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## EFFECTS OF ADVANCEMENT AND RECOGNITION ON JOB SATISFACTION AMONG NURSES IN THE UNIVERSITY OF UYO TEACHING HOSPITAL UYO, AKWA IBOM STATE, NIGERIA.

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### *Abstract*

*The study investigated the effects of advancement and recognition on job satisfaction among nurses in the university of Uyo teaching hospital Uyo, Akwa Ibom state, Nigeria. The population of this study consisted of two hundred and thirty-eight (238) nurses working in the University of Uyo Teaching Hospital. Nurses in all wards were represented. The study adopted a non-experimental survey to assess the level of job satisfaction of the nurses and to identify the factors that are related to nurses' job satisfaction. The Data collected from the respondents were coded and transferred into a spreadsheet and summarized. They were coded into the computer and analyzed using statistical package for social sciences (SPSS) 11.0 while all the hypotheses were tested at .05 alpha. The instrument for data collection was the questionnaire. The questionnaire had two sections. Section A was for demographic data of the respondents and was designed by the researcher. Section B was based on the work quality index (WQI) developed by Whitley and Putzier (1994). A total of one hundred and twenty (120) respondents comprising of nurses from all ranks were sampled. From the results of the data analysis, it was observed that there is significant influence of advancement and recognition on overall job satisfaction of the nurses in the University of Uyo Teaching Hospital Uyo. It was concluded that advancement and recognition had significant or strong positive relationship with overall job satisfaction of the nurses in the University of Uyo Teaching Hospital Uyo. One of the recommendations was that Both intrinsic and extrinsic job factors should be improved to give the nurses overall job satisfaction since a single factor cannot give a nurse job satisfaction.*

**Keywords:** Advancement, Recognition, Job Satisfaction, Nurses, University of Uyo

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### **Introduction**

One of the most important information to have regarding an employee in an organization is a validated measure of his or her level of job satisfaction. The need to investigate the factors that most influence job satisfaction is justified because of the relationship of job satisfaction and turn over. According to Jeter (110011) in Olade (1100x). Nigerians represent the largest group of Africans in developed countries. Most of these Nigerians are professionals mainly nurses (Olade, 1100x). Nurses leave many African countries to developed ones either for family reasons or for greener pastures where they are paid better wages. Although studies by Shuah (1100v) shows that money alone cannot increase the level of job satisfaction of nurses, but a nurse should be allowed to focus her nursing responsibilities and professional role and gain self-fulfillment and a sense of achievement, then if given a better salary, she will be satisfied (Shuah, 1100v).

The issue of Global nursing shortage was deliberated upon by the World Health Organization (WHO) at the World Health Assembly in May, 110011. They noted that the shortage is not just a nursing problem but a health system problem which

undermines health system effectiveness (Olade, 1100x) Nurses being the main professional component of the 'front line' staff in most health care settings. Their contribution is essential to delivering safe and effective care to clients, so their shortage or turnover will be a constraint to achieving the health goals of the World Health Organization. The high turnover rate in nursing is as a result of job dissatisfaction which could result from many factors ranging from poor working conditions, lack of recognition and motivation by superiors, lack of educational opportunities and self-growth among others.

### Statement of Problem

Mostly nurses are not allowed the opportunity to focus on their nursing responsibility and professional role which would aid their advancement and job satisfaction and they are mostly not allowed a chance to make their own contribution on the job. Nurses feel unrecognized as they rarely have communication that encourages the positive value of their profession.

### Purpose of Study

The purpose of this study is to assess the level of job satisfaction of the nurses in the University of Uyo Teaching hospital. The specific purpose of this study is to:

- (i) To determine the relationship between Advancement and overall job satisfaction.
- (ii) To determine the relationship between Recognition and overall job satisfaction.

### Research Question

- (i) To what extent does advancement affect nurse's job satisfaction?
- (ii) How does recognition affect nurse's job satisfaction?

### Research Hypothesis

- (i) There is no significant relationship between advancement and nurse's job satisfaction.
- (ii) There is no significant relationship between recognition and nurse's job satisfaction.

