

Institutional Support, Career Development and Job Satisfaction of Health Information
Management Professionals in University Teaching Hospitals, Lagos State

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University Compliance Form

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Dedication

This work is dedicated to the glory of God and loving memory of my late parent, Mr. & Mrs.

Gabriel Ishola Abiodun Bankole.

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Abstract

Job satisfaction (JS) of employees goes a long way in contributing to the unhindered work performance of employees of an organization. Studies have revealed that among several factors that can promote job satisfaction, two are quite prominent. They are institutional support (IS) and career development (CD) practices. A situation whereby these two factors are absent in practice both from a managerial perspective and employee perspective, then job satisfaction level of employees will be undermined. It is in this regard that this study therefore deems it fit to investigate the influence of institutional support and career development on job satisfaction of health information professionals in teaching hospitals in Lagos state. Descriptive research design was adopted. Population consists of 155 health information management professionals in teaching hospitals in Lagos state. 155 health information professionals served as the sample size for this study. Total enumeration sampling technique was adopted as the sampling technique for this study as well. The reliability coefficient for each of the variable ranged from 0.70 to 0.88. Data collected was analyzed using descriptive and inferential statistics. Findings revealed that Institutional Support had significant influence on Job Satisfaction of Health Information Management Professionals ($Adj. R^2 = .056; p = 0.000$), Career Development was also found to significantly influence Job Satisfaction of Health Information Management Professionals ($Adj. R^2 = .048; p = 0.000$). Jointly, Institutional Support and Career Development were found to statistically and significantly influence Job Satisfaction of Health Information Management Professionals ($Adj. = .088, F_{(2, 148)} = 8.259, p < 0.05$). The study concluded that both Institutional Support and Career Development do independently and jointly influenced Job Satisfaction of Health Information Management Professionals in Teaching Hospitals. In light of this, the study recommended that Management of Teaching Hospitals should improve job conditions of Health Information Management Professionals, give necessary support towards their career growth and development, and review their organizational policies in such a way that provisions for rewarding hard working Health Information Professionals should always be implemented. Furthermore, Health Information Management Professionals should strive at attaining higher career developmental levels through exposure to trainings, seminars, academic advancement, etc in order to meet up with the challenges of their profession.

Key Words: Career development, Health information professionals, Institutional support, Job satisfaction, Lagos state.

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List of Acronyms

Abbreviation	Meaning
HIM	Health Information Management
CD	Career Development
OS	Organizational Support
IS	Institutional Support
POS	Perceived Organizational Support
OST	Organizational Support Theory
OC	Organizational Commitment
TSC	Teachers' Service Commission
OCB	Organizational Citizenship Behaviour

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Chapter One

Introduction

1.1 Background to the Study

Globally, health is believed to be wealth. Every nation's health system is crucial to its overall development—socio-economical, technological, etc. The people behind this drive are not too far removed from medical specialists. The foundation of each nation's health sector is its workforce, which includes medical professionals such as health information management professionals, doctors, nurses, pharmacists, laboratory scientists, among others. Without this set of workers, there is high tendency that the health system of a nation will be below the required standard.

A vital set of professionals in the health care team that cannot be done without are the Health Information Management Professionals. The roles of Health Information Management Professionals are pivotal in every quality and effective healthcare delivery system. HIM Professionals plan, develop, implement, evaluate, and manage health information systems which include clinical and administrative data and healthcare records in healthcare facilities and similar or related institutions. HIM Professionals are in-charge of creating, documenting, analyzing and disseminating health records. In other words, they are responsible for health data creation and storage, retrieval and preservation. When they fail in their professional duty, there is every tendency that to a large extent the long lasting effect of this will be heavily felt on the health system of the nation. And when this is the case, it will definitely affect the growth and development of such nation at large.

A major factor that can contribute to the abysmal performance of health information management professionals and other healthcare providers is when they experience low level satisfaction on their jobs.

Job satisfaction is defined as a worker's expressive situation toward their job, taking into justification what they are likely to get out of it. When performance on a job exceeds one's expectations, one is happy and satisfied with the job¹. In this regard, certain factors have been identified to determine workers' job satisfaction level. These factors are: Achievement, recognition, work, responsibility, pay (salary), supervision, company policies as well as interpersonal relationships and security. These factors to a large extent have been identified to determine job satisfaction.

