

Personal Variables and Job Performance of Health Workers in Northern Senatorial District of Cross River State, Nigeria

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Abstract

Although both researchers and practitioners are aware that an employee's performance changes during the course of a work, this personal variable and job performance variability is poorly understood and is frequently viewed as error. In the current study, which aimed to investigate the significant influence of personal variable on health workers job performance. Three objectives, research questions and hypothesis was raised for the study. Stratified sampling technique was used to select 118 health workers that was used for the study. The result of the findings was that gender, years of experience and health workers highest educational significantly influenced the health workers job performance. In conclusion, health workers employee who wish to have maximum performance from the staffs should make sure to employ staffs with the right qualification. Finally it was recommended that health workers should try as much as possible to work on the personal factors so as to be very productive in their place of work or assignment.

Key words: personal variables, job performance, health workers

Introduction

The totality of all the institutions, organizations, and resources whose main goal is to enhance health is a health system. The performance of healthcare facilities is significantly influenced by the staff, which is one of the most crucial inputs to any health system. The effectiveness, efficiency, accessibility, and viability of health services are dependent on the performance of the health workers who provide these services (Press, 2016). Employers should offer conditions at work that help employees perform well, thereby improving their job performance.

Health care delivery, human resources, and infrastructure all have impact on how well jobs in the healthcare industry function. Health systems cannot operate efficiently without an adequate number of qualified, driven, and supported health workers, which is why human resources are so important for providing healthcare services (AMREF, 2005). To overcome barriers in reaching national and global health goals, it is crucial to develop skilled, driven, and supported health professionals. Every health system must prioritize the workforce if it is to advance health (Gilson, 2009).

In addition to being a crucial component of the performance of the health system, the presence of high-caliber, knowledgeable, and motivated staff is also one of the hardest inputs to guarantee (Willis-Shattuck, 2008). Health employees must be skilled, experienced, and motivated if efficiency is to increase, as these traits are known to enhance both staff performance and patient happiness. On the other hand, ineffective work practices lead to burnout, and excessive employee turnover exacerbates present shortages and causes grave understaffing of healthcare institutions (WHO, 2006).

Performance at work refers to how people generally feel about their occupations. The physical surroundings of the institution have a significant impact on an individual's productivity and performance. The most important component in creating any organization is its human resources. For a service delivery organization to operate effectively, the correct individual must be deployed at the proper time and place (Imrana, 2015).

To raise or decrease in job performance and organizational commitment is described as one of the organizational concerns of our day. Job performance, its appraisal, and risk factors are also expressed as the key to success and enhancing the efficiency of the organization. Healthcare organizations' effectiveness is influenced by the knowledge, aptitude, and drive of individual personnel. Since the quality, efficiency, and equity of services depend on the availability of sufficient and qualified providers, competent health professionals when and where they are needed, employers should create working conditions that support employee performance. (Moses, 2015).

According to a Jordanian study on nurses' career commitment, nurses' job performance is positively influenced by holistic management, clinical skills, social support, job satisfaction, recognition of achievement, education, and professional communication, and negatively influenced by old age, understaffing and heavy workloads, job stress, leadership challenges, and a lack of skills necessary to perform the job (Al-faouri, 2007). The correlation between educational level and job performance was negative, showing that nurses perform worse on the job, the more education they have (Ahmadi, 2014).

Similarly, Asegid, Belachew, and Yimam (2014) discovered that complicated (professional) employment had an even stronger association between job satisfaction and performance than did less complex jobs. Workplace factors like absenteeism, the physical and social environment, learning opportunities, the health and safety environment, communication, staff relations, supervision, hospital location, and family supports have impact on how well health workers perform on the job. Reduced work commitment and job satisfaction, absenteeism, and lost productivity are now the costs associated with unhealthy and dangerous workplaces for companies and society (Lowe, 2013). Bhargava, Kotur, and Anbazhagan (2014) examine whether there was gender difference in how well workers performed at work. It was determined that there is a sizable gender gap in how well they perform at work. This study contradicts the findings of numerous academicians.

Health professionals' job performances in healthcare institutions are also influenced by working conditions like commitment, workload, supervision, and management. According to Roos

(2012), organizational commitment and job performance are positively associated. That, increased workloads were associated with higher absence rates and lower care quality. Other research like, job performance is found to be significantly influenced by satisfaction with a variety of work-related factors, such as working hours, physical workspace, and availability of supplies and equipment (Abualrub, 2008).

Also according to Ochoma, Nwobodo, Ani, Dyages, Ngwu, and Igbewe (2018), in there study averred that variables like years of experience has a significant relationship with their job performance. Higher qualifications are associated with improved job performance and greater workers' qualification also results in better performance and dexterity when carrying out tasks (Kasika's, 2015).