## LITERATURE REVIEW

### Concept of Job Satisfaction

Job satisfaction is recognized as a multifaceted construct that includes employee's feelings about both intrinsic and extrinsic job elements. It is a feeling about various aspects of the work and work environment. Lock (1111) defines job satisfaction as a pleasurable and positive experience about one's work. Peretomode (1100) describes it as a combination of physiological, psychological and environmental circumstances that cause a person to say "I am satisfied with my job". Job satisfaction is generally defined as "an employee's affective reaction to a job based on comparing actual outcomes with desired outcomes (Pearson, 1111). Employees expect their job to provide an accumulation of features (e.g. pay, promotion, autonomy) for which the employee has certain preferential values. The range and importance of these values vary across individuals but when the accumulation of unmet expectations become sufficiently large, job satisfaction is lower and there is greater probability of withdrawal behaviour (Pearson, 1111).

Review of literature will be on the concept of overall job satisfaction of nurses, factors that are related to nurses' job satisfaction and the relationship of these factors to nurse's job satisfaction.

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### Factors that are related to Job Satisfaction among Nurses

Job satisfaction is a multidimensional variable according to Rousseau (110011), three components of job satisfaction can be identified, and these are characteristics of the organization, job task factors and personal characteristics. Based on these three dimensions, the factors that are related to job satisfaction among nurses can be reviewed. These factors include; Achievement, Recognition, Responsibility, Advancement and work itself, policy and Administration, supervision, interpersonal relationship, salary and benefits and working conditions.

### **Advancement**

Advancement refers to a change in job status. Advancement in one's work can be in the form of promotion, professional growth, education, and progress in work life i.e. being given a higher responsibility. According to Okoronkwo (1100X) advancement and professional growth can be improved by re-designing jobs to make the work more interesting, meaningful and more challenging, allowing the scope for responsibility or autonomy. Job design which specifies the content and the nature of an individual's contribution to work activity, influences job satisfaction and results in cooperation with management. There is therefore a relationship between job design methods, motivation and job satisfaction (Okoronkwo, 1100X).

Advancement can be in the form of staff development which involves both technical and professional education in order for the worker to develop his full potentials and acquire more skills and knowledge for higher post/status.

In a survey of nurses' satisfaction and dissatisfaction with their jobs and careers done by Peluchette (11MIII) and Oyeyemi (110011) it was found that advancement in the professional status can lead to job satisfaction. Findings from this study suggest that nurse managers should motivate staff in terms of educational opportunities and timely promotion to improve job proficiency and expertise. Decisions for in-service training should be done fairly without bias among the staff at all levels in the hospital.

### **Recognition**

Individuals at all levels of the organization want to be recognized for their achievements on the job. The acknowledgement of achievements by nurse managers is motivational because it helps to enhance self-esteem. For some workers, recognition may be viewed as a reward in itself. Nurses at all levels in the hospitals need to be recognized and appreciated. Each nurse need to be praised for good work done either by supervisors or colleagues. A formal recognition program, such as "nurse of the month" can be established in the hospital. According to Robinette and Weitzel (11MDM) in Swansbury (11MML), recognition programs promote communication which is used to encourage positive values among nursing employees such as quality independence, objectivity and client service. Peluchette (11MIII) and Oyeyemi (110011) in their studies of the relationship between self-esteem and job satisfaction found that interpersonal factors like receiving respect or recognition also lead to job satisfaction. In another study by Carr and Kazanowski (11MMV) on job satisfaction and health care professional, it was discovered that intrinsic factors such as a sense of autonomy, peer recognition, challenge to develop skills and recognition as well as positive feedback about performance were identified as the most important determinants of job satisfaction among nurses. Aiken (11001) and Buchan (110011) also found that nurses experience frustration and tension in the workplace due to lack of support and recognition by their supervisors.