Supporting workers and putting them in places that optimize their strengths while not setting them up for failure is related with achievement, which in turn increases job satisfaction. The way to do this is to establish and communicate to employees clear and reasonable expectations for their respective roles. Employees also need timely, regular feedback on their performance and a work environment that challenges them. More so, another determinant of job satisfaction is recognition². When an employee receives an award, a compliment, or any other form of recognition, it is in recognition of a job well done or exemplary behavior that should be emulated. All employees, regardless of their position, want to be appreciated for their efforts. In order to be recognized, a person's achievement need not be monumental. The best way to show appreciation for a job well done is to do it right away. Employees can be recognized in a variety of methods, including but not limited to: public praise for problem-solving, handwritten notes of thanks, formal recognition programs like "employee of the month" and "employee of the year," and quarterly reports given to the staff rather than management³.

Furthermore, the nature of the tasks that people undertake at work can have a big effect on how fulfilled they feel in their jobs. Getting people to believe that what they do matters and has value is a big part of what we do as a business. An individual's success depends on their ability to set

goals and constantly be reminded and reassured that their efforts are producing desirable results. Success stories and specific examples of how an employee's actions made a difference for the company would be excellent to share³.

Supervision is an important aspect of the workplace that can have a significant impact on employee happiness. The company as a whole will need to be supervised, both in terms of technology and more generally. Smart choices need to be taken when hiring a new supervisor. Leadership qualities and the capacity to treat everyone fairly are essential for success in this profession. It's also important to have a system in place for providing staff with feedback and for ranking them⁴.

Work environment or work conditions also another key factor that determines workers' job satisfaction. Employees' sense of self-worth and commitment to their work are greatly influenced by the workplace culture⁵. Some of the conditions needed to prevent job dissatisfaction in a company include the supply of current equipment and facilities, high-quality furniture, well-ventilated offices, well-spaced offices, secured, well-placed staff quarters, and so forth. Even if all the above factors can bring about high level satisfaction in the lives of employees, if employees are not satisfied with company policies, it will make their satisfaction with job questionable⁶.

Moreover, employees' level of contentment on the job has been reportedly found to be affected by the quality of their interactions with coworkers. Happiness in the workplace increases when one has positive relationships with one's superiors, peers, and subordinates. They derive some of their joy from the companionship they gain from working for a company. It's important for businesses to encourage staff members to network with one another. As a result, there will be

less bullying, aggression, and disparaging language, and more teamwork. It's important to encourage people to live peacefully with one another despite their differences⁶.

Furthermore, there is the possibility of a high level job satisfaction can emerge in the lives of employees if the organization supports the workforce in different capacities. Without high level effective institutional support, job satisfaction would be in doubt⁷. More so, certain indicators have been postulated to best measure institutional support⁹. These indicators are: a sense of fairness, good organizational rewards and employment circumstances (which includes features such as training, autonomy, and role pressures), and supportive management are all important factors in employee satisfaction⁸.

Support for supervisors is connected to institutional support (IS) in so far as the supervisor is seen as an agent or representative working on behalf of the institution¹⁰. The relationship between IS and its consequences is explained by three processes that are specified therein. Employees that perceive institutional support feel required to return toward the organization, according to the reciprocity norm. Second, IS contributes to the satisfaction of socio-emotional demands including esteem, approbation, and attachment, having one's participation and position in an organization become an integral part of one's social identity while also helping to alleviate work-related stress and boost morale for everyone involved. The institution's readiness to recognize efforts done on its behalf can be ascertained via IS. The use of longitudinal designs in certain research since the 2002 meta-analysis has supported IS's hypotheses. It was discovered that IS predicted co-worker helping behaviors that were assessed a year later. IS was found to predict affective commitment in some studies¹¹. It is pertinent to note that, when there is effective institutional support and high level job satisfaction, employees in an organization can

actually progress in their chosen career. In other words, career development plays a crucial role in the life of an employee.

A career is a pattern of employment experiences that lasts the entirety of an individual's life. It is often described in terms of a number of phases or stages that signify the transition from one stage of life to the next. The term "career" can also refer to a person's relationships with groups, institutions of higher learning, and other people during the course of their lifetime. However, it's crucial to keep in mind that the individual now mostly bears responsibility for their own career progress, which calls for long-term employability¹². A career is broken down into stages, each of which has its own unique problems for the worker. Adults who work at several jobs must examine, make judgments about their personal life, and take career transition steps at various points in their lives. The five stages of career development are: growth, exploration, establishing, maintenance, and decline. Although there are four different stages of growth, they may occur more than once in a person's life as a result of career changes, such as switching jobs.

