systematic process designed to determine the relative worth of job within a single work organization. The essence of job satisfaction and job evaluation is to face the dynamic and ever-increasing challenges of maintaining productivity and determine the value and worth of job in the organization by keeping their workforce constantly engaged and motivated. The techniques of job evaluation should be systematic rather than scientific through effective job satisfaction to improve the productivity of the organization. The ascending performance of employee is certainly an outcome of his satisfactory job experience in the organization which can be seen from his contended work life (Adeyemo, 2009).

Job satisfaction depends on the job nature while job evaluation depends upon a series of subjective judgment. The selection of the compensable factor is inherently subjective criteria for determining job worth often varies from employers to employees, thus making objective measurement highly impossible. The assessment of the employees by some organization, attitude and behaviour of the employee is related to the assigned job (Akintoye, 2000). The employees derive job satisfaction from nature of the job and work environment which employees finds comfortable

and good rewarding or vice versa. Organization job evaluation needs to improve job for improvement in productivity. Jobs that require greater qualification, more responsibilities, more risk and more complex job duties should be paid more highly than jobs with lesser requirements. Some organization use job evaluation to sets out a systematic comparison between jobs to assess employees' relative worth, for the purpose of establishing a rational pay structure (Akintoye, 200b).

According to Armstrong (2006), job satisfaction has to do with the way how people feel about their job and its various aspects to job design. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Bad job evaluation can affect employee needs, desires, experiences and determinates their expectations. Every organization needs to understand employees expectation to ensure achievement, success, productivity as well as to personal well being of the workers. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts (Bruce and Walton, 2009).

The supervisory and managerial employee has the capacity to maximize potential, creative abilities and talents of the entire workforce resulting in competitive advantage for the organization. The health of the organization depends on motivated workers and it is found that higher level of job satisfaction is achieved by keeping the employees engaged in their work. The productivity of the organization depends significantly on employees' job satisfaction and job evaluation. It not only influences the maximum workforce but greatly improves the sense of morale and commitment towards the organization amongst the employees (Buchanan, 2009).

These motivational feelings of proactive nature of the employees is a driving force for personal and professional career advancement in their present organization without thinking of leaving the organization for better prospect elsewhere (Carrel & Kzmits, 2008).

The necessity of job satisfaction and job evaluation is not related only to performance of

employees but its great contribution to cohesiveness of workers for sustainability of achieving the organization's goals. It further reduces the role conflicts and job induced tensions of the workmen. In addition, job satisfaction and job evaluation has been shown to be strongly and directly related to organizational commitment. Job satisfaction and job evaluation is critical to high productivity, motivation and low employee turnover (Buchanan, 2009).

According to Cranny, Smith & Stone (2009), organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction and job evaluation serve as a good indicator of employee effectiveness. High level of job satisfaction and effective job evaluation programme is a sign of a good emotional and mental state of employees. The behaviour of workers depending on their level of job satisfaction and job evaluation of the job programme will affect the functioning and activities of the organization's business (Cranny, Smith and Stone, 2009). From this it can be concluded that job satisfaction will result in positive behaviour and vice-versa, dissatisfaction from the work will result in negative behaviour of employees.

Job satisfaction may serve as indicators of organizational activities. Through job satisfaction and job evaluation of the job programme with different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indications regarding in which organizational unit changes that would boost performance should be made (Cranny, Smith and Stone, 2009).

Job evaluation does not determine actual pay, normally the subject of negotiation between management and employees only the job is evaluated, not the person doing it. It is a technique of job analysis assessment and comparison and it is concerned with the demands of the job, such as the experience and the responsibility required carrying out the job. It is not concerned with the total volume of work, the number of people required to do it, the scheduling of work, or the ability of the job holder (Centers and Bugental, 1966).

The Relationship Between Job Satisfaction and Employees' Performance

Satisfied employees are more productive. However, support for the view that satisfaction has a significant effect on employees' performance was difficult. As a result, the reverse (that job satisfaction affect employees' performance) became the focus of research in the area (Lawler & Hall, 1970). The idea that an employees' performance subsequently affects job satisfaction, high level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that, highly satisfied work force and effective job evaluation programme is an absolutely necessity for achieving a high level of performance advancement of employees. Satisfied worker and effective job evaluation programme extend more effort to job, then works harder and better (Luthan, 2008).

Thus every organization tries to create a satisfied work force to operate the well-being of the organization. However, the total employee organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore, every organization places a considerable reliance on their individual employees' performance to gain high productivity in the organization (McGregor, 1960).

Employee effort is an important factor that determines an individual performance will be. When an employee feels a satisfaction about the job, employee is motivated to do greater effort to the job. Then it tends to increase the overall performance of the organization while job evaluation programme improve employees' effort and commitment towards the successfulness of organization (Banjoko, 1996). Once the right employee is placed on a right job, the employee will feel satisfied. There should be equal payment and established a consistent and systematic relationship among base compensation rates for all the jobs within the organization (Chen, 2008).

The process of such establishment is termed '*job evaluation*'. Different jobs in an organization need to be valued to ascertain their relative worth so that jobs are compensated accordingly and an equitable wage and salary structure is designed in the organization to improve productivity and sustain cordial relations within and between

employees and employer (Ogunrin & Akerele, 2007).

Impact of Job Evaluation on Employees' Performance

If effort is costly for an employee, it should have a negative effort on job satisfaction (or utility). This implies that there is a conflict of interest between the employer, who wants the employee to work hard and the employee, who wants the salary with the minimum possible effort. In order to achieve the objectives of an organization, there is the need for human resources that will combine other resources (financial, material, time, etc) together in appropriate combinations for the production of goods and services. Hence, there is the need to evaluate the worth of the jobs and establish a rational pay structure which will promote employees' performance (Olajide, 2000).

There is also the need to measure the performance of the employees in an organization in order to promote efficiency. Having known that the human resources constitutes the organizations, there is need to appraise the performance of the human resources in order to improve on their performance, understand their strengths weaknesses, motivate them and finally to improve on the efficiency and effectiveness of the organizational objectives (Olajide, 2000b).