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### **Salary and Benefits**

Wages and other fringe benefits are important factors that can influence an employee's level of job satisfaction. Salary is an extrinsic reward that is external to the task of the job. Good remuneration has been found to be one of the policies the organization can adopt to increase their workers job performance and satisfaction

(Ajila and Abiola, 1100v). Bergium and Leur, (11001) study which investigated the Influence of pay and its removal on job satisfaction and performance showed that the subjects in the experimental group who received salaries performed better and were more satisfied than those in the control group. In another study by Daniel and Caryl (11001) to explore the ability of the investment model to predict job satisfaction was best predict by the reward and cost value of the job. Ajila and Abiola (1100v) in their study on influence of rewards on workers' performance found that there is a positive relationship between extrinsic reward like salary and job satisfaction. This means that increase in salary and allowances leads to a corresponding increase in performance and job satisfaction of the nurses. Dissatisfaction at work can be as a result of poor wages. A worker (nurses inclusive) expects his pay package to meet his expectations. Older nurses report higher satisfaction which could be explained by a better knowledge of nursing, by benefits linked to seniority (schedules, salary) and by less external demands. Macques, (1100v) outlines the factors which cause dissatisfaction in the workplace as poor supervision, bad working conditions, unpleasant colleagues and low salaries.

Salary is not a motivator for some nurses especially those who view "nursing" as a "call" but they must be paid fairly and as at when due. Inadequate salary will lead to job dissatisfaction or negative feelings about one's work (Moore, 11001). A study by Lashonda-Bare (1100v) on factors that influence the overall job satisfaction of nurses, showed that pay and benefits significantly related to overall job satisfaction. Kettle (1100v) such as job security, salary, fringe benefits and work schedules as factors that can promote frustration and dissatisfaction in the work place.

## **METHODOLOGY**

### **Design of the Study**

The researcher used a non-experimental survey design.

### **Research Population**

The population of the study included 11111 nurses working in the University of Uyo Teaching Hospital.

### **Sampling and Sampling Technique**

Stratified random sampling on the basis of ranks was used to select 1110 nurses for the study.

### **Data Collection**

The instrument for data collection was the questionnaire. The questionnaire had two sections. Section A was for demographic data of the respondents and was designed by the researcher. Section B was based on the work quality index (WQI) developed by Whitley and Putzier (1111v).

### **Method of Data Collection**

A research proposal with application for permission was written to the Head of Administration of the hospital who gave consent for the nurses to participate in the study. Consent was obtained from the respondents as they accepted to fill the questionnaire and explanation was given to them<sup>Asuquo, Olyvia Okon</sup> on the reason and need for the study. The questionnaires were administered through face to face administration and completed ones retrieved on the spot. Six days were used for the study and duty roasters in the wards were used to ensure that the correct number of nurses at different ranks participated in the study.

### **Procedure for Data Analysis**

Data collected from the respondents were coded and transferred into a spreadsheet and summarized. They were coded into the computer and analyzed using statistical package for social sciences (SPSS) 11.0. Descriptive data was analyzed using

frequency, percentages, mean and standard deviation while inferential statistics of Pearson product moment correlation was used to test for the relationship between the variables. The results were therefore presented in tables.

## RESULTS AND DISCUSSIONS

### Results

#### Hypotheses Testing

Each hypothesis is stated in the null form. The independent and dependent variable as well as the statistical analysis technique adopted to test the hypotheses are identified.

#### Hypothesis One

There is no significant relationship between advancement (Promotion) and overall Job satisfaction. The independent variable in this hypothesis is advancement while the dependent variable is job satisfaction. To test this hypothesis, the respondent's scores on Advancement were correlated with the scores of job satisfaction using Pearson Product Moment Correlation analysis. The result of the analysis is presented in table v.

