



INFLUENCE OF GENDER, AGE AND JOB TENURE ON JOB SATISFACTION OF MEDICAL AND NON-MEDICAL EMPLOYEES OF A UNIVERSITY TEACHING HOSPITAL IN LAGOS, NIGERIA

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ABSTRACT

The role of employees in ensuring a high level of firm performance advantage cannot be over-emphasised. Employees that are satisfied with their job are expected to exert required effort to ensure effective and timely achievement of organisational goals and objectives. Hospitals in Nigeria are heavily under-funded and under-equipped while the employees are under-paid, hence the incessant strikes and agitation. Owing to the salient nature of the life saving responsibilities of hospitals, particularly University Teaching Hospitals, it is imperative to study and understand the job satisfaction of the employees who implement these responsibilities and how demographic factors can determine job satisfaction. This study examined the influence that age, gender and job tenure as demographic variables, have on the job satisfaction of medical and non-medical employees at a University Teaching Hospital in Lagos, Nigeria. A sample size of 220 was selected out of the 605 employees in the University Teaching Hospital in Lagos State. The principal instrument used was the Job Satisfaction Survey (JSS) and a section for demographic data collection. The t- test for independent samples and ANOVA were employed in the study. Neither age nor gender of these employees revealed any significant impact on the job satisfaction of these employees. There was a significant difference in the job satisfaction levels of the employees based on their length of time on the job at the $p < .05$ level for the three levels [$F(2, 217) = 3.117, p = 0.046$]. There was also a significant difference in the job satisfaction scores for Medical staff ($M=140.8, SD=16.1$) and Non-Medical staff ($M=137.1, SD=21.7$) conditions; $t(218) = 1.42, p = 0.016$. It is concluded that the longer the employees spend on the job, the more satisfied they become. Finding may assist in the informed decisions of executive decision makers of hospitals and health ministry. The implication of the findings of this study is that there is room for further research. It is recommended that hospital management and executives should examine various strategies to improve attrition levels and encourage tenure acquisition in hospital organisations.

Conflict of Interest

There are currently no relationships that can be viewed as presenting a potential conflict of interest in this study.

Key words: Age, Gender, Job Tenure, Medical & Non Medical Hospital Staff, Job Satisfaction

INTRODUCTION

Organisational psychologists have maintained a continued interest in the concept of job satisfaction as a psychological factor and the role it plays in organisational functioning and efficiency. The role of the employee in ensuring a high level of firm service provision advantage therefore cannot be over-emphasised. Employees that are satisfied with their job are expected to exert required effort to ensure effective and timely achievement of organisational goals and objectives. Satisfaction with one's job improves individual commitment to such job and overall contribution to organisational performance; therefore the ability of the organisation's resource management to effectively direct all aspects of job environment that can easily improve the employee level of satisfaction is very crucial to organisational growth and development. The hospital setting depicts a salient environment for saving lives and maintaining public health. The survival of people has been rested on the hands of these critically strategic employees' times without number. Prior to this study, there was an outbreak of the deadly Ebola disease in Nigeria. Ebola is a disease that claims lives in the thousand if unchecked. The employees of hospitals, especially in Lagos State, were saddled with the responsibility of eradicating this disease and saving Nigerian lives. If job satisfaction ensures effective and timely achievement of organisational goals and objectives in the hospital setting, then the researcher has found it



necessary to further examine the demographic factors that may influence job satisfaction among the employees.