It is vital to put in place or control concerns that could cause industrial unrest given the importance of health and its position at the center of a nation's development plan. This study represents a significant departure from the holistic approach taken by scholars in the past when they addressed the topic of job performance. It specifically examine the phenomenon of job performance among health workers in healthcare sector of the northern senatorial zone of Cross River State. Due to these factors, the researcher was able to highlight the unique characteristics of this group (gender, years of experience and highest educational qualification) of healthcare personnel as it influences job performance.

Statement of problem

Charity begins at home, which means that in order to perform well at work, you must possess the internal skills required. Many health center directors struggle greatly at work because they do not recognize the significance of staff personal traits for employee job success. Such employees lack the necessary personal qualities (gender, year of experience, highest educational qualification) to innovate in the workplace and outperform their rivals (Aiken, Clarke, & Sloane, 2002). The process of attaining an organization's objective and vision depends heavily on its workforce. In order to assure the caliber of their job, employees need meet the performance standards established by the company.

The goal of this research paper is to analyze the impact of personal variables on employee job performance. In order to meet the standards of the organization, employees need staff with high personal makeup, which allows them to work freely without issues that may restrain them from performing up to the level of their full potential.

Objective of the study

The main objective of the study was to investigate the influence of personal variable on the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria. specifically:

1. To determine if Gender influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.
2. To ascertain if years of experience influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

3. To observe whether higher educational qualification impact on the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

Research questions

1. To what extent does Gender influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria?
2. To what extent does years of experience influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria?
3. To what extent does health workers with higher educational qualification influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria?

Hypothesis

1. Gender does not significantly influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.
2. Years of experience does not significantly influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.
3. Health workers with higher educational qualification does not significantly impact on the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

Methodology

Expo-facto research design was used for this study. The study was carried out among health workers in health facilities in Northern senatorial zone of, Cross River State, Nigeria, with a population of 212 health facilities and with 848 health workers. Using the Krejcie and Morgan (1970), recommendation for a population and the best sample size was used in selecting a sample of 118 health workers for the study. Stratified sampling technique was used to select two hospitals and 29 primary health centers with 118 health workers. The instrument for data collection was a questionnaire developed by the researcher which had two sections, the first demographic section of the questionnaire and the section B contains eight (8) items on a 4 point Likert scale that dealt with the level of their job performance. The instrument was validated and the reliability index was obtained using Cronbach alpha reliability which gave the instrument reliability of .73. Independent t-test, and one way analysis of variance was used to test the hypothesis.

RESULTS AND DISCUSSION

Hypothesis one

Gender does not significantly influence the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

The independent variable is Gender which is divided into male and female while job performance.in Northern senatorial district of Cross-river state serves as the dependent variable. To test the hypothesis the scores of the two groups of respondents was collated and compare to

check its influence on the dependent variable (job performance in northern senatorial district of Cross-river state). Independent t-test statistics were employed for data analysis.

Table 1: Summary of Independent t-test on the influence of gender on job performance of health workers

Variable	N	X	SD	t	p-value
Female	72	14.99	4.81		
Male	46	27.07	2.82	24.21	.000*

p<.05, DF=116

The result in table one showed that there is a difference on the mean score as well as on the standard deviation scores of both groups of respondents. This means score differences show that job performance of health workers in health facilities is influenced by their gender. Similarly, calculated t-value of 24.21 representing the difference between job performances was significant at p-value of .000 at .05 level of significance with 116 degrees of freedom. With this result, the null hypothesis was rejected. This therefore implies that there is a significant influence of gender towards job performance of health workers in health facilities in Northern Senatorial Zone of Cross River State, Nigeria.

Hypotheses Two:

Health workers years of experience does not significantly influence their job performance in health facilities in Northern Senatorial Zone of Cross River State. The independent variable was Health workers years of experience which was categorized into 0-10, 11-20, and 21 and above years while the dependent variable was job performance. The hypothesis was analysed using One-way Analysis of Variance tested at .05 level of significance as shown in Table two (2) below.

Table 2: One-way Analysis of Variance for years of experience and job performance of health workers in health facilities in Northern Senatorial Zone of Cross River State.

Years of experience	N	\bar{X}	SD
	27	9.48	1.99
0-10	59	20.14	4.25
11-20	32	27.50	2.38
21 and above	118	19.69	7.22
Total			

Source of variance	Sum of Squares	Df	Mean Square	F-ratio	p-level

	4777.36	2	2388.68	208.16*	.000
Between Groups	1319.66	115	11.48		
Within Groups	6097.02	117			
Total					

* Significant at .05 alpha level; $p < .05$.