Importance of Improving Job Satisfaction and Job Evaluation

Human capital in any organization is its greatest asset and this asset should not be compromised. The retention of good employees is essential for the organization to achieve consistent growth. Many employees intend to leave the organization due to payroll cuts, layoffs and inappropriate job design by the management of the organization. Organization should devote their attention for taking effective steps on selective basis to improve job satisfaction and job evaluation programme of the employees for their retention. If this is not done, top talented employee may leave the organization (Ogunrin & Akerele, 2007).

Job evaluation provides a rational and defensible basis on which to decide pay in general, and differentials in particular encourage effective employees' performance having known the amount

to get from such job, likewise job satisfaction should be used to encourage high performance because every employees tend to embrace satisfaction and use of job evaluation to determine the worth of a job in a work system for high productivity. The worth of Accountant job is greater than a driver's job which will definitely promote the performance of the employees handling such jobs (Luthan, 2008).

Job satisfaction is done to promote the productivity and employee performance. The rational pay structure which serves as drives for higher job performance is through effective job evaluation programme. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Compensation and benefits, advancement opportunities and technological challenges affect job satisfaction. The salaries and benefits are related to job satisfaction (Luthan, 2008).

Signs of High Employee Job Satisfaction and Job Evaluation

It is fact that an ambitious employee derives more job satisfaction provided he is given challenging opportunities for professional growth by the organization. Therefore, resources such as time, money and moral support need to be provided by the employers for professional development. When the organization assess the level of risk to their organization by seeking the expert knowledge of how to build a job evaluation scheme and carry out a gender equality impact assessment of any job evaluation scheme and its implementation, the employee feel better and happy (Christen, 2006). The job evaluation scheme should be systematic, consistent good basis for a fair pay system and getting a hierarchy of jobs on which to base grading structure (Myer, 2009).

Job Satisfaction and Job Evaluation

Job satisfaction is defined as the psychological fulfillment derived from performing a job. While job evaluation is a method of determining on a systematic basis the relative importance of a number of different jobs. Job satisfaction has some relation with the mental health of the people while job evaluation scheme provide a hierarchy of jobs that is free from

discrimination and 'felt to a fair' by the employees (Conway, 2007).

Clifford (2008) stated that job satisfaction also spreads the goodwill of the organization, while job evaluation scheme involve employee representatives and communicate with employees' job satisfaction reduces absenteeism, labour turnover and accidents while job evaluation scheme ensure employees have an understanding of the basis on which jobs are to evaluated (Sondak, 2003). Job satisfaction increases employees' morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization; employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers while job evaluation scheme ensure a consistent method of evaluation. A compensation package includes benefits, vacation perks, etc. The package should be at least as per the expectations of the employees if not more. If the package is less, then negotiation for a better package is necessary to avoid lack of rationale for current grades in an organization which may affect employees' performance (Sondak, 2003; Stoke, 2009).

Conway (2007), the top management ensures that organization should be positioned and change job design well in future so that it will be able to compete globally. The organization where employees are encouraged to contribute innovative ideas for solving the problems are often benefited to promote progressiveness which eventually is able to compete locally and globally. According to Clifford (2008) the organization should avoid issues over pay and equal value, problems with recruitment, retention and employee dissatisfaction with the way jobs are graded. High degree of job satisfaction demands adhering to defined values of the organization by the authority. Naturally, it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize the workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, etc, these conditions are less significant when compared to pay (Cranny, Smith & Stone, 2009).

All the benefits of job evaluation such as know exactly what duties each job holder carries out, understand training needs for individual jobs, improve job design, identify health and safety hazards, encourage dialogue between managers and employees and improve levels of trust should be known by the employees. Employees must understand the processes and procedures of the scheme. Organization needs to ensure job description are factual and objective and constructed in a consistent manner for transparency (Voyfanoff, 1980).

Enhance Employee Job Satisfaction and Job Evaluation on Employees' Performance

Considering the importance of employee job satisfaction and job evaluation programme in organizational development, it is essential to adopt equitable strategies by the organizations for building up their image on a sustainable basis. Organization need to create and maintain a job anecdote file on each individual and all the requirements necessary for installing a job evaluation programme should be put into action complete with an effective appeals procedure (Voydanoff, 1980). Yet, despite this and regardless of the amount, size, degree of attention, care, provision, effort and resources that the organization may have spent in installing the job evaluation programme (right through from vision, to planning to design, checking and implementation). It will nonetheless discover some shortcomings, defects and/or some unintended consequences (Voydanoff, 1980).

According to Locke and Latham (1990) the employees in many organization do not know the mission, vision and objectives of the organization inspite of being an integral part of the organization who contribute effectively for the development of the organization through their talents or competencies. Also, monitoring of the activities of the organization is identified as a method which ensures that continuous checks and assessments are made. It is applied throughout the whole process of installation and implementation of the programme. Its purpose is to control the direction and quality of that programme and to keep the job evaluation scheme up-to-date for high productivity. Monitoring includes some aspects of a routine work

of observation, documenting, recording, reporting and initial assessment of an action (or actions) that, if required, need to be taken (Mitchell, et al, 1987).

Regular feedback should be obtained from employees to know their opinion in this regard. Rate the job and the jobber; each element should be rated on the basis of what the job itself requires. The elements selected for rating purposes should be easily explainable in terms and a few in numbers as will cover the necessary requisites for every job without any overlapping. Any job rating plan must be sold to foremen and employees. The success in selling it will depend on a clear-cut explanation and illustration of the plan and foreman should participate in the rating of jobs in their own departments (Hackman & Oldham, 1976).

Job Evaluation Process

Job evaluation is a technique to rank jobs in an organization to promote organizational productivity, basis of the duties and responsibilities assigned to the job. The job evaluation process results in a job being assigned to a pay grade. The pay grade is associated with a pay range that is defined by a minimum and a maximum pay rate (Katz, Banjoko & Stoner, 2005).

