

CHARACTERIZATION OF JOB SATISFACTION AMONG PUBLIC PRIMARY HEALTH CARE WORKERS IN SOUTHEASTERN NIGERIA

Henry Akpojubaro Efegbere

Department of Community Medicine,
Faculty of Clinical Sciences, College of Medical Sciences,
Edo State University Uzairue, Edo State,
Nigeria

A. N. Ofili

Department of Community Health,
Faculty of Clinical Sciences, University of Benin,
Benin City, Edo State,
Nigeria

Abstract

There have been several studies on job satisfaction among different groups of workers in different fields but very few of such studies have been carried out specifically among Public Primary Health Care workers in southeastern Nigeria. This paper aims to assess the job satisfaction of Public Primary Health Care Workers in Nnewi North Local Government Area, Anambra State, Nigeria.

The methodology is a descriptive, cross-sectional study design conducted by a self-administered questionnaire to 150 participants. The questionnaire used is adapted from The Minnesota Satisfaction Questionnaire Short Form to assess job satisfaction. Results are one hundred and forty-five out of the 150 workers eligible for the study filled and returned their questionnaires. About 50.4% of workers were above 40 years of age, and 62.1% were married. There were more females (73%) than males (26%). Almost all workers were Christians as well as were of Igbo origin in the tribe. The highest-rated domain of job satisfaction was with the way they felt about their job (91.0%). Factors that influenced the workers' level of job satisfaction were age ($p=0.000$), marital status ($p = 0.001$), tribe ($p = 0.040$), educational qualification ($p = 0.004$) and ranks/ cadre. Of the 18 domains of job satisfaction, workers were dissatisfied with salary, other benefits, skills utilization, motivation, career development and rate of promotion at work. There was no difference between the overall level of satisfaction using the Minnesota Satisfaction Questionnaire Short Form and the perception rating of respondents, thus, about 64.1 % of respondents were either satisfied or very satisfied with their jobs while 35.9 % of workers were either dissatisfied or very dissatisfied. In conclusion, Public Primary Healthcare Workers in Southeastern Nigeria are satisfied with their jobs. It is recommended improvement on those factors workers were dissatisfied with will increase job satisfaction generally.

Keywords

Job, satisfaction, Public, Primary, Healthcare Workers, South-East Nigeria.

1. Introduction

Locke defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job.^{1,2} It is the level of contentedness of an individual with his or her job. What brings about contentedness is not just the nature of the job but also what the individual derives from doing the job about his expectation.² So, job satisfaction does not depend on just one factor but several factors such as the nature of the job, the roles and responsibilities expected of the worker, the work environment and the working conditions, relationship and interaction with the employer and other employees, and the remuneration and incentives among other factors.³ The complex inter-relationship between these factors determines the level of job satisfaction.³⁻⁵ The research into the concept of job satisfaction can be traced back to 1911 when Frank Taylor in his study and assessment of job satisfaction noted that rewards such as earnings, promotion, incentives payments, appreciation, and opportunities for progress could achieve job satisfaction.⁵ Subsequently, studies have been conducted among different categories of health workers such as physicians, nurses, physiotherapists, ophthalmologists, and so on, at different levels of health care delivery in different parts of the world.^{2,6-11}

Job satisfaction has been linked to the quality of care, employee retention, organizational performance, job stress and psychological health. Job satisfaction and job performance are positively correlated while job satisfaction and psychological disorder are inversely correlated. Thus, workers perform better when they are satisfied.^{9,19} In a study conducted among Township Health Centre (THC) employees in China, it was found that the employees had moderate job satisfaction which could be raised by improving their working conditions and reward.¹² In assessing job satisfaction and working conditions of oral health workers in Southern Nigeria, a questionnaire-based cross-sectional survey of dental professionals (dentists, dental nurses, dental therapists, dental technologists, and dental record officers) working in oral health healthcare centre's of University Teaching Hospitals in Southern Nigeria was conducted. Seventy per cent of the respondents expressed satisfaction with their job. Only 32% agreed that they have the necessary facilities and equipment to work well, 46.5 % felt that their work environment was comfortable enough for them to function best and only 29.2% agreed that their salary was enough to cater for them. Their job satisfaction was influenced by ethnicity and geographical location.⁶

A study conducted in 2002 among primary health care workers in three selected local government areas in Southwestern Nigeria found the mean score on job satisfaction to be 26.15 out of a total possible score of 49 (53.3%). A total of 125 health workers were selected from the three local government areas by multistage sampling technique and relevant information were collected using a self-administered questionnaire. It was found out that age and marital status were factors influencing their job satisfaction.¹⁰

