
**EFFECTS OF HOSPITAL POLICY AND ADMINISTRATION AND
INTERPERSONAL RELATIONS ON JOB SATISFACTION AMONG NURSES IN
THE UNIVERSITY OF UYO TEACHING HOSPITAL UYO, AKWA IBOM STATE,
NIGERIA.**

BY

**ASUQUO, OLIVIA OKON
MINISTRY OF HEALTH
STATE SECRETARIAT COMPLEX
UYO**

ABSTRACT

The study investigated the effects of hospital policy and administration and interpersonal relations 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: Hospital policy, administration, interpersonal relations, Job Satisfaction, Nurses

INTRODUCTION

Urden (1999) found out that overall job satisfaction was the most important reason that nurses chose to stay on a particular job; so increasing the job satisfaction of nurses becomes one of the most important challenges for healthcare administrators/managers to reduce turnover rate in the future. Many factors lead to an employee's satisfaction in an organization, and these may be both intrinsic and extrinsic. Intrinsic factors include; rewards that the worker derives directly from performing the work itself, while extrinsic factors are those rewards from the boss, company or some other person. Studies by McNeese-Smith (1999) and Lashonda-Bare (2004) have shown that no single factor gives satisfaction to an employee in any organization.

In nursing practice, very little has been done to promote job satisfaction or encourage nurses to work in most hospitals. Instead nurses often work in unsatisfactory conditions with inadequate staffing and a shortage of basic supplies (Price, 2002). These things among others

may lead to job dissatisfaction which encourage nurses to find employment elsewhere, sometimes outside the field of nursing. Research by Laschinger, Shamian and Thompson (2001) shows that an unfavorable work environment may counteract attempts to improve patients care and satisfaction. Findings also suggest that the nature of nurse's job satisfaction is increasingly being shaped by their position within the organization, denoted by clinical grade and the organizational culture of the particular hospital. It is theorized that the current nursing shortage is caused by a number of factors among which are; countless job opportunities available to women, lack of motivation, fewer benefits and incentives, poor working conditions, hospital policy and administration, etc (Lashonda-Bare, 2004). Although Cole (2001) found that financial gain is not normally the most important factor in relation to job satisfaction, many healthcare organizations have only paid salary to attract and retain nurses without any other benefit. According to Cole (2001), hospitals which offer certain benefits to nurses were likely to have a low rate of turnover. Considering the significant turnover of nurses, their retention is absolutely vital to the healthcare industry (Bradley, 2001). As hospital administrators realize the full extent of the nursing shortages, they are likely to reconsider how patient care is delivered which includes nearly all aspects of the nurses work environment. They are also likely to see the true value of quality nursing care from experienced nurses (Lashonda-Bare, 2004). Nurse leaders must be armed with the information needed to assist in a workplace that will not only attract new nurses but will retain the old ones it already has (Bradley, 2000). Nurse leaders need to develop an understanding of the changing nature of nurse's job satisfaction because they will use the information to resolve retention and turnover problems in nursing.

STATEMENT OF PROBLEM

Hospital policy making without the involvement of the people who will be directly affected causes the administration of the organization to be ill in its entirety, and some policies are rigid and cause some nurses to be stagnated.

Interpersonal relation is one of the factors that influences work quality and hinders organizational harmony within the work place. Some staff also are not in good terms with others of which they are supposed to be with. This poor interpersonal relation causes job dissatisfaction.

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:

- (1) To determine the relationship between Hospital Policy and Administration and overall job satisfaction.
- (2) To determine the relationship between Interpersonal relationship and overall job satisfaction.

RESEARCH QUESTION

- (1) How does hospital policy and administration affect job satisfaction of nurses?
- (2) To what extent does inter personal relations affect job satisfaction of nurses?

RESEARCH HYPOTHESIS

- (1) There is no significant difference between hospital policy and administration and job satisfaction of nurses
- (2) There is no significant difference between personal relations and job satisfaction of nurses

LITERATURE REVIEW

Overall Job Satisfaction among Nurses

Overall job satisfaction involves an employee's feeling of contentment about various aspects of the job. This includes; working conditions, interpersonal relationships, supervision, the work itself, etc. The predictor of job satisfaction of nurses includes organizational and professional as well as personal dimensions (Best and Thurston 2004). Overall job satisfaction involves intrinsic and extrinsic factors. Intrinsic factors are those factors that are inherent in the job itself and which the individual enjoys as a result of attaining its goals, while extrinsic factors are those factors that are external to the task of the job, such as pay, fringe benefit, working condition, job security, promotion and conditions of work (Ajila and Abiola, 2004). Intrinsic factors also include opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner.