The result in Table 2 shows that the 27 respondents who had 0-10 years of experience had a mean of 9.48 and standard deviation of 1.99 while 59 respondents who had 11-20 years of experience had a mean of 20.14 and standard deviation of 4.25, and that 32 respondents who had 21 and above years of experience had a mean of 27.50 and standard deviation of 2.38. It was observed that the F-ratio of 208.16 obtained with a p-value of .000 at 2 and 115 degree of freedom was statistically significant. Based on this, the null hypothesis which stated that Health workers years of experience does not significantly influence job performance in health facilities in Northern Senatorial Zone of Cross River State, Nigeria was rejected and the alternate hypothesis accepted. This further implies that there is significant relationship between years of experience and job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

In order to determine the amount of the influence in which the years of experience has on the job performance, a Fisher Least post-Hoc test was conducted as observed in table 3.

Table 3: Multiple comparison

(I) years of experience	(J) years of experience	Mean Difference (I-J)	Std. Error	Sig.
0-10	11-20	10.65*	.79	.000
	21 and above	18.02*	.89	.000
11-20	0-10	10.65*	.79	.000
	21 and above	7.36*	.74	.000
21 and above	0-10	18.02*	.88	.000
	11-10	7.36*	.74	.000

It can be seen from table 3, those who have 21 and above years of experience had better job performance than those that have 11-20 years of experience (mean difference = 18.02, $p < .05$). In the same vein health workers that have 11-20 years had more better job performance than those that have 0-10 years of experience (mean difference = 10.65, $p < .05$). Moreover, those that have 21 and above years of experience have a better job performance than those that have 0-10 years of experiences. (mean difference = 18.02, $p < .05$). All the differences between the various groups were significant at .05 level of significance.

Hypotheses Three:

Higher educational qualifications does not significantly impact on the job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

The independent variable was Health workers with higher educational qualification which was categorized into OND, HND and B.Sc. and above qualifications. While the dependent variable

was job performance. The hypothesis was analysed using One-way Analysis of Variance tested at .05 level of significance as shown in Table four (4).

Table 4: One-way Analysis of Variance for highest educational qualification and impact of job performance of health workers in Northern Senatorial Zone of Cross River State, Nigeria.

Years of experience	N	\bar{X}	SD
	38	11.29	3.32
OND	41	20.32	3.75
HND	39	27.23	2.36
Bsc and above	118	19.69	7.22
Total			

Source of variance	Sum of Squares	Df	Mean Square	F-ratio	p-level
Between Groups	4915.40	2	2457.70	239.19*	.000
Within Groups	1181.62	115	10.28		
Total	6097.02	117			

* Significant at .05 alpha level; $p < .05$.

The result in Table 4 shows that the 38 respondents who had OND as the highest educational qualification had a mean of 11.29 and standard deviation of 3.32 while 41 respondents who had HND highest educational qualification had a mean of 20.32 and standard deviation of 3.75, and that 39 respondents who had B.Sc. highest educational qualification had a mean of 27.50 and standard deviation of 2.36. This implied that the respondents who had OND highest educational qualification performed poorly on their job than the others. It was also observed that the F-ratio of 239.16 obtained with a p-value of .000 at 2 and 115 degree of freedom was statistically significant.

Based on this, the null hypothesis which stated that Health workers highest educational qualification does not significantly influence their job performance was rejected. The result therefore indicated that Health workers highest educational qualification does significantly impact on the job performance of health workers in health facilities in Northern Senatorial Zone of Cross River State, Nigeria.

In order to determine the amount of the influence on which higher educational qualification has on the job performance, a Fisher Least post-Hoc test was conducted as observed in table 5

Table 5: Multiple comparison

(I) years of experience	(J) years of experience	Mean Difference (I-J)	Std. Error	Sig.
OND	HND	-9.03*	.72	.000
	Bsc and above	-15.94*	.73	.000
HND	OND	9.03*	.72	.000
	Bsc and above	-6.91*	.72	.000
Bsc and above	OND	15.94*	.73	.000
	HND	6.91*	.72	.000

It can be seen from table 5 those that have B.Sc. and above highest educational qualification has better job performance than those that have HND highest educational qualification (mean difference = 6.91, $p < .05$). In the same vein health staffs that have HND had more better job performance than those that have OND highest educational qualification (mean difference = 9.03, $p < .05$). Moreover, those that have B.Sc. and above highest educational qualification have a better job performance than those that have OND highest educational qualification. (mean difference = 15.94, $p < .05$). All the differences between the various groups were significant at .05 level of significance.

