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## Compensation Management and Job Satisfaction in Selected Public University Teaching Hospitals in Lagos and Ogun State, Nigeria

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### **Abstract:**

*The health sector plays an important role in ensuring the safety of lives, however, inadequate compensation in terms of basic pay, fringe benefits and recognition are some of the reasons responsible for employees' dissatisfaction on the job. This study focused on compensation management and employees' job satisfaction in selected public university teaching hospitals in Lagos and Ogun States, Nigeria. The study adopted a survey design which includes, a research questionnaire distributed to collect data from 450 samples which were drawn from 3,352 clinical employees of selected public university teaching hospital in Lagos and Ogun States. The sample size of 450 was determined using the Research Advisors sample table and selected using stratification based on proportions. The findings of the study indicate that compensation management components (basic pay, fringe benefit and recognition) had a significant effect on job satisfaction of selected public university teaching hospitals in Lagos and Ogun States, Nigeria ( $AdjR^2 = 0.109$ ,  $p < 0.05$ ). Employers and policy makers are continually challenged to develop and enhance employee compensation management effectively towards attracting, motivating, retaining and satisfying employees on the job.*

**Keywords:** Basic Pay, Compensation Management, Fringe Benefits, Job Satisfaction, Recognition

### **1. Introduction**

Compensation management and job satisfaction over the years have been issues of concern to both employers and employees in various organizations globally. The vital role the health sector plays in the global economy has made these concerns become debatable as health is wealth. The health sector to a large extent utilizes human labour for the discharge of its services to patients and the general public, however; inadequate compensation in terms of basic pay, fringe benefits and recognition are some of the reasons responsible for employees' dissatisfaction on the job. It has been observed that in the public health sectors, there have been evidences of persistent low-productivity, low morale, high rate of strikes and protests, lateness to work, absenteeism, massive turnover and turnover intentions which has affected its overall effectiveness.

Aiken, Sermeus, and Heede (2012) reported that in European countries like Greece, Ireland, Spain and Germany, job dissatisfaction was high among health workers with the rate of 56%, 42%, 38% and 37% respectively. Job dissatisfaction among health-workers in these countries has affected their commitment level and conscientiousness in extra-role behaviour leading into intention to leave the organization, absenteeism and sabotage (De Gleter, Hofsmann, & Pepermans, 2011; Farquharson, Allan & Johnston, 2012; Huang, You & Tsai, 2012)

In Asia especially Pakistan, the public health sector has also recorded certain shortfalls of professionals compared to that of the private health sectors (Franklin, 2016). Public health care employees were less satisfied with the policies of the health care institutions on their welfare package and this has affected their job satisfaction on a large scale (Hafeez, Khan, Bile, Jooma, & Sheikh, 2010). Due to dissatisfaction of health employees, work increase, disputes or grievances, patients are not treated well and most times abandoned. Job dissatisfaction in Pakistan public health sector has led to employees' absenteeism, high turnover and this has raised the continuous threat and attrition to the public health sector of Pakistan (Yaseen, 2013).

Employees' job satisfaction has always been a critical issue in public health sectors. Job dissatisfaction due to inadequate compensation management has constituted a high migration rate of health care employees and has produced a medical brain drain across Africa (Eme, Uche & Uche, 2014; Galletta & Portoghese, 2012). In Nigeria, failure in designing and managing effective compensation has continued to have a negative effect on employees' job satisfaction in public

hospitals within the country (Odunlade, 2012). Ajonbadi (2015) assert that pay in the Nigerian public sectors is largely disconnected from the demands of fairness, prevailing realities and moderation. Health professionals have perceived their salaries has not been commensurate to the hazardous jobs done or are in-adequately paid due to bureaucracy in the Nigerian public system as most health employees are owed salaries for a long time wherein, they depend on borrowing in order to cater for their needs.