Primary Health Care is the first contact of people to the health care system and it focuses more on the essential health needs of that particular community and proffers solutions in such a way that it is available, acceptable, accessible, affordable, sustainable, and with equitable distribution and participation of the individuals/families in the community.¹³

Components of Job Satisfaction

Generally, job satisfaction is a multifaceted construct. It includes what the worker feels about both the factors that are intrinsic to the job such as the job itself and avenues to personal growth and accomplishment; and the factors that are extrinsic to the job resulting from externally mediated rewards such as pay, job security, relationship with co-workers and so on.¹⁴⁻¹⁷

The 2009 survey report by The Society for Human Resources (SHRM) grouped twenty-four aspects of job satisfaction into four areas. The five aspects that were found to be very important during the survey are Job security, Benefits, Compensation/ Pay, Opportunities to use skills/ abilities, and Feeling safe in the work environment.

The Minnesota Satisfaction Questionnaire (MSQ):

This is designed to measure an employee's satisfaction with his or her job. It focuses more on those aspects of the job that the employee finds rewarding. The MSQ has 20 facets. There are two types-the MSQ short-form which has one item in each facet and the MSQ Long Form which has five items in each facet making a total of 100 questions. The Long-form has two versions-1977 and 1967- and it is strongly recommended that the Long Form is used except where it is not feasible in terms of availability of time to fill the lengthy form.^{22,23} The 20 facets in the MSQ are Ability Utilization, Co-workers, Moral Values, Achievement, Creativity, Recognition, Activity, Independence, Responsibility, Advancement, Security, Supervision-Human Relations, Authority, Social service, Supervision-Technical, Company Policies, Social Status, Variety, Compensation, and Working conditions.

A study assessed the level of job satisfaction of health care workers employed in public health centres in Konya, Turkey, 153 full-time medical personnel comprising of 50 general practitioners, 39 midwives, 30 public health nurses and 34 health technicians were selected.²⁵

The short-form of the Minnesota Satisfaction Questionnaire with 20 items was self-administered to collect data. The result showed that 60% of the healthcare staff was satisfied with their work. This was said to be below. Working conditions and salary were recognized as leading factors contributing to dissatisfaction. Among the general practitioners poor opportunities for an academic and management career also contributed. For the midwives, the variety and difficulty of the work they carried out by the administrative regulations in Turkey contributed to their job dissatisfaction. The recommendations of the study were improvement in remuneration and working conditions of health care staff working in health centres and rationalization of work.²⁵

2. Methodology

Description of the Study Area

The study area was Nnewi North Local Government Area, Anambra State. Nnewi has an area dimension of 72 km² and an approximate population of 155,443 (77,517 males and 77,926 females) with an average population density of 2159 people per km². Nnewi is an urban community that is continuously attracting new immigrants on daily basis. Nnewi is famed for industrialization and the inhabitants are known for their commerce, technology, arts and crafts as means of livelihood. The people are mainly Christians with few Muslims and traditional worshippers. The Igbo language is the vernacular though English is widely spoken. There are about 64 registered hospitals at Nnewi, 2 missionary hospitals, 1 tertiary (Nnamdi Azikiwe University Teaching Hospital) and 24 public Primary Health Centres (PHC).

Study Design

This was a descriptive, cross-sectional study.

Study Population

The study population consisted of all health care providers in Primary Health Care Centres in Nnewi North Local Government Area. These included all the professional health workers who have formal training in their job. These were the nurses, the Community Health Extension Workers (CHEW), The Junior Community Health Extension Workers (JCHEW), the pharmacy technicians, among others. There the total number of staff was 150 as obtained from the Head of the Department of Health, Nnewi North Local Government Area.

Inclusion Criteria

Only staff of Public Primary Health Care Centres that have worked for at least six months duration was enlisted for the study.

Exclusion Criteria

The staff of privately-owned Primary Health Care Centres was excluded from the study.