In a study by Mcneese-Smith (1999) on the factors that are related to nurse's job satisfaction or dissatisfaction, it was found that nurses were often satisfied or dissatisfied about certain aspects of the same topic, but state an overall feeling of either satisfaction or dissatisfaction. It is common for a dissatisfied nurse to see something as a burden while a satisfied nurse sees the same thing as a challenge. This difference in view point suggests a possible link between an individual's personal characteristics and overall level of job satisfaction. In another study by Lashonda-Bare (2004) to assess the overall level of job satisfaction through an examination of the relationship between Herzberg motivation and hygiene factors and job satisfaction, it was discovered that nurses in the sample studied had moderate level of job satisfaction and that motivation factors and hygiene factors correlated almost equally with job satisfaction, meaning that nurses must be satisfied with both types of factors to have overall job satisfaction (Lashonda - Bare, 2004).

Overall job satisfaction of nurses can be examined using a five factor satisfaction model developed by Chou, Boldly and Lee (2002). This model has 5 subscales that measures; personal satisfaction, workload, professional support, team spirit, and training. According to the authors of the model, a nurse has to be satisfied with all these factors in order to have overall job satisfaction. In the study carried out by Centre and Bugental (1999) on the effect of motivators and hygiene factors on job performance, it was discovered that at higher occupational level, motivators or intrinsic job factors were more valued, while at lower occupational level, hygiene factors or extrinsic job factors were more valued. From these findings it can be concluded that an organization that satisfies both intrinsic and extrinsic factors of the workers gets the best out of them (Ajila and Abiola 2004). What motivates nurse 'A' may not motivate nurse 'B' and so each nurse should be treated differently by nurse managers. Generally, people want a good reputation and prestige. They want respect from others, to be recognized by others and to have attention, which is why most nurses choose to further their education in nursing, to go beyond the basic nursing program in order to self-actualize in the profession. The achievement of career success following completion of basic nursing training is an important goal for all professional nurses. According to Oyeyemi (2003) career success defined as the perception of an individual employment achievement over time is important for the wellbeing of individual nurses and for the advancement of the profession. If nurses feel successful, there is less risk that they will leave the profession and the country where they practice because they are likely to be happy, more motivated, and more productive (Pelluchette, 2001). Moore, Linquist and Katz (2003) have reported a positive association between self-esteem and job satisfaction among nurses. In the study, a higher self-esteem and job satisfaction was reported for nurses who were administrators, directors and co-coordinators than those who did not hold any administrative or supervisory position. Nurses with Bachelor's degree and five or more years of experience reported higher levels of overall job satisfaction and self-esteem (Moore et al, 2003). Findings from the study

support the idea that a professional nurse should have high evaluation of herself, have self-respect and self-confidence from being able to act independently, achieving her personal and professional goals, along with competence in personal and professional skills and knowledge. From this, she can be held in esteem by colleagues and other health care providers because of her accomplishments and reputation which gives her status and recognition. It makes her feel appreciated and respected, and increases her self-esteem, which make her satisfied with her job. Self-esteem as an attribute is an important construct for health care professionals' especially nurses since they interact with clients that have different problems and needs. A nurse needs to be self-actualized in her work.

In another study by Brayfield and Rothe (2004) to examine job satisfaction among nurses in Mexico based on Herzberg's motivation versus hygiene theory, it was discovered that nurses sampled were generally satisfied with their jobs. The factor "work itself" was the most motivating aspect of the job while "working conditions" was the least motivating aspect of the job. All the job motivator and hygiene factors were moderately related to overall job satisfaction (Brayfield and Rothe, 2004).