Hospitals in Nigeria have been heavily under-funded and under-equipped while the employees themselves have been quite under-paid. As a result, there has been a lot of agitation and strikes which is suspected, will affect their job satisfaction levels. Simply put, job satisfaction refers to how an individual employee feels contented with their job tasks and their work environment. It is the degree to which the employee expresses positive attitude toward their work responsibilities. Locke (1976) describes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction has also been defined as the feelings that an individual has about his/her job (Spector 1997) and as a positive or negative evaluative judgment that one may make about ones job or situation (Weiss, 2002). Additionally, job satisfaction has emotional, cognitive and behavioural components (Bernstein & Nash, 2008), while the emotional components refer to feelings regarding the job. There are two types of job satisfaction based on the level of employees feeling about their jobs. The first and most studied is global satisfaction which refers to employees overall feelings about their job (Mueller & Kim, 2008). The second is job facet satisfaction which refers to feelings about specific aspects such as salary, benefits and quality of relationship with co workers (Mueller & Kim, 2008). It is a form of psychological response to which includes cognitive, affective and behavioural aspect of these responses (Hulin and Judge, 2003). The cognitive aspect of the job satisfaction emphasises employee evaluation which refers to contentment with the with the nature of their job; affective component is all about emotional reaction to the level of their job in terms of satisfaction, while behavioural component emphasises real overt display of activities that manifest whether employee are satisfied or dissatisfied with their job (Hulin and Judge, 2003). According to Tomažević, Seljak and Aristovnik, (2014), the facets of job satisfaction include all working experience, personal office space, quality of working environment, pay satisfaction, hour of work etc. The level of employee satisfaction with their job is an important construct in the work place, based on the fact that this factor is a major determinant of the level of employee commitment and their overall effort in working toward higher levels of organisational productivity (Tomažević, Seljak and Aristovnik, 2014).

Employee attitude toward work goes a long way in influencing the level of performance and therefore service provided for the consumers. Satisfied employee practice less absenteeism and tend to distance themselves from other forms of counterproductive work related behaviours such as cyber loafing, theft, embezzlement and Turnover. In reality, there is no situation where employees can be satisfied with all factors in the workplace that determined the level of satisfaction. Sometimes an employee is satisfied with certain aspect of their work while they show a certain level of dissatisfaction with others. For instance the employee may be satisfied with their level of working environment while they may experience less satisfied with their level of salary or wages. Therefore, it is impossible for an employee to be a hundred percent satisfied with all aspects of their work; while some will satisfy them, others may not. This disparity in their levels of satisfaction may be due to various factors, among which are demographic variables which are of interest in this study. Various demographic factors have been reported in psychological literatures which are major determinants of job satisfaction. The present study examines how gender, Tenure (Length of service), age as the demographic variables of interest, and also job categories influence job satisfaction among employees in a teaching hospital in Lagos Nigeria.

Can these demographic variables influence job satisfaction where management has been inadequate? Can gender foster job satisfaction? Does age or job tenure influence job



satisfaction levels among hospital employees? Does hospital job status, i.e. medical or non-medical affect job satisfaction among the same population? Clark (1997) for instance reported a higher job satisfaction level with women despite finding that women mostly occupied more challenging work positions than men. Clark (1997) however also found that the gender satisfaction differential disappears for the young, the higher-educated, professionals and those in male-dominated workplaces, for all of whom there is less likely to be a gender difference in job expectations. The study of Shal, Crossman and Parkpoom (2003) claim that age is not a significant predictor of job satisfaction. Earlier studies however suggest age is positively associated with job satisfaction. On the other hand, Bowen et al. (1994) indicated that age was related to job satisfaction, since they found in a study that those who were older had a higher level of job satisfaction. Shal, Crossman and Parkpoom (2003) also did not find job tenure to be a significant factor in job satisfaction. Olatunji and Mukuolu (2014) however found that job satisfaction increases with tenure of service. They found that Nurses and doctors who have spent 5-10 years in service enjoyed more satisfaction than those with less than five years while in the same vein, those who have served for more than 10 years were more satisfied than those with 5-10 years tenure of office. Gender for the purpose of this study is referred as the psychological and emotional characteristics of being male and female. Empirical findings have demonstrated that females tend to have higher levels of job satisfaction than their male counterparts. Kim (2005) in a study reported that when compared to their female counterparts, male experience lower levels of job satisfaction. This study confirmed that gender is an important predictor of job satisfaction. The reason for gender differences in job satisfaction is the fact that women emphasized intrinsic rewards, whereas men emphasized extrinsic reward (Kim, 2005). The difference in their perception of what should constitute job satisfaction in the workplace is the main reason behind the wide gap in their level of satisfaction (Kim, 2005).