In designing job evaluation, some steps need to be considered to improve the performance of employees. The management of the organization reviews the job descriptive written by the head of the department, and they both sign it. Human resources department of an organization make instructions and additional assistance available for both employees and head of department.

Secondly, the assistant head of the department or organization reviews job descriptions and, if it concurs, approves the responsibilities, requirements, and departmental organization contained within a job description presented for new evaluation, and signs it. If the assistant head of department or organization does not concur with the contents of the description, it is returned to the supervisor for changes.

Thirdly, human resources department of an organization reviews the job description as submitted with the head of the department prior to evaluation by the Job Evaluation Committee in the organization. Human resources department ensure that there is consistency and equity in the job

descriptions and titles by editing them for clarity and format for the employees. If there is a change by human resources department in the job descriptions and titles by editing them for clarity and format for the employees. If there is a change by human resources department in the job description it means the job description will be returned to the head of the department.

Fourthly, every organization has Job Evaluation Committee (JEC) which is appointed by the Staff Salary Administration Committee (SSAC) of every organization. The committee represent employees throughout organization, the committee ensures equity among job through the use of established, consistent criteria for evaluation and events escalation of the job evaluation grades by validating changes in job content presented for review. The member of the committee receives indepth training on job evaluation and utilizes a consistently applied point system for the evaluation in an organization. Fifthly, staff salary administration committee of the organization need to confirm all job evaluation and titles recommended by job evaluation committee (Arnold, 1985).

Herzberg (1966) this theory addresses the issue of workplace motivation. The theory introduces two elements or factors to account for overall job satisfaction: motivation and hygiene factors to improve employees' performance, while the presence of motivation in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction which may affect the performance of employees.

According to Herzberg (1966) the theory of motivation and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum, therefore an increase in the level of job satisfaction does not necessarily imply low performance of employees, since the elements affecting satisfaction and dissatisfaction are different. The two-factor is also often referred to as the Motivation Hygiene Theory.

Herzberg's theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. The latter two elements only represent

hygiene factors, which keep dissatisfaction at bay. According to Herzberg (1966) motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzberg's idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve employees' performance, job evaluation and job satisfaction need to be effectively implemented, employers must attend to both factors.

Statement of the problem

Poor quality work environment, defective job designs and poor conditions of employment among others contribute to poor quality of work life resulting to job dissatisfaction and hence to low organizational productivity. Conversely, a satisfied worker would be committed to his job, increase his output, thereby resulting to improved organizational productivity. An employee's job satisfaction is fulfilled when the employee is pleased and happy with the job and the job design.

Dissatisfied workers are disenchanted towards the organization which could lead to the collapse of the organization.

Objectives of the study

The purpose of this study is to investigate the effects job satisfaction on employee's performance with a focus on the National Orthopedic Hospital, Enugu. Specifically, the objectives of the study are:

- i. to examine the effects of job satisfaction on employees' performance.
- ii. to determine the extent to which job design affects the employees' job satisfaction and hence his performance.
- iii. to examine the extent to which quality of work life (QWL) affects employees' job satisfaction and consequently his performance.
- iv. to investigate factors which influence employees' job satisfaction and performance.

Research Questions

The study will be guided by the following research questions which flow from the study's objectives.

- i. Does employees' job satisfaction have any significant effect on the employee's performance?
- ii. To what extent does the design of a job affect the employees' job satisfaction and performance?
- iii. Does quality of work life (QWL) significantly contribute to employee's job satisfaction and consequently his performance?
- iv. What factors influence employee's job satisfaction and performance?

Research Hypotheses

Arising from the objectives of the study and the research questions, the study will be guided by the following hypotheses:

Hypothesis 1

H₀: Employees' job satisfaction does not have any significant effect on the employees' performance.

Hypothesis 2

H₀: The design of a job does not significantly affect the employees' job satisfaction and performance.

Hypothesis 3

H₀: Quality of work life (QWL) does not significantly contribute to employees' job satisfaction and consequently his performance.

Hypothesis 4

H₀: Such factors as job rotation, job shifting and flextime work arrangements does not positively influence employees' job satisfaction and performance.

Significance of the study

The findings of this study will be highly significant to employers of labour, management of organizations and employees. Employers of labour and management of organizations would find the study beneficial in that they would come to terms with factors that make their employees to have job satisfaction and hence increased performance. The employees on their part will find the study beneficial as their improved performance through job satisfaction would result to promotion which ultimately results to increase in salaries and wages paid to them.

Scope of the study

The study covers the effects of job satisfaction on employees' performance with particular reference to the National Orthopaedic Hospital, Enugu and this forms the scope of the study.

Research Design

The research design adopted for this study is the survey research design. A survey research design is a type of research design which collects and analyzed data from a sample drawn from the population which is adequate enough to be considered a representative of the population of which the findings will be generalized to the entire population. The research which intends to investigate the effects of job satisfaction on employees' performance is focused on the National Orthopaedic Hospital located at Abakpa Junction, Enugu. The area of the study is therefore the National Orthopaedic Hospital Enugu. The population of the study is the entire 170 staff of the National Orthopaedic Hospital Enugu, comprising the medical, para-medical and administrative workers.

Sample size and sampling techniques

Sample size is the number of items, people or things selected from the population for the purpose of study (Lucy, 2020:43). The objective is to gain an understanding about some of the features of the population based on the common characteristics of the sample. The sampling technique adopted was the stratified random sampling which ensures equal chance of selection of elements in each stratum of the workforce namely, the medical, para-medical and administrative staff of the National Orthopaedic Hospital, Enugu. The sample size was determined by the use of the Taro Yameni statistical formula thus:

$$n = \frac{N}{1+N(e)^2}$$

Where

$$\begin{aligned} n &= \text{Sample size sought} \\ N &= \text{Total population} \\ e &= \text{Margin of error (5\% or 0.05)} \\ I &= \text{Constant} \end{aligned}$$

Therefore

$$n = 170$$

$$1+170 (0.05)^2$$

$$n = 170$$

$$1+170 (0.0025)$$

$$n = 170$$

$$1+ 0.0025$$

$$n = \frac{170}{1.25}$$

$$1.25$$

$$n = 136$$

Therefore, the sample size = 136

Sources of data

This study will make use of both the primary and secondary sources of data. The primary data would be gathered with the questionnaires while the library books, journals, newspapers and magazines as well as the internet will form our secondary sources of data.