Policy and Administration

Nursing service policies are the standard plans of the nursing unit. They serve as a source of guidance to the nursing staff. According to nursing policies give the nurse manager inputs into nursing activities of each unit in which nursing personnel practice since they serve as guidelines. Generally, policies fall into four main categories; those that apply to patients, those that apply to personnel and those that apply to the environment in which patients are cared for and in which personnel work (Swansburg, 1996). Nursing policies should be developed by the chief nurse executive in consultation with representatives of all the groups concerned in their implementation, including clinical nurses. A hospital's policy can be a great source of frustration for nurses if the policies are unclear. Although nurses will never feel a great sense of motivation or satisfaction due to administrative policies, dissatisfaction can be decreased by making sure that policies are fair and apply equally to all (Syptak, Marsland and Ulmer, 1999). Policies should be compared to that obtainable in other tertiary institutions and reviewed from time to time.

In a study by O' Brien-Pallas, Hall, Pink, Kerr and Meyer (2004) on Nursing Administration and job satisfaction, it was discovered that patient care can improve when nurses are involved in policy and decision making of the hospital. This is possible because evidence-based standards and quality nursing care is given to patients. Nurses will work in accordance with the policies which they have set up (O' Brien Pallas et-al, 2004). In another study on the relationship between managerial practices (leadership style, supervision, training and recognition) and nurses' job satisfaction done by Stordeur, Moore, Vandenberghe, (2001), it was found that leadership abilities of nurse managers were perceived differently according to work setting and this tends to influence the attitude and behaviour of nurses. Highly qualified nurses evaluate the leadership quality of their supervisors less positively. In a similar study by Hagichara, Tarumi, Babazono and Morimoto (2001) on work versus non work predictors of job satisfaction among nurses, it was found that majority of significant predictors of job satisfaction were related to hospital controlled policies rather than variables under the direct control of the individual. This result implies that the level of job satisfaction among nurses can be more effectively improved through the implementation of some basic policies of the hospital than through the efforts of workers (Hagihara et al, 2001). Nurses who form majority of workers in the hospital should be included in the policy making body of the hospital not only as it affects nursing care but for overall hospital administration.

Job satisfaction can have a positive effect on the performance and productivity of an organization. An individual's job satisfaction influences the overall outcome of the institution where they are working in many ways; such as reducing absenteeism, improving relationship between management and nurse reputation of the organization (Anastasi, 1977 in Lahey, 2003). Lahey (2003) suggest that three major management strategies can be used to improve job satisfaction. This includes; improving management supervisory style through structuring (organizing and directing the work of employees), improving managerial organization through participative management (management by objective) and, thirdly, improving physical conditions of the hospital. All these strategies can be made possible through nursing administrative policies as effective administration will promote co-ordination thereby facilitating patient care which is the ultimate goal of nursing.

In a study by Ofilli and Asuzu (2004) on why nurses are dissatisfied with their jobs, in the University of Benin Teaching Hospital, two hundred nurses selected by stratified random sampling based on specialty area were used for the study. Findings through self-administered questionnaires showed that noninvolvement in decision making and poor interpersonal relationship was responsible for job dissatisfaction of more than half of the nurses in the sample. The main challenges of nurse leaders are to build a long term vision to increase commitment and to build teams and coalition in order to create required organizational goals (Ofilli and Asuzu, 2004).

Interpersonal Relationship

Interpersonal relations include relationships with subordinates, colleagues and peers. In nursing practice, relationships within the hospital involve the nurse, colleagues and other health care providers such as physicians, pharmacists, laboratory technologists and ward orderlies. Interpersonal relations are among the organizational factors that influence job satisfaction. This is seen in findings from a study by Hagihara et al (2001) on job satisfaction and organizational factors, which reported that social support from colleagues, trust among co-workers are associated with nurses' job satisfaction. In another study by Mcneese - Smith (2001) other factors that influence nurse's job satisfaction are interpersonal relationship, possibilities of improving work quality and a decentralized organization. Teamwork among nurses is essential in clinical nursing practice because team members in a unit acquire and develop interpersonal skills, knowledge and expertise needed to accomplish goals effectively and efficiently (Swansburg 2001). Teamwork encourages personal satisfaction because ideas are shared; the goal or vision of the unit is identified and discussed among members of the team and each member works towards accomplishing the goals. Good interpersonal relationship with co-workers (supervisory colleagues, physicians or other health care workers) promotes organizational harmony within the workplace. This is in line with findings from a study by Best and Thurston (2004) that cohesive working relationships, co-operation with medical staff and appropriateness of the system of nursing is important for job satisfaction. According to O' Brien - Pallas (2002) nurses are more likely to be physically healthy when there is good relationship with the physicians on the wards as this tend to improve when nurse's autonomy and decision- making ability is respected. Nurses seem to be concerned about the vertical as well as the horizontal organizational coherence in their work which reflect the multidimensionality of nurse's work (Best and Thurston, 2004). Since nurses have a co-coordinating role, the responsibility for shuttling between professional and organizational tasks makes them aware of inconsistencies within the hospital and this may affect their job satisfaction (Aiken 2001).