DISCUSSION AND CONCLUSION

As the purpose of this research is to determine the factors that affect the job performance among working adults at workplace, there are five variables used to determine the job performance of working adults at workplace in today's society. The first variable is the income versus job performance of working adults. The results show that there is no relationship between income and the job performance.

The principle of "equal pay for equal work" stated by The Equal Pay Act of 1963 and Title VII of the Civil Rights Act of 1964 specifies that employees with equal levels of qualification, skills, knowledge, abilities and responsibilities under equal working conditions should receive equal pay from their employers. This principle has been strongly emphasized by many organizations in today's world. Thus, it indicates that income is based on the "equal pay for equal work" with equal qualification under equal working conditions rather than the level of job performance of an individual.

The second variable is the rewards and incentives versus job performance of working adults. The given results show that this variable does not have a significant relationship with the job performance of a

working adult as well. According to Mowday et. al. (1979), the organizational commitment of an employee whereby he or she is well attached to the organization will have a greater access to meaningful rewards and incentives that can satisfy personal needs. Hence, rewards and incentives offered to employees are more likely to be based on the commitment and attachment towards the organization rather than their job performance.

The third variable, which is workplace environment, also shows no significant relationship with job performance based on the results of the survey. The working environment is becoming more dynamic and complex due to major changes in organizations and modern technologies. This does not have a huge impact on the job performance of an individual but it highly influences the way people work and do business in a different environment. Mill (2010) stated that the technological revolution in the last few decades has changed the workplace beyond imagination. The development of modern technology results in the increasing adoption of the virtual approach in the workspace by many organizations (Igbaria and Guimaraes, 1999). This results in a huge distinction from the traditional work environment and buildings, namely, the lack of fixed desk allocation as the physical design of offices.

The fourth variable is the work-family related factor versus job performance. The results obtained show that work-family related factors have a significant influence on the job performance of a working adult.

In an organization context, evidence has shown that work-family culture is positively related to job and organizational outcomes within an organization. Thompson et al. (1999) defined work-family culture as “the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees’ work and private lives”. According to Voydanoff (2005), work-family culture is an organizational resource that helps to coordinate work and family responsibilities and commitment. Hence, the practice of work-family culture in an organization enables the improvement of

the job performance of an individual. As the job performance and work-family related factors are strongly associated with one another, Chew and Liao (1999) stated that it is not necessary for individuals to sacrifice their family life for the sake of having a successful career. Last but not least, the fifth variable which is the employee's personality has shown a significant relationship with job performance based on the results of the survey. Recent research has proved that personality traits influence the attitude, behaviour, and personal values of an individual (Olver and Mooradian, 2003). This directly influences the job performance of an employee whereabouts

DISCUSSION AND CONCLUSION

Discussion of findings

The purpose of this research is to determine the influence of personal variables on the job performance of health workers in health facilities in Northern senatorial zone of Cross River Stat, Nigeria. Three variables were used to determine the job performance of health workers in health facilities in Northern senatorial zone of Cross River Stat, Nigeria. The first variable is health workers gender versus their job performance. This findings agrees with the study carried out by Bhargava, Kotur, and Anbazhagan (2014) which aimed at investigating if there is a gender difference between workers job performance. It was concluded that there is significant gender difference on their job performance. This study also disagrees with finding of so many scholars.

The second variable is the years of experience versus job performance of health workers. The results show that there is a significant influence of years of experience of health workers on job performance. This also agreed with the findings of Ochoma et al (2018), in there study agreed that years of experience has a significant relationship with their job performance.

The third variable, which is highest educational qualification and job performance, also shows significant influence with job performance based on the results of the study. This findings also agrees with the result of the study carried out by Kasika (2015), whose findings explicated that higher qualification, comes with better job performance. He further stated that more qualifications by workers also prompts better performance and dexterity on job execution.

Conclusion

In conclusion, the three factors that were selected for this study—gender, years of experience, and highest educational qualification—do in fact have impact on how well the health workers in question perform. Changes in these variables—gender, years of experience, and highest level of education—will impact how well workers perform. According to the survey, workers generally perform better as their years of experience and educational background increase. The gender of the worker has impact on their performance as well, and the study's sample shows that female workers are more productive than the males.

Recommendations

It was recommended that;

- i. The Ministry should improve the workers earning which comes with their job performance.
- ii. Government should employ more staffs with experience and higher qualification knowing fully well that the health system is complex.
- iii. Certain areas of concern that requires gender attention in the health system (Ante natal and post natal units) should be properly addressed.

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