Instrument for data collection

The instrument for data collection adopted by the researcher is the questionnaire. The questionnaire was divided into two sections – section A sought information on the bio-data of the respondents while section B was designed to elicit information which will respond to the questions raised in the research questions, address the objectives of the study and the hypothesis.

Validity and Reliability of the instrument

Validity is the ability of an instrument to accurately measure what it tends to measure while reliability is the consistency of an instrument in its measurement. The validity of the instrument was ensured through the supervisor's corrections of both the content and format of the questionnaire, thereby ensuring its face and content validity. The reliability was tested through the test-retest method whereby the instrument was administered to a set of

subjects and was re-administered to them after two weeks and the results were found to be consistent.

Method of data collection

The researcher personally distributed the questionnaire to the respondents who gave him a date on which to collect the completed copies of which were collected on the appointed date.

Method of data analysis

The data collected with the questionnaires were presented in frequency distribution table, converted into simple percentages and presented into tables. The hypotheses were tested with the chi-square statistical tool. The chi-square is used when comparing observed distribution of data with the expected distribution. It is a parametric hypothesis statistical testing technique denoted by X^2 .

Therefore, in analyzing the data collected on the effects of job satisfaction on employees' performance in the National Orthopaedic Hospital Enugu, the chi-square was used thus:

$$X^2 = \sum \frac{(O - E)^2}{E}$$

Where

X^2 = Chi-square

\sum = Summation

O = Observed frequency

E = Expected frequency

Decision Rule

1. Accept null hypothesis (H_0) if chi-square calculated value is greater than chi-square tabulated value and reject alternative hypothesis (H_1).
2. Accept the alternative hypothesis (H_1) if the chi-square calculated value is lesser than the chi-square tabulated value and reject the null hypothesis (H_0).

Data Presentation, Analysis and Interpretation

Demographic Interpretation

Table 1: Gender of Respondents

Variables	No. of Respondents	Percentage (%)
Male	80	58.8
Female	56	41.2
Total	136	100

Source: Fieldwork, 2021

Table 4.1 above shows that 58.8% of the respondents were male while the remaining 41.2% were female. This means that the organization has more males than females which implies that less number of workers would be absent from time for reasons of child bearing and rearing such as excuses for ante-natal clinic visits, child ill-health, maternity leave, etc.

Table 2: Age of Respondents

Variables	No. of Respondents	Percentage (%)
0 – 20 years	18.4	18.4
21 – 30 years	47.6	47.6
31 – 40 years	27.2	27.2
41 – 50 years	26.5	26.5
51 years and above	10.3	10.3
Total	136	100

Source: Fieldwork, 2021

Table 4.2 above shows that 18.4% of the respondents were between 0 to 20 years of age, 46.6% were between 21 to 30 years, while 27.2% were between 31 – 40 years, 26.5% were between 41 – 50 years, while 10.3% were 51 years and above. This means that the organization has well experienced staff.

Table 3: Educational Qualification of Respondents

Variables	No. of Respondents	Percentage (%)
Primary School Certificate	11	8.1
Secondary School Certificate	36	26.5
Degree/HND	62	45.6
Any other	27	19.9
Total	136	100

Source: Fieldwork, 2021

Table 4.3 above shows that 8.1% of the respondents were primary school certificate holder, 26.5% were secondary school certificate holder, 45.6% were Degree/HND holder, while 19.9% were other qualifications holder. This implies that the organization is run by highly/well manpower educated staff.

Table 4: Rank of Respondents

Variables	No. of Respondents	Percentage (%)
Contract Staff	55	40.4
Junior Staff	55	40.4
Senior Staff	26	19.1
Total	136	100

Source: Fieldwork, 2021

Table 4.5 above shows that 40.4% of the respondents were ranked contract staff, 40.4% junior staff, while the remaining 19.1% were senior.

Table 5: Years of Service of Respondents

Variables	No. of Respondents	Percentage (%)
0 – 5 years	15	11
6 -10 years	28	20.6
11 – 15 years	37	27.2
16 – 20 years	31	22.8
21 – 30 years	18	13.2
31 – 40 years	7	5.1
Total	136	100

Source: Fieldwork, 2021

Table 4.6 above shows that 11% of the respondents were between 0 to 5 years of service, 20.6% were between 6 to 10 years, 27.2% were between 11 to 15 years, 22.8% were between 16 to 20 years, 13.2% were between 21 to 30 years while 5.1% were between 31 to 40 years. This implies that the organization's workers are highly experienced who can achieve its corporate objectives.

Analysis of the research questions

Table 6: Being able to keep busy all the time

Variables	No. of Respondents	Percentage (%)
Very Satisfied	52	38.2
Satisfied	39	28.7
Neutral	23	16.9
Dissatisfied	16	11.8
Very dissatisfied	6	4.4
Total	136	100

Source: Fieldwork, 2021

Table 4.7 above showed that 38.3% of the respondents were very satisfied being able to keep busy all the time, 28.7% were satisfied, 16.9% were neutral, 11.8% dissatisfied, while the remaining 4.4% were very dissatisfied. The majority of the workers find their being busy all the time quite challenging, hence they derived maximum satisfaction from their job.