Even when the salaries come, they are sometimes not complete (Ajonbadi, 2015). Also, fringe benefits (both current and retirement benefits) which employees' view as pulses are sometimes delayed or sometimes ruled out as a form of cost reduction measures (Ekere & Amah, 2014). While employees are concerned about how to earn more pay and enjoy attractive conditions of service, employers on the other hand would be striving to cut costs so as to post impressive profit at the end of the accounting period (Milkovitch & Newman, 2008). This has lowered employees' quality of work life, reduced employees' job satisfaction and consequently led to financial insecurity and inability to plan for the future which often results in severe emotional and psychological stress (Ahmad, Yei, & Bujang, 2013).

Although, several scholars (Calvin & Bongani, 2017; Charinth, 2015; Danish & Usman, 2010; Muguongo, Muguna, & Muriithi, 2015; Mussie, Kathryn & Abel, 2013; Odunlade, 2012; Yaseen, 2013) have investigated compensation management in the context of job satisfaction, in other sectors like manufacturing, banking, and educational sectors in other countries and Nigeria, most of these studies were not done in the health sector of Nigeria. The study therefore intended to evaluate the effect of compensation management components on job satisfaction of selected public university teaching hospitals in Lagos and Ogun States, Nigeria.

## 2. Literature Review and Hypothesis Development

### 2.1. Compensation

Compensation is arguably one of the most critical factors that influences the quality and effectiveness of human capital (Dineen & Williamson, 2012). The concept of compensation management entails having a compensation structure in which employees who perform better are rewarded much more than the average performing employees (Pearce, 2010). Khan, Aslam and Lodhi (2011) portrayed compensation management as the process by which employees are remunerated for their input at the workplace. Idemobi, Onyeizugbe, and Akpunonu, (2011) viewed compensation management as a veritable tool for improving and achieving organizational performance. According to Odunlade (2012), compensation referred to all types of tangible benefits and financial returns that employee accepts as part of employment bond. Furthermore, Martocchio (2012) was of the view that compensation includes both intrinsic rewards and extrinsic rewards. Barton (2012) defined compensation as the benefit employees collect in exchange for the services they render to their employers. Nawab and Bhatti (2011) found that employees normally accept offer of employment where both financial and non-financial compensation are adopted in measuring their importance or the employee value. These compensations come in the form of basic pay, fringe benefits and recognition for a job well done.

### 2.2. Job Satisfaction

Mulabe (2013) viewed job satisfaction as the positive emotional perceptions resulting from the appraisal of one's job or job experiences. Job satisfaction is an emotional or evaluative response that can be positive, neutral or negative (Aydogdu & Asikgil, 2011; Greenberg & Baron 2010). Hashim and Mahmood (2011) portrayed job satisfaction as an affective reaction to an individual's work situation. Mafini and Dlodlo (2014) viewed job satisfaction as a personal assessment of conditions present in the job or outcomes that arise as a result of having a job. Abeer, Aiman and Mansoor (2014) observed that positive attitudes towards one's job are precisely equivalent to job satisfaction. Thus, positive attitude results in job satisfaction while a negative attitude towards one's job is equivalent to job dissatisfaction. Employee job satisfaction can be seen as an overall feeling about one's job or career or in terms of specific facets of the job and it can be related to specific effects; such as productivity (Rice, Phillips & McFarlin, 2011). Armstrong (2006) defined job satisfaction as the attitudes and feelings people have about their work. He further explained that positive and favorable attitudes towards the job indicate job satisfaction while negative and unfavorable attitudes towards the job indicate job dissatisfaction.

Several authors' research findings revealed that compensation is a vital factor that influences employees' satisfaction (Berber, Morley, Slavić & Poór, 2017; Mudor & Tooksoon, 2011; Siems, Goelzner & Moosmayer, 2012). The study of Wangechi, *et al.*, (2018) revealed that there is a positive and statistically significant relationship between compensation system and employee satisfaction. Adeoye and Fields (2014) findings showed that compensation management and employees' job satisfaction are significantly correlated though weak and that compensation management has an impact on motivation and job satisfaction of employees. Divergently, other studies have shown that compensation management has no significant impact on job satisfaction. The work of Young, Milner, Edmunds and Pentsil (2014) found a negative relationship between salary and job satisfaction as they claimed that increases in salary are directly associated with decreases in satisfaction and money does not buy happiness. Sabry (2010) study found that salary increase did not have any significant effect on teacher's job satisfaction. She further revealed that after the salary increases; teachers with high academic attainments were significantly less satisfied with their teaching profession than teachers with low academic attainments. Based on the diverse findings of the past studies, the study proposes a hypothesis that; Compensation management components have no significant effect on job satisfaction.