Sample Size Determination

In calculating the sample size, since the total study population is less than 10,000, the formulae $n = z^2 pq / d^2$ and $n_f = n / 1 + (n/N)$ were used.

$$1. \quad n = z^2 pq / d^2$$

Where n is the sample size,

z is a constant (1.96)

p is the proportion of job satisfaction among primary health care workers = 0.533

which was the proportion in a similar study conducted among primary health care workers in three local government areas in south west Nigeria.¹⁰

$$q \text{ is } 1-p = 1-0.533 = 0.467$$

d is the desired level of accuracy (usually taken as 0.05)

Therefore, $n = [1.96^2 \times 0.533 \times 0.467] / 0.05^2 = 382.49$

2. The total number of staff used in the study was 150. Therefore, applying the second formula,

$$n_f = n / 1 + (n/N) \text{ where}$$

n_f = minimum sample size,

n = initial sample size calculated from the first formula,

N = total population under study.

$$\text{Therefore, } n_f = 383 / [1 + (383 / 150)]$$

$$= 108$$

Since the minimum sample size calculated is 108 and the study population is 150, and to give room for possible incomplete filling of questionnaires and non-responses, the total population of 150 was used for the study.

Data Collection

The tool used for data collection was a semi-structured self-administered questionnaire adapted from the Minnesota Satisfaction Questionnaire Short –Form and the Job Descriptive Index to assess job satisfaction.^{7, 22, 23}

The questionnaire was pre-tested among ten Primary Health Care workers in Nnewi South Local Government Area and corrections were made to improve understanding of the tool by respondents.

The questionnaire was administered to the study population over two weeks.

Two research assistants were trained for one week period on data collection and record-keeping.

Scope of the Study

The study was limited to health workers in public Primary Health Care Centres in Nnewi North Local Government Area, Anambra State.

Data Analysis

Data collected was cleaned and edited manually, and analysed using the computer software package SPSS version 17. Variables were presented using frequency tables. The Likert type of scoring system was used to score responses to various domains of job satisfaction. A score of 1 to 5 was assigned to the possible responses ranging from 'very dissatisfied' to 'very satisfied' respectively. i.e.

RESPONSE	SCORE
Very satisfied	5
Satisfied	4
Neither satisfied nor dissatisfied	3
Dissatisfied	2
Very dissatisfied	1

Since there were 18 questions the minimum score by each respondent were 18 while the maximum was 90. The score was grouped thus:

SCORE	
18-35	Very dissatisfied
36-54	Dissatisfied
55-72	Satisfied
73-90	Very satisfied

The respondents were further categorised into two- "Satisfied/ Very satisfied" and "Dissatisfied/ Very Dissatisfied". Any respondent with a score of 55 or more was considered to be satisfied. Overall, General Health Questionnaire (GHQ) score was obtained using the 0-0-1-1 scoring system for the four responses possible for each of the 28 items. Scores of 4 and above indicated an increased likelihood of psychological ill-health. Association between some categorical variables and job stress, job satisfaction and psychological disorder were tested for using Chi-square. The level of significance (the p-value) for the study was 0.05.

Ethical Consideration

Ethical approval for the study was obtained from the Nnamdi Azikiwe University Teaching Hospital Ethical Committee (NAUTHEC). Permission to conduct this study was obtained from the Medical Officer/Head of Health Department of the Nnewi North Local government Area. The participants were duly informed of the purpose and objectives of the study and their confidentiality was assured.

Work Plan Schedule

The study lasted for approximately two (2) months.

Limitation of the Study

The study relied on self-reported data of health workers that were not verified.

3. Results

One hundred and forty-five questionnaires were retrieved out of the 150 questionnaires distributed to the health workers who participated in the study. This gave a response rate of 97%.

The detail of the results was as follows:

Table 1: Socio-demographic characteristics of respondents

Variables	Frequency (n = 145)	Percentage (%)
Age (Years)		
18-30	25	17.2
31-40	47	32.4
41-50	50	34.5
51-60	23	15.9
Sex		
Male	38	26.2
Female	107	73.8
Marital status		
Never married	27	18.6
Married	90	62.1
Divorced	14	9.7
Widowed	3	2.1
Separated	11	7.6
Religion		
Christianity	131	90.3

Islam	14	9.7
Tribe		
Igbo	130	89.7
Yoruba	15	10.3

Table 1: Socio-demographic characteristics of respondents (continued)

Educational qualification		
Senior School Certificate	25	17.2
Certificate in Community Health	0	0
Diploma in Community Health	15	10.3
Ordinary National Diploma	3	2.1
Higher National Diploma	12	8.3
Registered Nurse/ Midwife	17	11.5
BSc	26	17.9
Others	2	1.4
Rank/ Cadre		
Nurse	36	24.8
CHO	4	2.8
CHEW	48	33.1
JCHEW	24	16.6
Pharmacists	8	5.5
Pharmacy technician	25	17.2

Most of the workers (34.5%) were within the age group 41-50 years. Females (73.8%) were more than males (26.2%) and most of the workers were married (62.1%). Those practising Christianity among the respondents were the majority (90.3%) while 9.7 % were practising Islam. The majority of the workers were of the Igbo tribe (89.7%) while 10.3% were of the Yoruba tribe.