According to Hinshaw and Atwood (2000) numerous factors influence job satisfaction among nurses including clinical duty/service and type of work, nursing care delivery model, degree of professionalism and interpersonal relationship among co-workers. The

environments where nurses work should be conducive, free of conflicts and stress. Good communication pattern should exist between co-workers so that they can reach their goal of quality patient care. It is generally thought that an increase in staff numbers will reduce stress and pressure on staff resulting in more time to see patients and higher levels of job satisfaction and morale of workers (West 2001). In a study by Best and Thurston (2004) to determine factors that are related to job satisfaction of Canadian public health nurses, creating work environment that foster nurse's mental and physical health and reduction of emotional exhaustion were found to influence nurse's job satisfaction. Good relationship between the nurse and the patient can also influence satisfaction for the nurse. Findings from a study by Tzeng and Ketefian (2002) on the relationship of nurse's job satisfaction with patient satisfaction' with nursing care, it was discovered that general happiness of the nurses correlated with patient satisfaction with explanation of care, art of care, management of pain and arrangement of home care and follow up (Tzeng and Ketefian, 2002). This is only possible through effective nurse-client relationship which is also therapeutic in nature. A good communication pattern among nurses and between nurses and other disciplines also improve job satisfaction among nurses (Hall and Doran, 2001). Gifford, Zammuto, Goodman and Hill (2002) examined the relationship between hospital unit culture and the quality of nurses' work life. A quantitative ex post facto design was used to survey 276 nurses from obstetric units of seven different facilities in 5 different cities in the western United States. Findings from the study shows that a balanced organizational culture with emphasis on the human relations model lead to a higher quality work life and therefore a lower turnover rate (Gifford et al, 2002). For most nurses, work fills the need for social interaction and so having friendly and supportive colleagues' gives job satisfaction.

Working Conditions

The environment in which nurse's work has a tremendous effect on their level of pride for themselves and for the work to Macques they are doing. A good working environment improves productivity and job satisfaction. According (2001) sources of dissatisfaction include working conditions such as inadequate staffing, heavy work load, increased use of overtime, lack of sufficient support staff and inadequacy of wages. Coombs et al (2003) outlines factors that are related to job dissatisfaction to include; stressful working environment, low pay, understaffing, long working hours, abusive patients and low financial resources. In most hospitals nurses work in unsatisfactory conditions with shortage of basic supplies. They are made to improvise some equipment to the detriment of both the nurse and the patient. Deterioration in job conditions can lead to anger and depression and a decreased in job satisfaction (Aiken 2001). In Aiken's report of studying job, satisfaction of 43,000 nurses from more than 700 hospitals in United States, Canada, England, Scotland and Germany; it was seen that nurses often report dissatisfaction with their job due to inadequate staffing levels and a decrease in the quality of services provided by the nurses due to inability to complete patient care tasks either physically or psychologically (Aiken 2001). Roskies and Louis - Guevin (1990) noted that decreased job conditions such as insecurity encompass more time than fear of losing one's job. Instead it often incorporates the prospect of demotion or even the long-term prospect of eventual job loss; and these threats to working conditions are associated with decreased psychological well-being and higher job dissatisfaction. Job insecurity due to poor working conditions is also related to turnover intentions which are as a result of being dissatisfied about one's job (Barling and Kelloway, 1996). It is obvious that nurses feel guilty over not being able to offer the bedside nursing care due to insufficient supply of basic equipment which may result in low quality patient care and this serve as a source of dissatisfaction to nurses. Kozier (2003) also outlines the factors responsible for nurses' job dissatisfaction to include workplace issues such as inadequate staffing, heavy

work load due to reduced number of staff nurses on duty, increased use of overtime and lack of sufficient support staff.