Tenure or length of services is also an important determinant of the respondent level of job satisfaction. Tenure for the purpose of this study is referred to as the number of years which an employee has spent in an organisation. Job tenure or length of service has been reported to be a significant predictor of job satisfaction. Shah, Crossman and Parkpoom (2003) report that length of service or job tenure has a significant positive relationship with job satisfaction. They explained that as people are spending more years in their organisation, the level of psychological attachment with their firm increase and their overall level of job satisfaction increases (Shah, Crossman and Parkpoom, 2003). Age, which is the effect of time on physiological human functioning also reported to play a crucial role on the level of employee job satisfaction. Previous studies have reported that as people become older, their level of job satisfaction tends to increase and therefore younger employee enjoy lower level of job satisfaction (Kim, 2005).

STATEMENT OF THE PROBLEM

Job satisfaction is an important construct in the field of organisational behaviour. The construct has been widely researched based on the general observation that it has great impact on the firm's efficiency and overall organisational growth and development. The level of individual employee satisfaction goes a long way in determining their overall attitude toward work and their level of commitment (Lanyon & Goodstein, 2004). High level of dissatisfaction among employee in an hospital setting may have a detrimental effect on such organisations, as this may have serious implications on the hospitals level of service provision and overall performance. Job dissatisfaction can lure employees to engage in various forms of counterproductive work behaviour such as theft, embezzlement, turnover and absenteeism (Kulas, McInerney, DeMuth, & Jadwinski, 2007). Some other research on the influence of age, gender, length



service and its relationship with job satisfaction has yielded conflicting results. While some studies have established a significant influence of age and length of service to job satisfaction, some other studies claim a weak correlation between these variables. Shah, Crossman and Parkpoom (2003) report that age has no significant relationship with the employee level of job satisfaction in their study, but length of service was found to be positively correlated with job satisfaction. Waskiewicz (1999)'s however contradicts the result of Shah, Crossman and Parkpoom (2003) when they found that age is not a significant determinant of level of job satisfaction. The present study adds to the existing knowledge of these concepts by examining the influence of gender, age, length of service, and official status (Medical and Non-Medical) on job satisfaction among hospital employers at Lagos-State University Teaching Hospital.

Objectives:

To examine the influence of gender, age and job tenure on Job Satisfaction of hospital employees in a University Teaching Hospital in Lagos State, Nigeria..

To determine the difference in the Job Satisfaction levels of Medical and Non-Medical employees of the same Teaching Hospital.

Justification:

The life saving responsibilities of medical and non-medical employees is rather salient Despite under funding and other inadequacies, the level of service provision of hospital employees cannot be compromised.

Performance in service provision is directly linked with Job Satisfaction, hence the need to further examine the concept.

Job Satisfaction is influenced by many factors, some of which are demographic variables.

HYPOTHESES

The following hypotheses were drawn for the study:

1. Gender will significantly determine job satisfaction among hospital employees.
2. Older hospital employees (41-50 years) will experience significantly higher Job Satisfaction than younger hospital employees (20-30 years).
3. Length of time on job or tenure will significantly determine job satisfaction among hospital employees.
4. Medical employees in the hospital will experience significantly higher job satisfaction than Non-Medical employees.

METHODOLOGY

The research was designed to study the influence of gender, age, length of service, official status (Medical and Non-Medical), and marital status on job satisfaction among hospital employers at Lagos-State university Teaching Hospital.

Research Design

This study adopts a survey research design through the use of a psychological test to determine job satisfaction levels among hospital employers at a Lagos-State university Teaching Hospital. The independent variable is gender, age, length of service, official status (Medical and Non-Medical), and marital status while the dependent variable is job satisfaction.

Research Population/Sampling



The population of this study is the hospital employees from Lagos State University Teaching Hospital. The population of the Lagos State University Teaching Hospital is 605. An incidental sampling method was used to draw 220 samples from these hospital employees in Lagos State. The employees were selected and asked to volunteer to participate in the study.