Table 7: The chance to work alone on the job

Variables	No. of Respondents	Percentage (%)
Very Satisfied	56	41.2
Satisfied	47	34.6
Neutral	24	17.6
Dissatisfied	8	5.9
Very dissatisfied	1	0.7
Total	136	100

Source: Fieldwork, 2021

Table 4.8 above showed that 41.2% of the respondents were very satisfied with the chance to work alone on their job, 34.6% were satisfied, 17.6% were neutral, 5.9% dissatisfied, while the remaining 0.7% were very dissatisfied. This implies that the employees have control over their jobs, which increases their job satisfaction.

Table 8: The chance to do different things from time to time

Variables	No. of Respondents	Percentage (%)
Very Satisfied	45	33.1
Satisfied	47	34.6
Neutral	25	18.4
Dissatisfied	12	8.8
Very dissatisfied	7	5.1
Total	136	100

Source: Fieldwork, 2021

Table 4.9 above showed that 33.1% of the respondents were very satisfied with the chance to do different thing from time to time, 34.6% were satisfied, 18.4% were neutral, 8.8% dissatisfied, while the remaining 5.1% were very dissatisfied. This means that there is no monotony which results in dissatisfaction in the organization.

Table 9: The chance to be somebody in the community

Variables	No. of Respondents	Percentage (%)
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Very Satisfied	71	52.2
Satisfied	40	29.6
Neutral	0	6.6
Dissatisfied	11	8.1
Very dissatisfied	5	3.7
Total	136	100

Source: Fieldwork, 2021

Table 4.10 above showed that 52.2% of the respondents were very satisfied with the chance they were given to be somebody in the community, 29.6% were satisfied, 6.6% were neutral, 8.1% dissatisfied, while the remaining 3.7% were very dissatisfied.

Table 10: The way my boss handles his/her workers

Variables	No. of Respondents	Percentage (%)
Very Satisfied	43	30.9
Satisfied	28	30.6
Neutral	24	17.6
Dissatisfied	25	18.4
Very dissatisfied	17	12.5
Total	136	100

Source: Fieldwork, 2021

Table 4.11 above showed that 30.9% of the respondents were very satisfied with the way their boss handles his/her workers, 20.6% were satisfied, 17.6% were neutral, 18.4% dissatisfied, while the remaining 12.5% were very dissatisfied. This implies that management leadership style affects employees' job satisfaction.

Table 11: The competency of my supervisor in making decisions

Variables	No. of Respondents	Percentage (%)
Very Satisfied	43	11.8
Satisfied	16	11.8
Neutral	13	24.3
Dissatisfied	13	24.3
Very dissatisfied	11	8.1
Total	136	100

Source: Fieldwork, 2021

Table 4.12 above showed that 31.6% of the respondents were very satisfied with the competence of their supervisor in making decision, 11.8% were satisfied, 24.3% were neutral, 24.3% were dissatisfied, while the remaining 8.1% were very dissatisfied.

Table 12: Being able to do things that do not go against my conscience

Variables	No. of Respondents	Percentage (%)
Very Satisfied	72	52.9
Satisfied	18	13.2
Neutral	9	6.6
Dissatisfied	23	16.9
Very dissatisfied	14	10.3
Total	136	100

Source: Fieldwork, 2021

Table 4.13 above showed that 52.9% of the respondents were very satisfied being able to do things that do not go against their conscience, 13.2% were satisfied, 6.6% were neutral, 16.9% dissatisfied, while the remaining 10.3% were very dissatisfied. This implies that the workers are given freedom of conscience and this boosts their moral and increases their job satisfaction.

Table 13: The way my job provides steady employment

Variables	No. of Respondents	Percentage (%)
Very Satisfied	47	34.6
Satisfied	23	16.9
Neutral	14	10.3
Dissatisfied	28	20.6
Very dissatisfied	24	17.6
Total	136	100

Source: Fieldwork, 2021

Table 4.14 above showed that 34.6% of the respondents were very satisfied with the way their job provides steady employment, 16.9% were satisfied, 10.3% were neutral, 20.6% dissatisfied, while the remaining 17.6% were very dissatisfied. This implies that job security is also a factor in job satisfaction, when workers have job security; they seem to be satisfied with their jobs.

Table 14: The chance to do things for other people

Variables	No. of Respondents	Percentage (%)
Very Satisfied	45	33.1
Satisfied	31	22.8
Neutral	33	24.3
Dissatisfied	19	14
Very dissatisfied	8	5.9
Total	136	100

Source: Fieldwork, 2021

Table 4.15 above showed that 33.1% of the respondents were very satisfied with the chance to do things for other people, 22.8% were satisfied, 24.3% were neutral, 14% dissatisfied, while the remaining 5.9% were very dissatisfied. The implication is that freedom to do things for others increases their job satisfaction.

Table 15: The chance to tell people what to do

Variables	No. of Respondents	Percentage (%)
Very Satisfied	76	55.9
Satisfied	14	10.3
Neutral	16	11.8
Dissatisfied	23	16.9
Very dissatisfied	7	5.1
Total	136	100

Source: Fieldwork, 2021

Table 4.16 above showed that 55.9% of the respondents were very satisfied with the chance to tell people what to do, 10.3% were satisfied, 11.8% were neutral, 16.9% dissatisfied, while the remaining 5.1% were very dissatisfied. The implication is that promotion to higher responsibilities increases job satisfaction.

Table 16: The chance to do something that makes use of my abilities

Variables	No. of Respondents	Percentage (%)
Very Satisfied	51	37.5
Satisfied	40	22.1
Neutral	7	5.1
Dissatisfied	29	21.3
Very dissatisfied	19	14
Total	136	100

Source: Fieldwork, 2021

Table 4.17 above showed that 37.5% of the respondents were very satisfied with the chance to do something that makes use of their abilities, 22.1% were satisfied, 5.1% were neutral, 21.3% dissatisfied, while the remaining 14% were very dissatisfied. This implies that placing the right person on the right job also increases employees' job satisfaction.