Working conditions, which include working hours, workplace layout, facilities and equipments provided for the job are very important in an organization when increased productivity is needed (Stordeur, Moore, Vandenberghe, 2001). The structure of the hospital and its working conditions can affect job satisfaction; poor working conditions can be a major cause of stress (Aiken 2001). In the hospital wards, enough spacing should be provided for the patients, adequate ventilation with good lighting is necessary to prevent cross infections and accident resulting from poor lighting. Provision of necessary instruments to encourage the nurse in rendering quality care, that meets both client and nurse satisfaction. In a study by Kangas, Kee and Mckee -Waddle (2001) on nurses' job satisfaction and patient satisfaction with nursing care, it was discovered that a supportive working environment was most important to job satisfaction which have a direct impact on the quality of care provided by the nurse. A tertiary institution is regarded as the Centre of excellence, they serve as a model to be followed by primary and secondary health institutions, so basic equipment should be available for both education and research and treatment of severe cases referred from other hospital.

METHODOLOGY

Design of the Study

The researcher used a non-experimental survey design.

Research Population

The population of the study included 238 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 120 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 (1994).

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 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.

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 Hospital Policy and Administration and Job satisfaction among nurses. The independent variable in this hypothesis is hospital policy and administration while the dependent variable is job satisfaction.

To test this hypothesis, the respondent scores on hospital policy and administration were correlated with their scores on job satisfaction using Pearson Product Moment Correlation analysis. The result of the analysis is presented in table 4.3.

Table 4.3: Pearson Product Moment Correlation analysis of the relationship between Hospital Policy and Administration and Job Satisfaction, (N=120)

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r
Hospital policy and administration	2299	4778	49733	0.26*
Job satisfaction	2137	4162		

***Significant at 0.05, critical r=0.195, df=118**

From table 6, the calculated r-value of 0.26 is higher than the critical r-value of .195 required for significance at .05 level of significant relationship between Hospital Policy and Administration and Job satisfaction. Hence, the null hypothesis that there is no significant relationship between hospital policy and Administration and Job satisfaction was rejected at .05 level of significance.

Hypothesis Two

There is no significance relationship between interpersonal relationship and job satisfaction among nurses. The independent variable involved in this hypothesis is interpersonal relationship while job satisfaction is the dependent variable. To test this hypothesis, the respondent’s scores were correlated with their scores on job satisfaction using Pearson Product Moment Correlation analysis. The result of the analysis is presented in Table

Table Pearson Product Moment Correlation analysis of the relationship between Interpersonal relationship and Job satisfaction (N=120).

Variable	$\sum X$ $\sum Y$	$\sum X^2$ $\sum Y^2$	$\sum XY$	r
Interpersonal-Relationship	1789	3845	485956	0.53*
Job Satisfaction	2137	4162		

***Significant at .05, critical r = 0.195, df =118**

Table 7, the calculated r-value of 0.63 is higher than the critical r-value of .195 required for significance at .05 level of significance with 118 degrees of freedom. This implies that there is a significant relationship between interpersonal relationship and job satisfaction among nurses. Hence, the null hypothesis that there is no significant relationship between interpersonal relationship and job satisfaction among nurses was rejected at .05 level of significance.

Discussion of findings

The result of the data analysis in table 1 was significant due to the fact that the obtained r-value (0.26) was higher than the critical r-value of .195 level of significant relationship between Hospital Policy and Administration and Job satisfaction. Hence, the result shows that, there is a significant relationship between hospital policy and Administration and Job satisfaction in University of Uyo Teaching Hospital. The result therefore is in agreement with Hinshaw and Atwood (2000) which explained that numerous factors influence job satisfaction among nurses including clinical duty/service and type of work, nursing care delivery model, degree of professionalism and interpersonal relationship among co-workers. The environments where nurses work should be conducive, free of conflicts and stress. Good communication pattern should exist between co-workers so that they can reach their goal of quality patient care. The result of the data analysis in table 1 was significant due to the fact that the obtained r-value (0.26)