Research Instrument

The Job Satisfaction Survey (JSS) was used for data collection. The Job Satisfaction Survey, JSS is a 36 item, nine facet scale to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions, so about half must be reverse scored. Although the JSS was originally developed for use in human service organizations, it is applicable to all organizations.

Reliability

Internal consistency reliability (coefficient alpha) was computed for all the subscales and the total scale on a sample of 2870 was above the .50 minimum suggested by Nunnally (1967). All but two were over .70 and the total scale was .91. Part-Whole correlations were all acceptable ($r < .26$). A test-retest reliability estimate for the JSS was available for a one relatively small sample of 43 individuals 18 months apart. Correlation coefficient between subscales at both points in time were surprisingly high considering the long time span and many changes in the organization. They ranged from .37-.74 for the subscales and was .71 for the entire scale. The test retest reliability for this scale will be expected to be considerably higher with a shorter span and with a fewer organizational changes and intervention.

Validity

Discriminants-Convergent

The major evidence for discriminants and convergent validities was provided by a multi-trait-multi-method analysis of the JSS and JDI. Five subscales were tested with the JSS and JDI which are; work, pay, promotion, supervision and coworkers. The results met all criteria. The validity correlations between equivalent subscales from both instruments were significantly larger than 0 and of reasonable magnitude, .61-.80. These values were all higher than correlations between non-corresponding subscales across instruments. The validity correlations were all higher than the inter correlations among subscales within each instrument. Finally, the pattern of inter relationships among subscales for both instruments were reasonably consistent, with all but one correlation from each instrument ranging from .20 - .37. In addition, the validity correlations were all higher than relationships between each common subscale and the additional JSS subscales.

RESULTS

Descriptive and Inferential statistics was used to analyze the data as applicable. The data collected was analyzed with the aid of the Statistical Package for Social Sciences (SPSS) version 22. The statistical tests of comparing means were utilized for testing the stated hypotheses.

**Table 1:**Demographic Characteristics of Respondents

| Variables | N ^o | % | \bar{X} | SD | |
|-------------|--------------------|-----|-----------|-------|------|
| Gender | Male | 88 | 40 | 137.9 | 21.8 |
| | Female | 132 | 60 | 139.3 | 17.9 |
| Designation | Medical | 97 | 44.0 | 140.8 | 16.1 |
| | Non-Medical | 123 | 56.0 | 137.1 | 21.7 |
| Age | Older (41-50yrs) | 56 | 25.5 | 135.9 | 20.0 |
| | Younger (21-30yrs) | 49 | 22.2 | 139.1 | 23.1 |
| Time on Job | 1-10yrs | 122 | 55.5 | 135.8 | 19.4 |
| | 11-19yrs | 60 | 27.3 | 141.4 | 21.4 |
| | 20yrs Above | 38 | 17.2 | 143.6 | 15.1 |

There were 220 respondents consisting of both medical and non-medical staff of Lagos State University Teaching Hospital surveyed for this study.

HYPOTHESIS ONE

Gender will significantly determine job satisfaction among hospital employees.

Table 2: t-Test Table for the job satisfaction scores of male and female respondents

| JOB SATISFACTION | N ^o | \bar{X} | SD | t | P |
|------------------|----------------|-----------|------|-------|------|
| Male | 88 | 137.9 | 21.8 | -.535 | <.05 |
| Female | 132 | 139.3 | 17.9 | | |

An independent-samples t-test was conducted to compare the Job Satisfaction scores of the Male and Female employees at LASUTH. The test scores show that 88 of the respondents were male and 132 were female. At the 0.5 significant level, there was not a significant difference in the Job Satisfaction scores for Male (M=137.9, SD=21.8) and Female (M=139.3, SD=17.9) conditions; $t(218) = -.535$, $p = .593$. These results suggest that gender really does not have an effect on job satisfaction. Specifically, the results suggest that hospital employees feel job satisfaction in the same way, whether they are male or female. The hypothesis was therefore rejected.