The following tasks are appropriate at each stage of growth, but their nature will change with time. Acquiring the ability to make sound decisions, learning how to combine personal and professional data, and establishing a well-thought-out strategy for one's professional future all fall under this category. These phases appear to be occurring more frequently presently, however. Scholars think this viewpoint is more accurate than the typical one from the twentieth century, which sees a career as a sequence of increasingly difficult assignments¹¹. As a result of their new found expertise, participants move on to more advanced material, which in turn necessitates further training. Due to the constant changes in the economy and environment, the career transition that occurs during a person's career development has gained a lot of attention in recent years. A person's professional trajectory may include several vertical moves between different

fields¹³. However, regardless of how little a shift there is from one career to the next, it requires changes in interpersonal interactions, self-perceptions and moods, and flexibility. A growing number of people are reevaluating their existing careers. This may be the result of a person's perception that their employment does not have room for growth or does not correspond with their personal goals¹⁴.

Health Information Management (HIM) professionals are very much sensitive to the organization they work for. Majorly the organization is predominantly hospitals. Without this class of professionals in health care facilities, health records and data could be misplaced or lost, thereby giving room for wrong diagnosis, treatments, lost of lives, litigations, etc. Three major factors that could actually foster these anomalies in the lives of HIM professionals could be lack of job satisfaction, low level career development and absence of institutional support. In light of this, the study thinks it appropriate to look into how career development and institutional support affects the job satisfaction of health information professionals in Teaching Hospitals in Lagos State, Nigeria.

1.2 Statement of the Problem

Absence of job satisfaction in the life of an employee will result in gradual withdrawal in being committed to one's job. When this is the case, the organization concerned will begin to experience some form of phase out. This can also be the case of hospitals where you have HIM personnel working. A circumstance in which there is little satisfaction with performance, with the nature of the task, with supervision, with organizational rules, and with interpersonal interactions, there is high tendency that these essential category of workers will not be effective in the discharge of their duties when that happens, the records of patients seeking for medical care can be manipulated, misplaced, or lost, thereby bringing about wrong medical care.

In another context, when there is low level institutional support in terms of fairness of Job Conditions (Training and Autonomy) as well as favorableness of organizational rewards to members of staff, the staff will always feel less motivated to be devoted to their jobs. The same can be felt from HIM professionals. A situation whereby the management of an organization like Teaching Hospitals do not support their staff in the above listed factors of institutional support, these professionals will feel neglected and might therefore do everything possible either to leave the organization or begin to do whatever they like. The outcome of this behavior will therefore degenerate into high turnover in the organization and at the end of it all patients in these hospitals will be the one to suffer for the negative outcomes all these will generate.

Also, when there is low self-knowledge on educational opportunities, self-knowledge on career decision making process, access to career information and less detailed career planning on the part of an employee, at some point in the career path of that employee, the employee will become docile at work, reason being that, when there is no career progression which is also career development, it is perceived that the employee will keep doing the same thing over and over again. When this is the case, creativity and passion for the job will be lost thereby bringing about more harm to the life of the clients of the organization. This type of problem is not far-fetched from HIM professionals as well in hospital settings. It is in this regard that this study therefore deems it fit to investigate the influence of Institutional Support, Career Development on Job Satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the influence of Institutional Support and Career Development on Job Satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

The objectives were to:

- i. Identify the level of job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.
- ii. Determine prevalent support giving to HIM professionals in Teaching Hospitals in Lagos State.
- iii. Examine the career development process of HIM professionals in Teaching Hospitals in Lagos State.
- iv. Determine the influence of institutional support on job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.
- v. Investigate the influence of career development on job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.
- vi. Ascertain the combined influence of institutional support and career development on job satisfaction HIM professionals in Teaching Hospitals in Lagos State.

1.4 Research Questions

The following were the research questions for this study.

- i. What is the level of job satisfaction of HIM professionals in Teaching Hospitals in Lagos State?

- ii. What is the prevalent support giving to HIM professionals in Teaching Hospitals in Lagos State?
- iii. What is the career development process of HIM professionals in Teaching Hospitals in Lagos State?

1.5 Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance:

Ho1: There is no significant influence of Institutional Support on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

Ho2: There is no significant influence of Career Development on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

Ho3: There is no combined significant influence of Institutional Support and Career Development on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

1.6 Significance of the Study

This study will enlighten different stake holders (Ministry of Health, Health Maintenance Organizations, Health Policy Administrators) in the health sector of Lagos state and Nigeria as a whole about the plight of Health Information Professionals in the context of Institutional Support, Career Development and Job Satisfaction.

It will also give room for the Federal Government and Lagos State Government to understand areas in which they can actually improve the welfare of Health Information Professionals.