RECOMMENDATION

- (1) Group cohesion and peer relationship should be encouraged among nurses in the hospitals.
- (2) Policies should be developed in consultation with representatives of all the groups concerned in its implementation

The result of the data analysis in table 4.6 was significant due to the fact that the obtained t-value (20.78) was greater than the critical t-value (1.96) at 0.05 level with 284 degree of freedom. The result implies that there is significant influence of use of twitter on the academic performance of students in economics in Uyo Local Government Area. The result therefore was in agreement with the News todayneo.com (2009) that stated that students who spend much of their time in internet usage find it difficult to concentrate in the classroom and not noticed what is taught. The website explains that teachers are disappointed to see the students using “Chat language” which is commonly used in social networking sites such as twitter during English grammar lessons. The website further says, that social networking sites like twitter unconsciously shaped the attitude, behavior and also academic performance of students. The significance of the result caused the null hypotheses to be rejected while the alternative one was accepted.

The result of the data analysis in table 4.7 was significant due to the fact that the calculated F-value (8.87) was greater than the table F-value (2.60) at 0.05 level with 3 & 282 degree of freedom. The result implies that there is significant influence of school location and use of twitter on the academic performance of students in economics in Uyo Local Government Area. The result therefore is in agreement with the research findings of many experts in the field of study. The significance of the result caused the null hypotheses to be rejected while the alternative one was accepted.

The result of the data analysis in table 4.8 was significant due to the fact that the calculated F-value (43.00) was greater than the table F-value (2.60) at 0.05 level with 3 & 282 degree of freedom. The result implies that there is significant influence of accessibility to ICT and use of twitter on the academic performance of students in economics in Uyo Local Government Area. The result therefore is in agreement with the research findings of many experts in the field of study. The significance of the result caused the null hypotheses to be rejected while the alternative one was accepted.

The result of the data analysis in table 4.9 was significant due to the fact that the calculated F-value (57.41) was greater than the table F-value (2.60) at 0.05 level with 3 & 282 degree of freedom. The result implies that there is significant influence of gender and use of

twitter on the academic performance of students in economics in Uyo Local Government Area. The result therefore was in agreement with the research findings of many experts in the field of study. The significance of the result caused the null hypotheses to be rejected while the alternative one was accepted.

The result of the data analysis in table 4.10 was significant due to the fact that the obtained t-value (7.78) was greater than the critical t-value (1.96) at 0.05 level with 284 degree of freedom. The result implies that there is significant difference in the use of twitter between male and female economics students in Uyo Local Government Area. The result therefore was in agreement with the research findings of many experts in the field of study. The significance of the result caused the null hypotheses to be rejected while the alternative one was accepted.

REFERENCES

- Aiken (2001) Roskies and Louis - Guevin (1990) Job insecurity in managers: Antecedents and consequences. *Journals of Organizational Behaviour*, vol II, p 345 - 359.
- Ajila and Abiola, 2004 Influence of Rewards on workers performance in an organization. *Journal of social science*, vol. 8.No. 1. p. 7-12.
- Best and Thurston (2004). Canadian Public Health Nurse' *Job Satisfaction* <http://www.cana.com.archive.htm>. Retrieved June 20, 2006.
- Barling, J. and Kelloway, E. K. (1996). Job insecurity and Health: The moderating role of workplace control. *Stress medicine*. Vol 12 pp 253-59.
- Brayfield and Rothe (2004) An index of job satisfaction. *Journal of Applied Psychology*. Vol. 35, 1, P. 307- 311.
- Centre and Bugental (1999) Intrinsic and Extrinsic job motivators among different segments of working population. *Journal of Applied Psychology*. Vol. 50.No 2 p. 193-197.
- Chou, Boldly and Lee (2002). Measuring job satisfaction in residential aged care. *International Journal for quality in health care*. Vol. 14.No, 1. P. 49-54.
- Coile (2001)). Magnet hospitals use culture, not wages to solve nursing shortage. *Journal of Healthcare management*. Vol. 46, No. 4, P. 224227.
- Coombs, C. Arnold, J. Loan-Clarke, J. Wilkinson, A. Park, J. and Preston, D. (2003). "Perceptions of Nursing in the National Health Service. *Nursing Standard* vol. 18. No. 5, pp 33-38.
- Gifford, Zammuto, Goodman and Hill (2002) The relationship between hospital unit culture and nurses' quality of worklife/practioner application. *Journal of Healthcare management*. Vol. 47, No. 1, p. 13-22.
- Hagichara, Tarumi, Babazono and Morimoto (2001) Work versus non work predictors of job satisfaction among Japanese white-collar workers. *Journal of occupational health*. Vol. 40. No 2 p. 285-292.
- Hall and Doran, (2001). A study of the impact of Nursing staff mix models and organizational change strategies on patients, systems and nurse outcomes. <http://www.nursingresearch.org/>. Retrieved July 18, 2006.
- Kangas, Kee and Mckee -Waddle (2001) Organizational factors, Nurses job satisfaction, and patient satisfaction with nursing care. *Journal of Nursing Administration*. Vol. 1, No 2 P. 32-42.
- Katz, B. (2003) Home Health Nurses: Stress, Self Esteem social intimacy and job satisfaction. *Home health care provider*. Vol. 3, No 1 p. 135-141
- Laschinger, Shamian and Thompson (2001) Impact of magnet hospital characteristics on nurses' perceptions of trust, burnout, quality of care and work satisfaction. *Nursing Economics*, vol. 19, No. 5, P. 209-219.