### 3. Theoretical Underpinning

#### 3.1. Frederick Herzberg's Two Factor Theory

The two-factor theory was propounded in 1959 by Fredrick Herzberg (a behavioral scientist). The two-factor theory known as the motivation/hygiene theory is basically concerned with job satisfaction and job dissatisfaction. According to Herzberg, there are certain factors in the workplace that cause satisfaction and a separate set of factors that can cause dissatisfaction. This theory postulates that motivation has two independent factors; maintenance factors and motivational factors. Scholars such as Dunnette, Campbell and Haliel (1967) criticized the theory. They argued that the Herzberg's dissatisfiers were not related to job satisfaction, they revealed that some of the factors can lead to satisfaction for some workers and dissatisfaction for others.

They further asserted that he failed to take individual differences into consideration. Furthermore, they averred that Herzberg's theory has many logical problems as well as many flaws in his techniques (Locke, 1969). Yet, in spite of these shortcomings, Herzberg Two Factor theory has received a wide spread attention as it has a practical approach towards motivation and job satisfaction (Teck-Hong & Waheed, 2011). Several scholars who supported Herzberg's two factor theories are George and Jones (2005) who highlighted the attention Fredrick Herzberg paid to motivator needs and to work itself as determinants of job satisfaction. Herzberg's theory has received some support from researchers as many studies show a general support of Herzberg's idea that factors leading to job satisfaction (motivators) are different from and not simply opposite to factors leading to job dissatisfaction (hygiene). This idea was supported by the investigations of several researchers (Centers and Bugental, 1966; Couger and Ishikawa, 1995; Halpern, 1962; Meagher, 1979; Myers, 1971; Saleh and Grygior, 1969; Soliman, 1970). All these support for the theory was based on the logical positive implication that it has on the relationship between compensation management and employee satisfaction especially in the Nigerian public health sector.

### 3. Methodology

This study focused on compensation management and job satisfaction among clinical employees of selected public university teaching hospitals in Lagos and Ogun States, Nigeria. The area of study covered one public university teaching hospital each from two states of the federal republic of Nigeria. The selected public university teaching hospital under Lagos State was Lagos State University Teaching Hospital (LASUTH) while for Ogun State, Olabisi Onabanjo University Teaching Hospital (OOUTH). The two public university teaching hospitals were selected because they are both state teaching hospitals well recognized for the quality health services, they render. Lagos and Ogun States were chosen because of proximity to the researcher as well as the granting of approval by the authorities of the selected teaching hospitals for the research. The study adopted a survey design which includes, a research questionnaire which was distributed to collect data from 450 samples which were drawn from 3,352 clinical employees of selected public university teaching hospital in Lagos and Ogun States. The sample size of 450 was determined using the Research Advisors sample table and selected using stratification based on proportions.