For academic reference purposes, the study will serve as a knowledge repository for researchers who want to contribute or expand the scope of the study; and will also serve as a point of reference in the knowledge repository of Lead City University, Ibadan.

1.7 Scope of the Study

This study was centered on influence of Institutional Support and Career Development on Job Satisfaction of HIM professionals in Teaching Hospitals in Lagos State. Institutional support as one of the independent variables of this study is measured with two indicators which are: Fairness of Job Conditions (Training, Autonomy) and Favorableness of Organizational Rewards. The second independent variable of the study which is career development is measured with three indicators and these are: self-knowledge on educational opportunities, self-knowledge on career decision making process, access to career information and detailed career planning. The dependent variable of this study is job satisfaction measured by the following indicators: accomplishment satisfaction, job content satisfaction, supervisor satisfaction, corporate policy satisfaction, and relationship satisfaction. The study respondents are Health Information Management Professionals in two teaching hospitals in Lagos state. These two teaching hospitals are: Lagos state university teaching hospitals (LASUTH) and Lagos University Teaching Hospitals (LUTH). The reason why these two teaching hospitals are picked is basically because they are the only two Teaching Hospitals existing in Lagos State. HIM Professionals will serve as respondents for this study basically because they are the registered Health Information Professionals and are in the best position to respond to queries bothering on each of the variables adopted to understudy as far as this study is concerned.

1.8 Limitation of the Study

This study faced limitation in the collection of data from the respondents who exhibited nonchalant attitude as a result of their lack of understanding of the importance of the study.

1.9 Operational Definitions of Terms

Job Satisfaction: These are expected outcomes in the life of an employee as regard what will make an employee to be very much satisfied at his or her job. These expected outcomes are: Satisfaction with Achievement, Satisfaction with the Nature of Work, Satisfaction with Supervision, Satisfaction with Company policies and Satisfaction with Interpersonal Relationships.

Satisfaction with Achievement: This is when an employee is very much satisfied with what he or she has achieved over a period of time.

Satisfaction with the Nature of Work: How employees in an organization are comfortable with the kind of task they carry out in an organization.

Satisfaction with Supervision: A situation whereby employees of an organization are comfortable with how they are monitored in the place of work.

Satisfaction with Company policies: How employees are satisfied with laid down rules and regulations guiding their conduct at work.

Satisfaction with Interpersonal Relationships: A situation whereby an employee is satisfied with the communication pattern between colleagues at work.

Institutional Support: These are support factors bestowed on an employees in encouraging the employee to do more at whatever tasks assigned to him or her. These support factors are: - Fairness of Job Conditions (Training, Autonomy) and Favorableness of Organizational Rewards.

Fairness of Job Conditions (Training, Autonomy): A situation whereby the management of an organization introduces different training programs to their employees and by extension there is to a large extent freedom to carry out their jobs without close monitoring.

Favorableness of Organizational Rewards: This is when management of an organization reward their staff when they dutifully carry out their tasks professionally.

Career Development: These are factors that an employee can embark on to advance in his or her chosen career. These factors are: self-knowledge on educational opportunities, self-knowledge on career decision making process, access to career information and detailed career planning.

Self-knowledge on Educational Opportunities: A situation whereby employee has basic understanding of educational opportunities associated with his or her chosen career.

Self-knowledge on Career Decision Making Process: This is a process by which an employee has an understanding of how to make decisions on his or her career in order to progress.

Access to Career Information: A situation whereby an employee makes use of all necessary available means to access to information on his or her chosen career path.

Detailed Career Planning: This is when an employee has a well laid out career plan in terms of how to advance in his or her career.

Health Information Professional: These are registered health information Professionals designated as health information officers in a teaching hospital.

Teaching Hospitals: These are certified teaching hospitals responsible for tertiary health care delivery to the populace as well as providing specialized trainings for health care personnel.

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Chapter Two

Literature Review

This chapter takes into cognizance the essence of reviewing related literature in the context of the variables that make up this study. The guide to the review of relevant literature is hereby carried out using the below outline.

2.1. Conceptual Review

2.1.1 Concept of Job Satisfaction

Scholars have different ideas about what job satisfaction means because they look at it through different lenses. Job satisfaction is a feeling that can produce a positive or negative effect towards one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace¹. Job satisfaction is also regarded from a different angle as workers' emotional condition towards their jobs, taking into account what they enjoy and what they've gotten out of it. Job satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous concepts ranging from leadership to job design. It can be defined as an employee's attitude towards the job. It is not same as motivation, rather it is concerned with the attitude and internal state of an individual regarding a particular job. It could, for example, be associated with a personal feeling of achievement, and hence, shaped or determined by pay, supervisory style, and age factors. If the existing job fails to provide psychological or physiological need of an individual, satisfaction from the job might be low.