On the highest educational qualification, 17.9% had Bachelor of Science (BSc), 17.2 % had Senior School Certificate, 11.5% had Registered Nurse/Midwife, 10.3% had Diploma in Community Health, 8.3 % Higher National Diploma, 2.1% Ordinary National Diploma. Of all the workers, 33.1% were Community Health Extension Workers (CHEW), 24.8% were nurses, 17.2% were pharmacy technicians, 16.6% were Junior Community Health Extension Workers(JCHEW), 5.5% were pharmacists, and another 2.8% were Community Health Officers(CHO).

Table 2: Workers' responses to some general questions about job satisfaction.

Variables	Response	Frequency (n = 145)	Percentage (%)
General satisfaction with job	Yes	127	87.6
	No	18	12.4
Preference for another job	Yes	66	45.5
	No	79	54.5
Influence of job satisfaction on daily attendance at work	Yes	77	53.1
	No	68	46.9
Influence of job satisfaction on daily attendance at work	Yes	93	64.1
	No	52	35.9

About 87.6% of the workers said they were generally satisfied with their job. Seventy-seven (53.1%) workers said their level of job satisfaction affected their daily attendance to work while 64.1% agreed that their performance at work was affected by their level of job satisfaction.

Table 3: Respondents' level of satisfaction with various domains of job satisfaction

Variables	Very Dissatisfied	Dissatisfied	Undecided	Satisfied	Very Satisfied	Total
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Feeling about the job itself	4(2.8)	0(0)	9(6.2)	86(59.3)	46(31.7)	145(100)
Job security	4(2.8)	17(11.7)	0(0)	108(74.5)	16(11.0)	145(100)
Work environment	2(1.4)	17(11.7)	18(12.4)	75(51.7)	33(22.8)	145(100)
Organization	0(0)	22(15.2)	13(9.0)	96(66.2)	14(9.7)	145(100)
Facilities provided	4(2.8)	41(28.3)	10(6.9)	56(38.6)	34(38.6)	145(100)
Relationship With co-workers	0(0)	15(10.3)	2(1.4)	81(55.9)	47(32.4)	145(100)
Type of task	0(0)	19(13.1)	9(6.2)	82(56.6)	35(24.1)	145(100)
Workload	15(10.3)	36(24.8)	12(8.3)	68(46.9)	14(9.7)	145(100)
Supervision by supervisors	2(1.4)	33(22.8)	13(9.0)	89(61.4)	8(5.5)	145(100)
Method of change implementation	2(1.4)	51(35.2)	14(9.7)	74(51.0)	4(2.8)	145(100)
Independence at work	9(6.2)	40(27.6)	18(12.4)	58(40.0)	20(13.8)	145(100)
Skills utilization	0(0)	75(51.7)	6(4.1)	51(35.2)	13(9.0)	145(100)
Salary	67(46.2)	43(29.7)	13(9.0)	8(5.5)	14(9.7)	145(100)
Other benefits	48(33.1)	53(36.6)	19(13.1)	13(9.0)	12(8.3)	145(100)

Table 3: Respondents' level of satisfaction with various domains of job satisfaction (continued)

Motivation	18(12.4)	66(45.5)	16(11.0)	35(24.1)	10(6.9)	145(100)
Career development	14(9.7)	59(40.7)	9(6.2)	53(36.6)	10(6.9)	145(100)
Participation in decision making	6(4.1)	34(23.4)	4(2.8)	84(57.9)	17(11.7)	145(100)
Rate of promotion	39(26.9)	53(36.6)	6(4.1)	32(22.1)	15(10.3)	145(100)

About 91% of the respondents were satisfied with the way they felt about their job, out of which 31.7% were very satisfied and 2.8% were dissatisfied. The frequency of job security showed 85.5% were satisfied or very satisfied while 14.5 % were dissatisfied. About 74.5% of the workers were satisfied or very satisfied with their work environment while 13.1% were dissatisfied. About 75.9% of the workers were satisfied or very satisfied with their workplace organizational structure while 15.2% were dissatisfied. About 62.0% of the workers were satisfied or very satisfied with facilities provided at their workplace while 31.1 % were dissatisfied. About 88.3% of the respondents were either satisfied or very satisfied with their relationship with co-workers at the workplace while 10.3% were not satisfied. About 80.7% of the respondents were satisfied or very satisfied with the type of task they were doing while 13.1% were not satisfied. Concerning the workload, 56.6% were satisfied while 35.1% were dissatisfied. With regards to supervision by supervisors, 66.9% were satisfied or very satisfied while 24.2 % were not satisfied. On the method of implementing change at the workplace, 53.8% expressed satisfaction while 36.6% were not satisfied. Concerning independence at work, 53.8% expressed satisfaction while 33.8% were dissatisfied.