- Lashonda-Bare, 2004).). Factors that most influence job satisfaction among cardiac nurses in an acute care setting. http://www.nursingsociety.org/you_belonghere/ YBH. VI-VI-5 bhtml.Retrieved June 20, 2006.
- Moore, S., Lindquist, S. and Katz, B. (2003). Home Health Nurses: Stress, Self Esteem social intimacy and job satisfaction. *Home health care provider*.Vol. 3, No 1 p. 135-141.
- Mcneese-Smith (1999) "Job Satisfaction, Productivity and Organizational Commitment.The result of Leadership".*Journal of Nursing Administration*, Vol. 25, No. 9: pp 17-26.
- Moore, S., Lindquist, S. and Katz, B. (2003). Home Health Nurses: Stress, Self Esteem social intimacy and job satisfaction. *Home health care provider*.Vol. 3, No 1 p. 135-141.
- O' Brien-Pallas, Hall, Pink, Kerr and Meyer (2004) Evidenced - based standards for measuring Nurse staffing and performance. <http://www.nursingsociety.org/>. htm. Retrieved July 21, 2006.
- Ofilli and Asuzu (2004) Why nurses are dissatisfied with their work *Punch Newspaper*, Jan 21, p. 36.
- Oyeyemi (2003)) Nigerian Physical Therapists' Job satisfaction: *A Nigerian-U.S .A. comparison*: http://www.africamigration.com/acrhive-0/1/9-oyeyem_i-job_satisfaction.htm. Retrieved July 18.
- Pelluchette, 2001 *Subjective career success: The influence of individual difference, family and organizational variables*. *Journal of Vocational Behaviour*.vol. 43, NO 4 p. 198-209.
- Price, 2002).*Job satisfaction of Registered nurses working in an acute care hospital*.*British Journal of Nursing*. Vol. II, No. 4. P. 275-278.
- Stordeur, S. D. Moore, W. and Vandenberghe, C. (2001) Leadership, Organizational Stress and emotional exhaustion among Nursing hospital staff.*Journal of Advanced Nursing* vo. 35. NO. 4 p. 533-542.
- Swansburg (1996) (*Management and leadership for Nurse managers"* 2rd Edition, U.S.A, Jones and Bartlett Publishers.
- Syptak, Marsland and Ulmer, 1999) *Job Satisfaction: Putting theory into practice*. *Family practice mana gement*. Vol. 6, No. 9, p. 1-7.
- Tzeng and Ketefian (2002) *The relationship between nurses' job satisfaction and in-patient satisfaction: an exploratory study in Taiwan Teaching Hospital*. *Journal of Nursing Care Quality*.Vol. 16. No. 2, P. 39-49. 81.
- Urden (1999))*what makes nurses stay?* *Nursing management*. Vol. 30, No. 5, P. 27-30
- Whitley and Putzier (1994).*Measuring nurses' satisfaction with the quality of their work and work environment*.*Journal of Nursing Care Quality*, vol. 8, No. 3, P.42-51.