HYPOTHESIS TWO

Older hospital employees (41-50 years) will experience significantly higher Job Satisfaction than younger hospital employees (20-30 years).

Table 3: t-Test Table for the Job Satisfaction scores of older and younger respondents



| JOB SATISFACTION | N ^o | \bar{X} | SD | t | P |
|--------------------|----------------|-----------|------|-------|------|
| Older (41-50yrs) | 56 | 135.9 | 20.0 | -.773 | >.05 |
| Younger (21-30yrs) | 49 | 139.1 | 23.1 | | |

An independent-samples t-test was conducted to compare the Job Satisfaction scores of the older hospital workers (41-50 years) and the younger hospital workers (20-30 years) at LASUTH. The group between age 31 and 40 years were left out because the study was focused on the difference between the younger and older groups. The test scores show that 56 of the respondents were older (41-50 years) and 49 were classified as younger (21-30 years). At the 0.5 significant level, there was not a significant difference in the Job Satisfaction scores for Older workers (M=139.2, SD=23.2) and Younger workers (M=135.9, SD=20.0) conditions; $t(103) = -.773$, $p = .441$. These results suggest that age differences really do not have an effect on job satisfaction. Specifically, the results suggest that hospital employees experience job satisfaction in the same way, whether they are older or younger. The hypothesis was therefore rejected.

HYPOTHESIS THREE

Length of time on job or tenure will significantly determine job satisfaction among hospital employees.

A one-way between subjects ANOVA was conducted to compare the job satisfaction of hospital employees at LASUTH, based on their length of time at work. Their length of time at work were classified into three conditions labeled 0-10years, 11-20 years and 21 years and above on the job. The independent variable represented the three different job tenure levels, while the dependent variable was the hospital employee's Job Satisfaction scores. See Table 6 for the means and standard deviations for each of the six groups of educational qualifications.

Table 4: Means and Standard Deviations of Standardized Test Scores

| METHOD | n | \bar{X} | SD |
|----------------|-----|-----------|------|
| 0 – 10 years | 122 | 135.8 | 19.4 |
| 11 – 20 years | 60 | 141.4 | 21.4 |
| 21 years Above | 38 | 143.6 | 15.1 |
| TOTAL | 220 | 138.7 | 19.5 |

An alpha level.05 was used for all analyses. Table 7 shows the analysis of variance for the Job Satisfaction scores of the hospital employees based on their length of time on the job.

Table 5: Analysis of Variance For JSS Scores

| SOURCE | SS | df | MS | F | p |
|---------|---------|-----|--------|------|------|
| Between | 2328.0 | 2 | 1164.0 | 3.11 | .046 |
| Within | 81041.6 | 217 | 375.3 | | |
| Total | 83369.6 | 219 | | | |

There was a significant difference in the job satisfaction levels of the employees based on their length of time on the job at the $p < .05$ level for the three levels [$F(2, 217) = 3.117$, $p = 0.046$]. Post hoc comparisons using the Tukey HSD test indicated that the mean score for the 0-



10years time on the job ($M = 135.9$, $SD = 19.4$) was significantly different than the 20 years Above time on the job ($M = 143.6$, $SD = 15.1$). However, the 0-10years time on the job ($M = 135.9$, $SD = 19.4$) did not significantly differ from the 11-19years time on the job ($M = 141.4$, $SD = 21.4$). Taken together, these results suggest that the various levels of time on the job have a significant effect on the job satisfaction of the hospital employees as LASUTH. Specifically, the results suggest that the workers who have spent a significantly longer time at work experienced high job satisfaction than those who have spent less time. The hypothesis was therefore accepted.

HYPOTHESIS FOUR

Medical employees in the hospital will experience significantly higher job satisfaction than Non-Medical employees.