The table also showed that 51.7% of the respondents expressed dissatisfaction while 44.2% expressed satisfaction. On the issue of salary, 75.9% of the respondents were dissatisfied while 15.2% were satisfied. On other benefits, 70.7% of the respondents were dissatisfied while 17.3% were satisfied. On the degree of motivation at the job, 56.9% of the respondents expressed dissatisfaction while 31% expressed satisfaction. Concerning the available opportunities for career development, 50.4% of the respondents were not satisfied while 43.5% were satisfied.

As for participation in decision making, 69.6% of the respondents were satisfied while 27.5% were dissatisfied. As for the rate of promotion at the workplace, 63.5% of the respondents expressed dissatisfaction while 32.4% were satisfied.

Table 4: Overall level of satisfaction using the Minnesota Satisfaction Questionnaire Short Form

Levels of satisfaction	Frequency (n = 145)	Percentage (%)
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Very dissatisfied	1	0.7
Dissatisfied	5135.2	
Satisfied	83 57.1	
Very satisfied	10	7.0
Total	145	100

The mean of the score distribution was 59.04 of job satisfaction out of the possible maximum score of 90 with a standard deviation of 9.96. Using the Minnesota Satisfaction Questionnaire Short Form most of the respondents (64. 1%) were satisfied with their jobs while 35.9% were not satisfied.

Table 5: Overall perceived rating of the level of satisfaction among healthcare workers

Level of satisfaction	Frequency (n = 145)	Percentage (%)
Very Dissatisfied	23	15.9
Dissatisfied	2920.0	
Undecided	0	0
Satisfied	84	58.0
Very Satisfied	9	6.1
Total	145	100

Most of the respondents (64.1%) were satisfied with their jobs on the whole while 35.9% were not satisfied. Also, there was no respondent for an 'undecided' level of satisfaction.

Table 6(a): Association of the level of satisfaction and socio-demographic characteristics.

Variables	Very Dissatisfied/ Dissatisfied(n=52)	Very Satisfied/ Satisfied(n=93)	Total
Age (years)			
18-30	13	12	25
31-40	14	33	47
41-50	18	32	50
51-60	7	16	23

$$X^2 = 85.51, df = 3, p = 0.000$$

Sex

Female	37	70	107
Male	15	23	38

$$X^2 = 0.292, df = 1, p = 0.589$$

Marital status

Never married	15	12	27
Married	30	60	90
Widowed	0	3	3
Separated	7	4	11

$$X^2 = 17.997, df = 3, p = 0.001$$

Table 6(a): Association of the level of satisfaction and socio-demographic characteristics (Continued).

Length of service (years)

0-5	3	15	18
6-10	4	13	17
11-15	15	20	35
16-20	8	22	30
21 and above	22	23	45

$$X^2 = 9.175, df = 4, p = 0.054$$

The result showed that there was a statistically significant association between job satisfaction and any of age ($p = 0.000$) and marital status ($p = 0.001$) but there was no statistically significant association between job satisfaction any of sex ($p = 0.589$) and length of service in the profession ($p = 0.054$)

Table 6 (b): Association of the level of job satisfaction and socio-demographic characteristics

Variables	Very Dissatisfied/ Dissatisfied(n=52)	Very Satisfied/ Satisfied(n=93)	Total
Tribe			
Igbo	43	87	130
Yoruba	9	6	15
$X^2 = 4.238$, $df = 1$, $p = 0.040$			
Religion			
Christianity	44	87	131
Islam	8	6	14
$X^2 = 3.051$, $df = 1$, $p = 0.081$			
Educational qualification			
Senior Secondary School	11	14	25
Certificate in Community Health	22	23	45
Diploma in Community Health	4	11	15
Ordinary National Diploma	2	1	3
Higher National Diploma	0	12	12
Registered Nurse/ Midwife	9	8	17
Bachelor of Science (BSc)	4	22	26
Others	0	2	2
$X^2 = 20.553$, $df = 7$, $p = 0.004$			