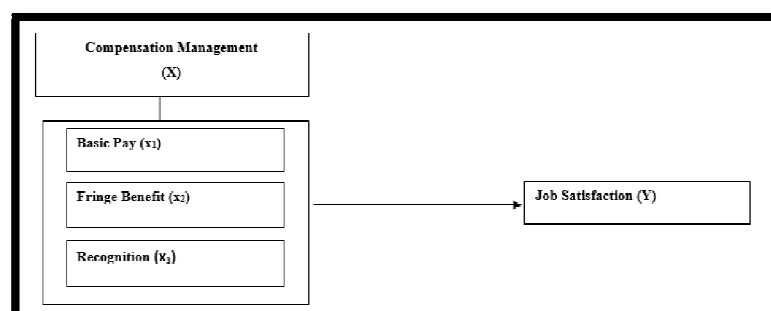


Figure 1 Conceptual Model for the Study

S/n	Components	No of Items	KMO	Bartlett's Test of Sphericity	Sig.	AVE	Composite Reliability	Reliability
1	Basic Pay	5	0.618	239.432	0.000	0.67	0.810	0.89
2	Fringe Benefits	5	0.686	243.151	0.000	0.71	0.833	0.72
3	Recognition	5	0.615	253.212	0.000	0.82	0.893	0.76
4	Job Satisfaction	5	0.682	229.412	0.000	0.88	0.834	0.73

Table 1: Validity and Reliability Results of Questionnaire

### 4. Results and Discussions

#### 4.1. Hypothesis

Compensation management components have no significant effect on job satisfaction of selected public university teaching hospitals in Lagos and Ogun States, Nigeria.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.409	.756		21.701	.000		
	BASIC PAY	.079	.057	.091	1.383	.018	.549	1.821
	FRINGE BENEFITS	.046	.054	.058	.860	.001	.524	1.910
	RECOGNITION	.174	.049	.236	3.549	.000	.535	1.869
a. Dependent Variable: JOB SATISFACTION								
r = 0.341, r <sup>2</sup> = 0.116, Adj r <sup>2</sup> = 0.109, p < 0.05								

Table 2: Multiple Regression Results of Compensation Measures on Job Satisfaction

Source: Researcher's Field Result (2019)

Table 2 presents the results of the multiple regression analysis that was conducted to find out the effect of compensation components on job satisfaction. The results are presented as follows: ( $r = 0.341$ ,  $r^2 = 0.116$ ,  $Adj r^2 = 0.109$ ,  $p < 0.05$ ). The coefficient of correlations depicted as  $r = 0.341$ . This implies that the multiple relationships between components of compensation and job satisfaction are given as 34.1% this means further that as compensation components are modified or improved, it creates a 34.1% relationship with job satisfaction in the selected state teaching hospitals. The  $r^2$  is given as 0.116. This can be referred to as the coefficient of determination or regression. This shows that the multiple effects of compensation components which are (basic pay, fringe benefits and recognition) are given as 11.6%. Thus, implies that as the components of compensation are being improved, they create an 11.6% effect on job satisfaction of employees in the selected state teaching hospitals. Despite the information of the multiple effects, a better measure of the effect of these compensation components on job satisfaction is to use the adjusted  $r^2$ . This implies the exact effect of compensation components on job satisfaction of workers when all errors have been adjusted for. The essence of this is to take into consideration the possibility of these components correlation with themselves and not giving the accurate effect. Thus, the value is given as 0.109. Thus, we can say that the precise multiple effects of compensation components on job satisfaction of workers is given as 10.9%.

Based on the equation of the study which is given as  $JS = \alpha_0 + \beta_1BP + \beta_2FB + \beta_3RE + \mu_i$ , the multiple regression line using the unstandardized coefficients for the components is expressed as follows:

$$JS = 16.409 + 0.079BP + 0.046FB + 0.174RE$$

Where: JS = Job Satisfaction

BP = Basic Pay

FB = Fringe Benefit

RE = Recognition

From the regression equation above, holding the independent components (basic pay, fringe benefit, and recognition) constant at zero, job satisfaction of clinical employees of LASUTH and OOUTH would be 16.409. The results show that an improvement in basic pay, would lead to a positive change in job satisfaction by 0.079. The result also shows that an improvement in fringe benefit leads to a 0.046 positive change in job satisfaction of clinical employees of LASUTH and OOUTH. Furthermore, the result reveals that a change in recognition leads to 0.174 positive change in job satisfaction of clinical employees of LASUTH and OOUTH. Overall, recognition had the most significant contribution to job satisfaction of clinical employees of LASUTH and OOUTH followed by basic pay and fringe benefit. The p-values are statistically significant which implies that basic pay, fringe benefit, and recognition have significant effect on job satisfaction of clinical employees of LASUTH and OOUTH. Based on these results, the null hypothesis one ( $H_{01}$ ) which states that compensation management components have no significant effect on job satisfaction of selected public university teaching hospitals in Lagos and Ogun States, Nigeria.