Table 6: t-Test Table for the Job Satisfaction scores of medical and non-medical respondents

| JOB SATISFACTION | N ^o | \bar{X} | SD | t | P |
|------------------|----------------|-----------|------|------|------|
| Medical | 97 | 140.8 | 16.1 | 1.42 | <.05 |
| Non-Medical | 123 | 137.1 | 21.7 | | |

An independent-samples t-test was conducted to compare the job satisfaction levels of Medical and Non-Medical staff of LASUTH. There was a significant difference in the scores for Medical staff ($M=140.8$ $SD=16.1$) and Non-Medical staff ($M=137.1$, $SD=21.7$) conditions; $t(218) = 1.42$, $p = 0.016$. These results suggest that even though it is a low difference, there is a significant difference in the job satisfaction levels of Medical and Non-Medical staff at LASUTH. The hypothesis was therefore accepted.

DISCUSSION

Findings have been generally far inconclusive about the nature of the relationship between gender and job satisfaction. This study found no significant difference in the job satisfaction of male and female hospital employees in a Lagos Teaching Hospital in Nigeria. Kaiser (2005) found that Denmark, Finland and the Netherlands do not show significant gender-job satisfaction differences, but in contrast, in Portugal men are more satisfied with their jobs than women. However, it was also found that in the vast majority of the investigated countries female workers show a significantly higher level of job satisfaction (Kaiser, 2005). As the majority of women are disadvantaged compared to men in the labor market, the findings clearly demonstrate a gender-job satisfaction paradox in these countries, which is not for from the findings of this study here in Nigeria. Clark (1997) also reported a higher job satisfaction level with women despite finding that women mostly occupied more challenging work positions than men. Clark (1997) nevertheless found that that the gender satisfaction differential disappears for the young, the higher-educated, professionals and those in male-dominated workplaces, for all of whom there is less likely to be a gender difference in job expectations. Clark posits that this is due to females having lower expectations at work due to “the poorer position in the labour market that that women have held in the past” (1997: 342). Clark suggests that females’ higher levels of job satisfaction could be transitory as they improve their labour market performances over time.

Long (2005) used cross-sectional 2001 Australian data to investigate gender differences in job satisfaction. Both statistical and econometric analysis suggests that females are more satisfied at their jobs compared to males (Long, 2005). However, as most the majority of studies



cited above, this gender-job satisfaction gap disappears for younger females and also those with higher levels of education (Long, 2005). In their study Crossman and Harris (2006) reported that males were vaguely more satisfied than females. Klecker (1997) found females to be more satisfied with a range of job dimensions. Hall (1994) found male to be more dissatisfied with aspects of work than their female counterparts. Koustelios (2001) however reported that female were more satisfied with working conditions than males. Other studies have reported similarly limited findings (Ma & MacMillan, 1999). In all these studies, the effect sizes were small. Other biographical variables may play moderating role. For example, Klecker (1997) reported that gender differences in job satisfaction were influenced by age group. Whereas no gender effects have been found on job satisfaction (McCann, 2002), differences have been observed in some studies (Crossman & Harris, 2006; Koustelios, 2001).

This study also concluded that there was no significant difference in the job satisfaction based on age. Research on the role of age on job satisfaction has been widely documented in literature. The study of Shal, Crossman and Parkpoom (2003) claim that age is not a significant predictor of job satisfaction. Earlier studies suggest age is positively associated with job satisfaction. Shal, Crossman and Parkpoom (2003)'s article examines whether age and tenure are individual determinants of satisfaction, or whether there is an interaction between the two. Their results indicate that employee age is not significantly associated with overall job satisfaction level. Furthermore, regarding age, intrinsic job satisfaction was higher for those in the age groups of 23 to 33 and 46 to 50 (Nestor & Leary, 2000). This is consistent with the findings of Griffin (1984), who found in a study, that age was related to job satisfaction. The findings of Bowen et al. (1994) indicated that age was related to job satisfaction, since they found in a study that those who were older had a higher level of job satisfaction. On the other hand, Andrews (1990) found no relationship between age and the job satisfaction levels.