**Table 1: Pearson Product Moment Correlation analysis of the relationship analysis of between Advancement and Job satisfaction (N=120)**

Variable	$\sum X$	$\sum X^2$	$\sum Y$	$\sum Y^2$	$\sum XY$	r
Advancement	IIIIIC	VLLV	IIIIIC	VLLV	VDIIIVIII	0. IIII *
Job satisfaction	IIIIIC	VLLV	IIIIIC	VLLV		

Significant at .05, critical r=.195, df =118

Table 1 presents the obtained r-value as (0. IIII). This value was tested for significance by comparing it with the critical r-value (0.195) at 0.05 level with 118 degree of freedom. The obtained r-value (0. IIII) was greater than the critical r-value (0.195). Hence, the result was significant. The result therefore means that there is a significant relationship between Advancement and job satisfaction among nurses in the University of Uyo Teaching Hospital. Hence, the null hypothesis that states that there is no significant relationship between advancement and job satisfaction was rejected at .05 level of significance.

#### Hypothesis Two

There is no significant relationship between recognition and job satisfaction. The independent variable in this hypothesis is recognition while the dependent variable is job satisfaction. To test this hypothesis, the respondent's scores on recognition were correlated with their scores on job satisfaction using Pearson Product Moment Correlation analysis. The result of the analysis is presented in Table v. v.

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**Table 2: Pearson product moment correlation analysis of the relationship between recognition and job satisfaction (N=120)**

Variables	$\sum X$	$\sum X^2$	$\sum Y$	$\sum Y^2$	$\sum XY$	r
Recognition	IDMD	IIILVL	IDMD	IIILVL	XMIIIIML	0. DM *
Job satisfaction	IIIIIC	VLLV	IIIIIC	VLLV		

### **Significant at .05, critical $r = .195$ , $df = 118$**

Table II presents the obtained  $r$ -value as (0.000). This value was tested for significance by comparing it with the critical  $r$ -value (0.195) at 0.05 level with 118 degree of freedom. The obtained  $r$ -value (0.000) was greater than the critical  $r$ -value (0.195). Hence, the result was significant. The result therefore means that there is a significant relationship between recognition and job satisfaction among nurses of the University of Uyo Teaching Hospital, Uyo. Hence, the null hypothesis that there is no significant relationship between recognition and job satisfaction was rejected at 0.05 level of significance.

### **Discussions**

The result of the data analysis in table I was significant due to the fact that the obtained  $r$ -value (0.000) was greater than the critical  $r$ -value (0.195) at 0.05 level with 118 degree of freedom. The result implies that there is a significant relationship between Advancement and job satisfaction among nurses in the University of Uyo Teaching Hospital. The result therefore was in agreement with Okoronkwo (2000) who explains that advancement and professional growth can be improved by re-designing jobs to make the work more interesting, meaningful and more challenging, allowing the scope for responsibility or autonomy. Job design which specifies the content and the nature of an individual's contribution to work activity, influences job satisfaction and results in cooperation with management. There is therefore a relationship between job design methods, motivation and job satisfaction.

The result of the data analysis in table II was significant due to the fact that the obtained  $r$ -value of (0.000) was greater than the critical  $r$ -value of (0.195) at 0.05 level with 118 degree of freedom. The result implies that there is a significant relationship between recognition and job satisfaction among nurses of the University of Uyo Teaching Hospital, Uyo. The result therefore is in agreement with the research Robinette and Weitzel (1980) in Swansbury (1981), who stated that, recognition programs promote communication which is used to encourage positive values among nursing employees such as quality independence, objectivity and client service. The result also, was in agreement of the research findings of Carr and Kazanowski (1985), who on job satisfaction and health care professional discovered that intrinsic factors such as a sense of autonomy, peer recognition, challenge to develop skills and recognition as well as positive feedback about performance were identified as the most important determinants of job satisfaction among nurses.

### **Conclusion**

Based on the findings of the study, it is concluded that there is significant relationship between advancement and job satisfaction among nurses in University of Uyo Teaching Hospital. It is also concluded that there is significant relationship between recognition and job satisfaction among nurses of the University of Uyo Teaching hospital.

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### **Recommendations**

- (i) Nurses should frequently be promoted as a means of motivation and opportunities for further training should be done fairly for all nurses in order to increase their level of job satisfaction.
- (ii) Nurses at all levels of the hospital should be duly recognized and appreciated for their achievement in the delivery of nursing care.

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