Table 18: National Orthopedic Hospital Enugu policies are put into practice

Variables	No. of Respondents	Percentage (%)
Very Satisfied	54	39.7
Satisfied	25	18.4
Neutral	39	28.7
Dissatisfied	13	9.6
Very dissatisfied	5	3.7
Total	136	100

Source: Fieldwork, 2021

Table 4.18 above showed that 39.7% of the respondents were very satisfied with the way the National Orthopedic Hospital Enugu policies are put into practice, 18.4% were satisfied, 28.7% were neutral, 9.6% dissatisfied, while the remaining 3.7% were very dissatisfied. This implies that organization's policies can affect employees' job satisfaction. Good policies can enhance job satisfaction.

Table 19: My pay and the amount of work I do

Variables	No. of Respondents	Percentage (%)
Very Satisfied	83	61
Satisfied	8	5.9
Neutral	12	23.5
Dissatisfied	67	5.1
Very dissatisfied	6	4.4
Total	136	100

Source: Fieldwork, 2021

Table 4.19 above showed that 61% of the respondents were very satisfied with their pay and the amount of work they do, 5.9% were satisfied, 23.5% were neutral, 5.1% dissatisfied, while the remaining 4.4% were very dissatisfied. This implies that commensurate pay for commensurate work increases employees' job satisfaction.

Table 20: The chance for advancement on the job

Variables	No. of Respondents	Percentage (%)
Very Satisfied	49	36
Satisfied	33	24.3
Neutral	19	14
Dissatisfied	22	16.2
Very dissatisfied	13	9.6
Total	136	100

Source: Fieldwork, 2021

Table 4.20 above showed that 36% of the respondents were very satisfied with the chance for advancement on their job, 24.3% were satisfied, 14% were neutral, 16.2% dissatisfied, while the remaining 9.6% were very dissatisfied. This implies that opportunities for growth and development on the job such as regular promotion increase employees' job satisfaction.

Table 21: The freedom to use my own judgment

Variables	No. of Respondents	Percentage (%)
Very Satisfied	35	25.7
Satisfied	42	30.9

Neutral	29	21.3
Dissatisfied	22	16.2
Very dissatisfied	8	5.9
Total	136	100

Source: Fieldwork, 2021

Table 4.21 above showed that 25.7% of the respondents were very satisfied with the freedom to use their own judgment, 30.9% were satisfied, 21.3% were neutral, 16.2% dissatisfied, while the remaining 5.6% were very dissatisfied. The implication is that allowing employees to use their initiative in doing their work increases their job satisfaction.

Table 22: Employees' of National Orthopedic Hospital, Enugu were not encouraged by the job evaluation programme.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	73	53.7
Satisfied	26	19.1
Neutral	16	11.8
Dissatisfied	17	12.5
Very dissatisfied	4	2.9
Total	136	100

Source: Fieldwork, 2021

Table 4.22 above showed that 53.7% of the respondents were very satisfied that employees of National Orthopedic Hospital, Enugu were not encouraged by the job evaluation programme, 19.1% were satisfied, 11.8% were neutral, 12.5% dissatisfied, while the remaining 2.9% were very dissatisfied.

Table 23: Job evaluation programme does not determine employees' job satisfaction and performance.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	54	39.7
Satisfied	34	25
Neutral	27	19.9
Dissatisfied	15	11
Very dissatisfied	6	4.4
Total	136	100

Source: Fieldwork, 2021

Table 4.23 above showed that 39.7% of the respondents were very satisfied that job evaluation programme does not determine employees' job satisfaction and performance, 25% were satisfied, 19.9% were neutral, 11% dissatisfied, while the remaining 4.4% were very dissatisfied.

Table 24: Wage Inequalities do not affect employees' performance.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	59	43.4
Satisfied	41	31.6
Neutral	28	20.6
Dissatisfied	5	3.7
Very dissatisfied	1	0.7
Total	136	100

Source: Fieldwork, 2021

Table 4.24 above showed that 43.4% of the respondents were very satisfied that wage inequalities do not affect employees' performance, 31.6% were satisfied, 20.6% were neutral, 3.7% dissatisfied, while the remaining 0.7% were very dissatisfied.

Table 25 :Promoting employees for advancement in National Orthopedic Hospital Enugu enhances job satisfaction and employees' performance.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	47	34.6
Satisfied	46	33.8
Neutral	25	18.4
Dissatisfied	12	8.8
Very dissatisfied	6	4.4
Total	136	100

Source: Fieldwork, 2021

Table 4.25 above showed that 34.6% of the respondents were very satisfied that promoting employees for advancement in National Orthopedic Hospital Enugu job satisfaction and employees' performance, 33.8% were satisfied, 18.4% were neutral, 8.8% dissatisfied, while the remaining 4.4% were very dissatisfied.

Table 26: National Orthopedic Hospital Enugu Job Rating Plan does not have influence on employees' performance.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	65	47.8
Satisfied	18	27.9
Neutral	9	6.6
Dissatisfied	19	14
Very dissatisfied	5	3.7
Total	136	100

Source: Fieldwork, 2021

Table 4.26 above showed that 47.8% of the respondents were very satisfied that National Orthopedic Hospital Enugu job rating plan does not have influence on employees' performance, 27.9% were satisfied, 6.6% were neutral, 14% dissatisfied, while the remaining 3.7% were very dissatisfied.

Table 27: Employees' knowledge, skill and experience do not determine standard and acceptable performance in the organization.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	59	28.7
Satisfied	35	25.7
Neutral	20	14.7
Dissatisfied	25	18.4
Very dissatisfied	17	12.5
Total	136	100

Source: Fieldwork, 2021

Table 4.27 above showed that 28.7% of the respondents were very satisfied that employees' knowledge, skill and experience do not determine standard and acceptable performance in the organization, 25.7% were satisfied, 14.7% were neutral, 18.4% dissatisfied, while the remaining 12.5% were very dissatisfied.