Job satisfaction is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. Job satisfaction is explained as a worker's emotional response to different

job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation². Cranny, Smith and Stone define job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. An employee with low prospects can be more pleased with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job³.

According to Herzberg, Job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. In contrast, job dissatisfaction is defined as the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues⁴. Hoppock offered one of the earliest definitions of job satisfaction when he described the construct as being any number of psychological, physiological, and environmental circumstances which leads workers to express satisfaction with their job⁵. Locke sees job satisfaction as a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences⁶. Vroom defined job satisfaction as workers' emotional orientation toward their current job roles⁷. Similarly, Schultz stated that job satisfaction is essentially the psychological disposition of people toward their work⁸. Finally, job satisfaction was defined as an individual's positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment⁹.

More specifically, job satisfaction can be explained as an employee's general attitude towards the job. It is a pleasurable feeling that results from an employee's perception of achieving the desired level of need or satisfaction. Job satisfaction fulfills an individual's psychological and

physiological needs through the organizational process. It is a multidimensional attitude which is made up of the attitude towards pay, promotions, co-workers, supervision, working environment and so on. It is also defined as measures of happiness arising from the evaluation of one's employment and the belief that the job contributes to the achievement of one's goals. Job discontent, on the other hand, is the negative feelings one experiences if he or she perceives the job as an obstacle to fulfilling one's values¹⁰. Another scholar sees job satisfaction to mean any assessment procedure of the job. Workers are content with their employment if it helps them achieve their goals and values¹¹. Job satisfaction could be defined as a collection of feelings about one's job². Others define job satisfaction as "emotional or behavioral reactions to particular aspects of a circumstance"¹². There's speculation that dissatisfaction stems from a mismatch between employee expectations and the realities of their professions, as well as from weighing those realities against those of potential substitute careers¹³. Another set of scholars defined job satisfaction as the extent to which workers are happy with their jobs¹⁴.

Determinants of Job Satisfaction

Money, culture, an engaging work environment, rewards, low stress, respect, trust, a safe and secure workplace, and other intangibles have all been cited by scholars as important contributors to employee happiness on the job¹⁵. Base on Herzberg's theory of hygiene and employee motivation, factors that determine job satisfaction can be classified into two namely: Organizational and personal factors. Wages, working conditions, tasks, organizational standing, prospects for advancement, coworkers, and managers are all examples of organizational factors, while individual disparities in age, education, and gender are examples of individual factors¹¹. To start with, organizational factors are issues that bother on the operations of the organization and these are explained as follow:

A worker's wage is the monetary compensation they anticipate receiving for their efforts. In other words, it's a tool for meeting wants. Everybody anticipates being rewarded fairly. The pay ought to be fair, reasonable, and equal. Job happiness can be attributed to a sense of fair and equal compensation. Since workers spend so much time at work, increased compensation is warranted. Although money isn't everything, bonuses and raises are a great way to boost morale and get people excited about doing the parts of their jobs they don't particularly enjoy. Employees' morale and commitment to their occupations tend to increase when they are recognized and rewarded for going above and beyond¹¹.

Satisfaction in one's job is significantly influenced by one's work environment. People are happier at work when their work requires brains, skills, abilities, difficulties, and the opportunity for more autonomy. Dissatisfaction on the workplace stems from negative emotions including boredom, lack of variety in work, frustration, and failure. According to a piece published in the journal Human Resource Management, workers report the highest levels of satisfaction when their jobs are also personally rewarding. Having some control over one's working environment helps employees to create their own challenges and find their own solutions to problems, ultimately leading to a more rewarding work experience. The constant variety and new obstacles you face throughout your workday also help to keep things fresh. Successful managers should seek for methods to raise difficulties for workers and diversify their daily routines to give a range of responsibilities, even though the nature of specific positions may not naturally contribute to diversity in the workplace¹².

To keep workers inspired, it's important to provide them with pleasant working environment. They make you feel secure and uplifted. They fear for their safety because of the deplorable

working conditions. Improved working conditions, additional paid time off, and other incentives can have a major impact on employees' happiness in their jobs.

The elements of a job's content include the chances for promotion, responsibility, and other variables. The satisfaction of working increases when one's work is less routine and more dynamic. Dissatisfaction with one's employment is often the result of dull work.

Positions at the executive level are highly sought after because of their perceived prestige, respect, and autonomy. Workers are happier with their careers in higher positions than those in lower positions.