Olatunji and Mukuolu (2014) found that job satisfaction increases with tenure of service. They found that Nurses and doctors who have spent 5-10 years in service enjoyed more satisfaction than those with less than five years while in the same vein, those who have served for more than 10 years were more satisfied than those with 5-10 years tenure of office. Olatunji and Mukuolu (2014) were able to deduce that experience on a job reduces the level of stress, and then enhances the satisfaction that is derived from the job. They found this in line with the findings of Cherniss (1980) in a research carried out on young professionals that are new on the job (between 1-10 years) found out that most of them expressed extreme frustration, apathy, worries, tiredness and job dissatisfaction (Olatunji and Mukuolu, 2014). Regarding tenure, Oshagbemi (2000) found that the underlying assumption appears to be that dissatisfied workers resign while satisfied ones stay with the organization. Oshagbemi (2000) found tenure to be positively and significantly related to overall job satisfaction. Shal, Crossman and Parkpoom (2003) report that workers with longer service may experience higher satisfaction because they have found a job that matches their needs, or find opportunities for promotion which might lead to higher job satisfaction. Finally studies have also been done on the influence of length of service on job satisfaction. Nestor and Leary (2000) did find that as one's years of experience increased as an his or her intrinsic and overall job satisfaction increased as well. Bowen et al. (1994) also found this to be true, while Fetsch and Kennington (1997) found it to be true for all Extension agents in their study. In contrast, Griffin (1984) and Andrews (1990) both found no relationship between job satisfaction and years of experience.

While literature covers a plethora of studies reporting on the job satisfaction of medical and non-medical staff, there remains a dearth of literature comparing the job satisfaction of these independent samples. This study found that medical employees showed a higher level of



job satisfaction level than the non-medical staff. There could be several reasons for this finding. Medical staffs are obviously paid more than non-medical staff and this could be a reason. Several studies have tied job satisfaction with pay satisfaction, reporting a positive correlation between the two (Hulin, 2002, Locke, 1969). Another reason could be merely a case of fulfillment of desired career pursuit. Medical Doctors especially set out to study medicine and when this is achieved, a feeling of self actualization (according to Abraham Maslow's theory) may set in and job satisfaction is experienced. This may be the case with other medical affiliations but not with the non-medical staffs. Added to this may be the fact that medical staff are given much more attention and therefore respect for their line of work than are the non-medical staff. This may bring about a sense of fulfillment and achievement which in turn translates to a higher level of job satisfaction than with their non-medical counterparts.

Implication of Findings

The implication of the findings of this study is that there is room for further research. The study was carried out in only one part of Nigeria and hospital employees were surveyed from only one University Teaching Hospital in Lagos State. There are six geo social regions of the country and thirty six states with at least one teaching hospital in each state. The findings of the study can therefore not be taken as conclusive. In order to validate the findings of this study, there is the need to replicate this study in other parts of the country and survey more hospital employees from less populated cities as well. It may be necessary to include other variables also in the study.

Conclusion and Recommendations

This study examined the influence that age, gender and job tenure will have on the job satisfaction levels of medical and non-medical employees at a University Teaching Hospital in Lagos, Nigeria. Neither age nor gender of these employees revealed any significant impact on the job satisfaction of these employees. Further discussion on these demographic variables showed consistency with several similar studies even though some other studies report contradicting findings. Job tenure revealed significant impact on the job satisfaction of the hospital employees. This finding was also consistent with other similar studies and findings, pointing at job tenure as an important factor in performance and productivity. Medical and Non-Medical employees' job satisfaction was also examined and a significant difference was revealed. The Medical staffs revealed a significantly higher average level of job satisfaction than their Non-Medical counterparts. Several reasons to this revelation were examined.

It is recommended that hospital management, government policy and management decision makers should examine various strategies to improve attrition levels and encourage tenure acquisition in these organisations. If job satisfaction translates to higher performance and productivity levels among these very important set of employees, then nation building will be impacted positively when longer work tenure is encouraged among them. It is also recommended that further insight should be pursued to determine the causes of the disparity in job satisfaction levels between Medical and Non-Medical employees in hospitals. This may lead to more informed decisions by the management of these institutions on how to increase the job satisfaction levels of these hospital employees.

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