Table 28: Employees' accountability does not have significant influence on organization's operations.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	49	36.6
Satisfied	11	9.6
Neutral	3	2.2
Dissatisfied	43	31.6
Very dissatisfied	28	20.6

Total	136	100
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Source: Fieldwork, 2021

Table 4.28 above showed that 36.6% of the respondents were very satisfied that employees' accountability does not have significant influence on organizational operations, 9.6% were satisfied, 2.2% were neutral, 31.6% dissatisfied, while the remaining 20.6% were very dissatisfied.

Table 29: The length of employees' experience and nature of technical/managerial familiarity improve organizational operation.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	57	41.9
Satisfied	21	15.4
Neutral	37	27.2
Dissatisfied	15	11
Very dissatisfied	6	4.4
Total	136	100

Source: Fieldwork, 2021

Table 4.29 above showed that 41.9% of the respondents were very satisfied that the length of employees' experience and nature of technical/managerial familiarity improve organizational operation, 15.4% were satisfied, 27.2% were neutral, 11% dissatisfied, while the remaining 4.4% were very dissatisfied.

Table 30: The National Orthopedic Hospital Enugu job evaluation programme does not have significant influence on organizational activities.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	113	83.1
Satisfied	5	3.7
Neutral	6	4.4
Dissatisfied	7	5.1
Very dissatisfied	5	3.7
Total	136	100

Source: Fieldwork, 2021

Table 4.30 above showed that 83.1% of the respondents were very satisfied that the National Orthopedic Hospital Enugu job evaluation programme does not have significant influence on organizational activities, 3.7% were satisfied, 4.4% were neutral, 5.1% dissatisfied, while the remaining 3.7% were very dissatisfied.

Table 31: The logical process and objective technique of the National Orthopedic Hospital Enugu job evaluation programme improve organizational performance.

Variables	No. of Respondents	Percentage (%)
Very Satisfied	55	40.4
Satisfied	32	23.5
Neutral	17	12.5
Dissatisfied	19	14
Very dissatisfied	13	9.6
Total	136	100

Source: Fieldwork, 2021

Table 4.31 above showed that 40.4% of the respondents were very satisfied that the logical process and objective technique of the National Orthopedic Hospital, Enugu job evaluation programme improve organizational performance, 23.5% were satisfied, 12.5% were neutral, 14% dissatisfied, while the remaining 9.6% were very dissatisfied.

TEST OF HYPOTHESES

Hypothesis 1

The designing of job evaluation plan and satisfaction level of employees have influence on employees' performance.

Correlation

	Promoting employees for advancement in National Orthopedic Hospital Enugu enhances job satisfaction and employees' performance	National Orthopedic Hospital Enugu job rating plan does not have influence on employees' performance.
Promoting employees for advancement in National Orthopedic Hospital Enugu in Sig. (2-tailed) satisfaction and employees' N performance	1 136	.046 .593 136
National Orthopedic Hospital Enugu job Pearson Correlation rating plan does not have Sig. (2 tailed) influence on employees' performance.	.046 .694 136	1 136

Decision

Since the Pearson correlation value is 0.46 and the significant value is greater than 0.05, it implies that designing of job evaluation plan and satisfaction level of employees may have influence on employees' performance. In other words the alternative hypothesis is accepted.

Summary of the findings

From the descriptive analysis, it was revealed that 67.4% of the respondents were very satisfied being able to keep busy all the time. This result implies that the staff of the selected company were feeling being able to keep themselves busy all the time at their present job. This is in line with the suggestion of Sondak (2003) and Stoke (1999). Job satisfaction increases employees' moral and productivity. The more the employee feels satisfied, he/she will be happy to carry out his/her job. Also, 43.4% of the respondents were very satisfied with the competence of their supervisor in making decision and satisfied being able to do things that do not go against their conscience. This is in line with Armstrong (2006), job satisfaction has to do with the way how people what to do and the chance for advancement on their job and promoting employees or advancement in National Orthopedic

Hospital Enugu enhance job satisfaction and employees' performance. Although, the 54.4% of the respondents were very satisfied that employees' knowledge, skill and experience do not determine standard and acceptable performance in the organization in both organizations. It was discovered that 86.8% of the respondents agreed that the National Orthopedic Hospital Enugu job evaluation programme does not have significant influence on organizational activities. From the Pearson correlation result revealed that job evaluation determine employees' performance with p-value is 0.46. The significant positive relationship found between job satisfaction and job evaluation determine employees' performance is consistent with the findings of Mitchell et al., (1987), Locke and Latham (1990), findings, therefore shows that a large board size can leads to the free ride problem where most of the board

members play a passive role in monitoring the firm. Finally, the result implies that effective job evaluation promote organizational productivity is consistent with findings of Banjoko & Stoner (2005).

SUMMARY OF THE STUDY

Organizations strongly desire job satisfaction from their employees. Due to important role of human resource on organization performance, they try to keep employees satisfied. Satisfied employees would produce superior performance in optima time which leads to increase profits. When employees are satisfied with their work, would be more creative and innovative and offer advances that allow company to evolve positively over time with changes in market conditions. On the other hand, organization combines financial, material, time together in appropriate combinations for the production of goods and services. Organization needs to evaluate the worth of the jobs to be performed by different employees in order to establish a rational pay structure which will promote employees performance. Organizations also need to measure the performance of the employees in the organization in order to promote efficiency. Having known that the human resources constitute the organization, there is need to appraise the performance of the human resources in order to improve on their performance, understand their strengths, weaknesses, motivate them and finally to improve on the efficiency and effectiveness of the organizational objectives. Organization also need to know that lack of job satisfaction and improper job evaluation may result to low level of employees commitment and affect performance and the advancement of organizational goals.