Getting promoted is a big deal. There is a direct correlation between promotions and increased compensation, power, autonomy, and status. Therefore, the level of employee happiness is dependent on the availability of advancement prospects.

Group projects are commonplace in modern workplaces. People have an innate need for social connection. This trait causes employees to band together in the workplace to accomplish tasks. Most people who work alone hate what they do. Employee happiness is profoundly impacted by the coworkers they interact with on a daily basis. A person's happiness is heavily influenced by the quality of his friendships and the coherence of his social circles¹¹.

The way a leader manages their team also has an impact on how happy they are in their position. Employees are happier when their bosses act in a democratic manner. Democratic managers encourage a friendly and respectful work environment. Employees working for autocratic managers, on the other hand, report feeling dissatisfied with their jobs.

On the other hands, personal factors are those that pertain to the status of individual worker in an organization, and they are as follow:

Personality is a function of each person's unique psychological make-up. Attributes such as perception, attitude, and education are crucial in establishing the mental state. As a result, people's happiness depends on these elements.

More so, Job satisfaction tends to increase with age. Employees that are younger and have greater vitality tend to be happier. Generally speaking, aspirations rise with an employee's age. Those who aren't able to realize their dreams will feel unfulfilled.

Getting a good education can help one grow as a person and boost the ability to think critically and wisely. Staff with a high level of education are more likely to be persistent, logical, and intelligent. This allows them to get perspective on the situation and view it favorably.

Employees' happiness on the job depends on their gender and race. Even in low-paying employment, women report higher levels of satisfaction than males.

Learning, autonomy in the use of skills, job features, management's impartiality, social status, and other elements all play a role in determining an employee's level of job satisfaction. Managers should take into account all of these aspects when gauging employee happiness and developing strategies to boost it.

The level of job satisfaction you experience depends on how well your expectations and your actual compensations match up. One's attitude and actions at work are intrinsically tied to how fulfilled they are with their job. Feeling accomplished and successful in one's work is what we mean when we talk about job satisfaction. It is often believed to have a causal relationship with productivity and happiness. To be happy in one's work environment, one must be able to perform his or her duties competently, like doing them, and receive recognition for them. An additional implication of job satisfaction is that of elation and enjoyment in one's work. Satisfaction in one's

work is a critical factor in gaining respect, money, and status, all of which contribute to a sense of accomplishment and fulfillment¹⁷. A worker's level of job satisfaction can be thought of in terms of how content they are with the benefits they receive from their work, especially in terms of their own intrinsic motivation¹⁸.

The word "job satisfactions" is used to describe how an individual feels about his or her employment. An upbeat and optimistic outlook on one's work life is a strong indicator of contentment in one's position. To be dissatisfied with one's employment, one must have a negative outlook on it¹⁹. One's level of job satisfaction is a reflection of their aggregated thoughts and emotions towards their current employment situation. An individual's level of job satisfaction can range from very high to very low. People can have opinions not only on their jobs in general but also about particulars such as the tasks they perform, the people they report to or work under, and the amount of money they receive²⁰. Job satisfaction is a multidimensional term with varying definitions depending on who you ask. To what extent job happiness actually influences motivation is unclear. Having a good time is not the same as being inspired to do something. Being happy in your job is more of a mindset than a tangible emotion. It may be linked to a sense of accomplishment, either quantitative or qualitative, on the individual's part²¹. It is therefore considered that job satisfaction represents a feeling that appears as a result of the perception that the job brings about fulfillment of material and psychological needs of a worker²². Certain features of job satisfaction were identified thus, first, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this, it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Thus, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made²³.

2.1.2 Concept of Institutional Support

Here, "institutional support" means the organization's active encouragements in the form of policies, regulations, financial and non-monetary aid that drive workers to carry out their duties efficiently and effectively²⁴. Any company that values its employees enough to gain their dedication must be prepared to provide for them. Institutional support for Health Information Management professionals can take many forms, such as the provision of computers, documentation materials, conference sponsorship, sponsorship for further studies, etc., all with the goal of ensuring that Health Information Management professionals are able to effectively and efficiently provide patients with the best care possible.

Institutional support (IS) has to do with an employee's perception that the institution values his/her contribution to the success of the organization and cares or have concern about his needs and well-being. Institutional support refers to the active encouragements provided by an organization in the form of laws, regulations, financial and non-monetary supports, and so on, that motivate workers to carry out their duties efficiently and effectively.