It was observed in the test of hypothesis that compensation management components (basic pay, fringe benefits and recognition) have a significant effect on employee job satisfaction in the selected teaching hospitals. This finding aligns with that of Kreitner and Kinicki (2006) where they found that one of the main factors of job satisfaction is compensation which has to be managed in manner that contributive positively to employee job satisfaction. If employees perceive that their compensation package is good, they will become more satisfied on the job (Okpara, 2004; Samad, 2007). This is also related to a study that was conducted by Chuang, Yin and Dellmann-Jenkins (2009) where they discovered the positive influence of compensation on job satisfaction. Also, Spagnoli, Caetano and Santos (2012) have established a consistent positive influence of reward and compensation practices on job satisfaction. Armstrong (2009) found that the difference between job satisfaction and dissatisfaction lies in the employee's perception of the amount and type of rewards that they expect. Adeoye and Fields (2014) in their study also revealed that compensation management is significantly correlated with job satisfaction of employees.

In addition to the above, Ojokuku and Sajuyigbe, (2009), Sajuyigbe, *et al.*, (2013) discovered in their studies that pay is one of the most significant components in explaining job performance and satisfaction. It was further concluded that pay plays vital role in human capital-intensive firms to attract and retain expert workforce. In like manner, Hofmans, De-Gieter and Pepermans (2013) asserted that financial reward has more capacity than psychological reward to satisfy all types of employees. Waithaka (2013) found that financial incentives were the greatest motivation factor towards employees' job satisfaction. In the same view, Simatwa (2011) reported that salary paid on time determines job satisfaction of the majority of workers in Kenya. Odunlade (2012) found a positive relationship between job satisfaction and compensation cum benefits. Contrary to the findings of Odunlade (2012) other studies has shown that the side of low

salary is responsible for dissatisfaction of employees' which is a common feature of the results from the studies of Lim (2008) and Albanese (2008). Islam and Siengthai (2009) found that fringe benefits in compensation help to minimize the employees' level of dissatisfaction. Oriarewo, *et al.* (2013) found that job satisfaction was more related to extrinsic rewards than intrinsic rewards. Also, age and gender differences moderate the relationship between job satisfaction and job rewards as in their analysis; older employees were more satisfied than younger employees, while the satisfaction levels with respect to the variable, job rewards received by the male and female employees varied. Chebet (2015) found that the key institutional factors affecting job satisfaction of employees of county governments of Kenya were compensation, leadership, training and working conditions.

Notable researchers (Hayati&Caniago, 2012; Rast&Tourani, 2012; Tausif, 2012; Tymon, Stumpf, &Doh, 2010) have systematically examined the relationship between non-monetary rewards and job satisfaction with result pointing to positive significant relationship. A study by Ogendo (2016) concludes that recognition is an important aspect of keeping employees in the county government. Anyango (2011) came up with interesting findings that even in low remuneration, employees' derived satisfaction where there were provisions for housing, health and other allowances for employees working for the government of Kenya. In line with the discussion above, the studies examined confirmed that compensation has a significant effect on employees' job satisfaction.

## 5. Conclusion and Recommendations

Compensation management components (basic pay, fringe benefits and recognition) have significant effect on job satisfaction of selected public university teaching hospitals in Lagos and Ogun States, Nigeria. Therefore, organizations need to step up their game if they want to maintain a satisfied workforce. This is possible through proper understanding of their employees on terms of personality differentia and similarity. This will help to determine their pay and the forms of recognition or remuneration that suits them. They will remain satisfied by such moves of gestures from the management. The practice of management is therefore reinforced as compensation is a key factor in proper management in the organization. Knowledge obtained from this study will serve as an eye opener to the possibilities and opportunities that abound in the proper management of employees.

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