High employees' satisfaction will reduce the happening of the absenteeism, accident, and employee stress, improve employees' satisfaction with lie and thus increase productivity and profits. In competitive and unpredictable phenomena, organizations try to keep and enhance their place. Many industries in Nigeria operate in situation, where employees play an important role in the product and service exchange. In Service Company such as airlines, employees have significant effect on organization performance. Airline companies try to offer high quality services, maximize customer

satisfaction which is the ultimate goal of these companies loyalty, gain higher market share, higher profitability, and finally customer satisfaction which is the ultimate goal of these companies. These companies may reach these long term and short term goals with satisfied employees. It means organizations that desire to improve their customer satisfaction must be concerned about internal issues related to employees' satisfaction and view their employees as customer too. In airline employees' behaviour is critical and poor treatment of customers may directly impact on their image. In Nigeria, organization needs to introduce qualitative procedures to evaluate jobs from a global perspective with the aim of ranking them in order (hierarchical structuring system), or situation them at one of the levels previously established (classification systems). Thus it is possible to appreciate the importance of each job within the organization, but not the differences in value between them. Quantitative or analytical procedures evaluate jobs according to different critical, called factors, previously selected and clearly defined. These can, in turn be classified as procedures involving the comparison of different factors on the one hand, and the allocation of points to each factor on the other. The use of a quantitative method allows the determination of a numerical value for each job, and thus the quantification of the differences in value between jobs. The procedures based on allocating points per factor are the most suitable, both in generic terms and also with regard of avoiding wage discrimination, since this kind of systems are those whose results less depend on subjective judgments.

When a point factor system is applied, each job is evaluated using a set of criteria, which are denominated factors, such as knowledge, initiative, intellectual effort, responsibility for materials etc. The factors must be comprehensive, i.e. they must cover all the relevant characteristics of the job. The factors must also be independent i.e. any two factors have to consider completely different aspects of the job; in evaluation scale must be defined, the positions in this scale are the grades (sometimes named levels). The number of grades may be the same for all factors or not. However, if it is not, the difference in magnitude acts as an implicit weighing of the factors, thus attributing

greater or lesser importance to each one. The aviation professionals not only have to gain advanced and comprehensive knowledge, but also needs holistic understanding of airline industry's needs based on today's rapidly changing air transport environment.

The fundamental objective of this study is to determine level of employees' job satisfaction among National Orthopedic Hospital Enugu. Hence, the research tries to investigate effect of gender on employees' job satisfaction. It is anticipated that the study would provide worthy information not only to academic community, but also to practitioners that would facilitate them to make knowledgeable managerial decisions in Nigeria. Have a better understanding aspects of employees' job satisfaction is vital for service hospitals. This will allow organization to design human resource management system that is able to motivate, attract and retain their employees. Subsequently, the main findings are presented and discussed and finally conclusions and managerial implications of the findings and research areas are discussed for further inquiry and understanding. Job satisfaction has been an important focal point for organizational and industrial psychology. Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences.

The appraisal involves various elements relate to the job such as salary, working conditions, colleagues and boss, career prospects and, of course the intrinsic aspects of the job itself. So simply put, job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employees' attitude towards his or her job, previously discussed theories regarding attitudes are applicable to job satisfaction. Consequently, job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioural component. While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioural component is an indicator for behavioural intentions towards a job such as getting to work in time, working hard. In explaining job

satisfaction and measuring the level of employees' satisfaction three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the information processing model. According to this model employee gather information about the job, the workplace and the organization and cognitively assess these elements in order to determine the level of satisfaction.

CONCLUSION

Job satisfaction and job evaluation can improve service quality and increase employee performance. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees through effective job evaluation. This study tested job satisfaction and job evaluation and how it affects employees' performance. The results revealed that designing of job evaluation plan and satisfaction level of employees may have influence on employees' performance. Based on the results for the standardized values, it was noticed that work conditions, fairness, promotion and pay are key factors to improve employees' performance. Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good conditions are key factors in satisfying the employee. Since job evaluation is the basis for a pay structure (the base rate) it aims to compare all jobs with a common set of criteria that define the relationship of one job to another. Employee job satisfaction and job evaluation is essential to face the dynamic and ever-increasing challenges of maintaining productivity of every organization by keeping the workforce constantly engaged and motivated. In the present day of globalization, the varied and changing demand or consumers are putting consistent pressure on the employers to satisfy their needs and to be competitive in the business. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the satisfaction. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work life balance.

RECOMMENDATIONS

In order to achieve an effective employees' performance, the researcher hereby recommends the following:

1. Much of the time-consuming effort spent on maintaining a job evaluation programme can be reduced by combining personal computers with job evaluation software.
2. National Orthopedic Hospital Enugu should provide constant supervision and feedback on the extent to which the job evaluation programme is achieving its intended objectives.
3. National Orthopedic Hospital Enugu should provide an overall evaluation of the programme implemented and the extent to which the programme attained the required goals.
4. National Orthopedic Hospital Enugu job evaluation programme needs to improve job satisfaction for improvement in production, jobs that require greater qualification, more responsibilities, more risk and more complex job duties should be paid more highly than jobs with lesser requirements.
5. National Orthopedic Hospital Enugu should through job evaluation programme provides a rational and defensible and encourage effective employees' performance.
6. The job evaluation scheme of National Orthopedic Hospital Enugu should be systematic, consistent good basis for a fair pay system and getting a hierarchy of jobs on which to base a grading structure.

LIMITATIONS OF THE STUDY

The researcher had limited time devoted to the work as a result of crowded lecture schedules which she had to contend with while the study was going on, which brought to bear on the time reserved for the study. The researcher also faced financial constraint which was occasioned by Covid-19 pandemic economic recession which affected her parents income thereby affecting the amount of money should could get from them for the execution of the project. With the congestion of academic programmes after resumption of schools from the lockdown, as well as in order to restrict the movement of students out of school so as not to contact the virus from outside, the school authority

could not be generous with the granting of exert which affected the researcher's field work movements.

SUGGESTIONS FOR FURTHER STUDIES

The researcher does not claim to have exhaustively dealt with the topic; hence he makes the following suggestions for further studies.

1. A similar study should be carried out in other hospitals, both public and private.
2. A further study should be conducted on a related topic with a larger sample size to ascertain whether similar findings could be obtained.
3. More studies could be done on "effects of job satisfaction on employees' performance".

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