Institutional Support also refers to an employee's perception or belief that the institution values his or her contributions to the success of the organization and cares or have concern about his/her needs. Institutional support (IS) or organizational support (OS). Refers to the extent to which employees deem that their organization values their contribution and cares about their well-being. Organizational support can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal^{24,25,26}. The importance of institutional support cannot be over emphasized, and based on this, Krishnan and Mary opine that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the institution values their contributions and cares about their well-being²⁷.

In the context of this study, Institutional Support (IS) is described as the roles of the management of the Teaching Hospitals in Lagos Nigeria regarding the provision of necessary materials, assistance and support to Health Information Professionals in the discharge of their statutory roles.

2.1.3 Concept of Career Development

A person's lifelong pattern of work experiences is called their "career," and it is commonly viewed in terms of a series of phases or stages that mirror the passage from one stage of life to the next²⁸. It's considered a viable profession because it grows out of people's engagement with institutions and communities. Working life, as this exchange suggests, is now more than just a series of occupations; it's also a narrative that workers construct about themselves. The term "career" can also be defined as the sequence of interaction of individuals with society, education and organizations throughout their lifespan. It is necessary, however, to emphasize that the

majority of the responsibility now rests on the individual for their own career progression, which requires sustained employability³⁰.

Some other scholars are of the opinion that an individual's career development is a lifetime process that encompasses the growth and change process of childhood, the formal career education at school, and the maturational processes that continue throughout a person's working adulthood and into retirement³¹. A career consists of different stages and the individual is confronted with different issues during each of these stages³². The common pattern of multiple careers during individuals' adult years requires that they evaluate, make personal decisions and implement career transition actions at several points during their lifetime³³.

Career development consists of skills, education and experiences as well as behavioral modification and refinement techniques that allow individuals to work better and add value. It is an ongoing organized and formalized effort that recognizes people as a vital organizational resource. Career development is the support an organization provides to employee professional growth, especially to employees' movement to a new position or project within the organization. This support often includes coaching, mentoring, skills development, networking and career guidance. Career development is often facilitated by Human Resource functions (such as learning and development, talent management or recruiting) and by Human Resource business partners or managers in the organization. Career development is the process of self-knowledge, exploration, and decision-making that shapes your career. It requires successfully navigating your occupational options to choose and train for jobs that suit your personality, skills, and interests.

Since career development is all about fitting an organization's needs into an employee's long-term aspirations, it's becoming increasingly important to businesses. To improve productivity on

the job, personnel should create a plan for their professional growth. Employees who are considering a career transfer within the organization or are open to other employment opportunities might also benefit from these plans. Modern, competitive businesses worry about their employees' professional growth in new ways. They place a premium on 'career,' with structured onboarding, ongoing professional development, and the benefits of a more marketable skill set, including improved employment stability.

The term "career development" refers to the continual process by which individuals move through a succession of stages, each of which is marked by relatively unique issues, themes, and tasks. This process is the outcome of a collaborative career mapping effort between employees and the institution. Career development entails two distinct but interrelated sets of actions: career planning and career management. Career management entails actions taken to help an individual put their career plans into action, while career planning refers to the processes by which an individual, with the help of counselors and other individuals, evaluates his or her skills and potential in order to create a workable career plan. Taking the necessary actions to realize that plan is what career management is all about, with an emphasis on what can be done within an organization to help employees advance in their careers.

Advantages of Career development

Investing in one's professional growth is crucial. One's ability to advance in their chosen field is a prerequisite to reaping the rewards and benefits that come with doing so. Building one's skill set and enhancing one's efficiency are two of the many benefits of a well-planned career path. It can be difficult for businesses to adjust to employees' efforts at personal growth and improvement, and much more difficult for them to invest in their employees' careers in the hopes

of seeing accelerated returns on those investments. Following are a few advantages of furthering one's career:

Increased opportunities for advancement help keep employees from leaving their positions. In turn, this decreases labor turnover, or the amount of people who plan to leave the company.

Career advancement ensures that everyone has an equal chance of finding gainful employment. When taking into account the career development program, one has a chance at equal opportunity employment because the program identifies each person based on their merits. The development of highly effective people is based on the achievements achieved by the individual, not on any other factor, illustrating true equality of opportunity.

Improvement in both knowledge and skill can be gained through career advancement. They can better manage their time and make better use of their staff as a result. It also aids companies in making better use of their employees' talents. Managers assign workers to tasks that play to their strengths, allowing everyone to contribute at their full potential.