Table 6(b): Association of level of satisfaction and socio-demographic characteristics (continued)

Ranks/ Cadre			
Nurse	9	27	36
Community Health Officer	4	0	4
CHEW	20	28	48
JCHEW	8	16	24
Pharmacist	0	8	8
Pharmacy technician	11	14	25
$X^2 = 14.895$, $df = 5$, $p = 0.000$			

The result showed there was a statistically significant association between job satisfaction and any tribe ($p = 0.040$), educational qualification ($p = 0.004$) and ranks/ cadre ($p = 0.011$) but there was no significant statistical association between job satisfaction and religion ($p = 0.081$).

4. Discussion

This study aimed to assess the level of job satisfaction among Public Primary Health Care workers in Nnewi North Local Government Area, Anambra State, Nigeria.

Most of the workers (62.1%) were married and 73.8% were females in this study. This showed that most of the workers had to cope with work and family demands at the same time. In a similar study by Odebunmi at Lagos Island, Lagos State, Nigeria in June 2011, the majority of respondents were married.²⁶ Most of the workers in this study (50.4%) were above 40 years of age and above and more than 75% of them had spent more than ten years on their job. The significance of this is that workers in this study were expected to have more experience in their jobs after spending such several years, however, this study did not show a statistically significant association between job satisfaction and the length of years in service (Table 6). The mean score of job satisfaction in this study was 59.04 (with a standard deviation of 9.96) which were in the category of job satisfaction. This was lower than 83.3 mean scores of job satisfaction that was obtained in a similar study conducted in China among the Township Health Centre (THC) 172 employees.¹²

The finding in this study indicated that the proportion of health workers in this Local Government Area who were satisfied with their job was more than the proportion of those who were not satisfied. There was no difference between the overall level of satisfaction using the Minnesota Satisfaction Questionnaire Short Form and the perception rating of respondents, thus, about 64.1 % of respondents were either satisfied or very satisfied with their jobs while 35.9 % of workers were dissatisfied or very dissatisfied with their jobs. When asked a direct question about their level of job satisfaction that "Are you generally satisfied with your job" about 87.6% said yes (Table 2). As discussed earlier, several factors contribute to the general level of job satisfaction. The fact that a worker is overall satisfied with his/ her job does not mean that he/ she is satisfied with all domains of his / her job that contribute to job satisfaction. Conversely, the fact that a worker said he/ she is not satisfied with his/ her job does not

necessarily mean that he /she is not satisfied with all domains of job satisfaction. It could mean that he/she is not satisfied with the domains(s) that are so important to him /her personally.

A further analysis of workers' responses to various aspects of job satisfaction using a Likert type of scoring system showed 91% were satisfied or very satisfied with the way they felt about their job (Table 3). However, the overall level of satisfaction was 64.1% of either satisfied or very satisfied after considering all the domains of job satisfaction (Tables 4 and 5). The decline from the initial value of 91% to 64.1 % showed that job satisfaction was more than how a worker feels, rather he/ she should consider all domains of job satisfaction before deciding for satisfaction or dissatisfaction. This was in concert with two separate studies done in rural China among Township Health Centre employees, and also among healthcare staff employed at health centres in Turkey where the majority were found to be satisfied with their jobs.¹² In another study on Job Satisfaction of Primary Health Care Physicians at Capital Health Region, Kuwait in 2004, 61.8% of the physicians were satisfied though there was a decline in that level compared to 66.9% that was obtained in a previous study done in 1998.¹¹

The high level of job satisfaction in this study is also corroborated by the fact that 54.5% of the workers were not ready to leave their job for another job even if allowed to do so. However, this was not the case among health workers at the University of Benin Teaching Hospital, Benin City, Nigeria and community health workers in Zahedan District, Iran were the findings of Ofili et al and Kebriai and Moteghed in the two different studies indicated that the proportion of respondents who were overall dissatisfied with their jobs was more than the proportion of those who were satisfied.^{7, 24}

Among the factors that were found to significantly influence level of job satisfaction in this study were age ($p = 0.000$), marital status ($p = 0.001$), tribe ($p = 0.040$), educational qualification ($p = 0.004$) and rank/ cadre (0.011).

5. Conclusion

Public Primary Healthcare Workers in Southeastern Nigeria are satisfied with their jobs. It is recommended an improvement on those factors workers were dissatisfied with will increase job satisfaction generally.

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