Career advancement enhances workers' quality of life on the job. Through Career Development, workers can improve their skills, knowledge, and attitudes in key areas of their profession. Additionally, it raises workers' proficiency levels. Through participation in a career development program, an employee can increase their level of expertise. These initiatives seek to improve several elements of an employee's life in the hopes that this would lead to enhanced productivity on the job.

When employees participate in a training program designed to further their careers, they gain a deeper understanding of the company's many divisions and functions. This means that when employees talk to one another, everyone benefits. Effective communication in the workplace is

fostered through climbing the corporate ladder. It encourages interaction between supervisors and subordinates as well as between supervisors and upper management. Effective communication is crucial to the success of any business and can be used to address a wide range of problems.

A career development system provides employees as well as managers with helpful assistance with career decisions. They get an opportunity to assess their skills and competencies and know their goals and future aspirations. It helps them give a direction so that they can focus on achieving their long-term career goals. Likewise, it helps in setting realistic goals. Setting realistic goals and expectations is another main objective of a career development system. It helps both employees and organization to understand what is feasible for them and how they can achieve their goals.

Career development creates a pool of talented employees who will be able to meet the organization's staffing needs in present and future and also helps them fulfil their requirements.

Career development enhances the career satisfaction. Organizations especially design career development systems for enhancing the career satisfaction of their employees. Since they have to retain their valuable assets and prepare them for top notch positions in future, they need to understand their career requirements and expectations from their organization. It also creates an avenue for feedback. Giving feedback on every step is required within an organization to measure the success rate of a specific policy implemented and initiatives taken by the organization. In addition to this, it also helps managers to give feedback for employees' performance so that they can understand what is expected of them.

Stages of Career Development

One way to examine professional growth is via the lens of distinct "career stages." Common events, obstacles, or responsibilities that most people face at various points in their lives or careers might help characterize their lives or careers. Many psychologists, including Freud, contend that aspects of human nature, including intelligence, morality, and personality, grow in a consistent, predictable pattern that correlates strongly with chronological age. The phases of human development are distinct from one another and are separated by periods of transition. During each rung, one can do something new and significant, such making a significant mental shift. Job advancement can and often does correspond to a person's age. Careers, like life, have phases. Once again, tracing one's work path through the stages of life illustrates the universal challenges that arise when one is trying to transition to a new job or is in the midst of a midlife crisis. It's also useful for comprehending why people and businesses alike attempt to foresee and prepare for impending crises and obstacles.

When an organization hires someone to work in any of its cadre grades for a significant amount of time, it has a responsibility to take an active interest in and make positive measures toward the employee's career development from the moment they are hired. There are flaws in using a timeline to look at one's professional advancement. It is generalizable to the average person. As a result of their differences, people's life experiences tend to be somewhat different. Since people's perceptions of their own careers vary so widely, the stages of professional growth also vary greatly. However, taking into account the needs of the population as a whole, there are four broad categories into which professional advancement can be sorted³².

When a new employee first joins a company, they are in the exploratory phase. The term "knowledge collecting" aptly describes this part of the career exploration process. As the name

implies, this is the beginning, or "budding," stage of a new employee's career. For this reason, it is crucial for a company to support the behavioral and operational shortcomings of a new recruit in order to help him grow over time. At this point, it is the duty of the company to see to it that the employee's worries are addressed. Facilitation of his or her settling in and establishing oneself. At this point, workers receive induction-training in the form of institutional work familiarization programmes, technical or professional training, or on-the-job training at the institutions. During this period of testing and development, many companies unfortunately face significant rates of employee turnover. Employees in this stage need opportunities for self-exploration and experiment with a variety of job activities or assignments³⁴.

The following stage is the stage of establishing and growing. It's also referred to as the "blooming" or "progressing" phase. This necessitates progress and maturation in one's chosen field. Achieving, performing, and progressing are all important to the person at this time. At this point, the person is highly motivated to advance in his or her chosen field, which leads to increased production and professional advancement within the company.

At this point, it is ideal for workers to accept positions of more responsibility and complexity, where they may put their skills to good use. Employees are encouraged to take risks and think outside the box by being given demanding tasks. Now more than ever, it's crucial for businesses to provide their workers the freedom they need to pursue their own goals and feel a sense of accomplishment at the end of each workday. During this time, new hires should be given the tools and encouragement they need to succeed, while also developing a positive outlook on the company as a whole. It's also important to give them tasks that truly put them to the test of their abilities and skills³⁵.

Those who have all the management talent and wish to assume managerial positions could be given the right training and development opportunities to make the transition from technical work to management employment. At this juncture, Management Development programmes are typically created to aid individuals in this situation. They also receive guidance and instruction in their particular areas of expertise so that they can maintain and improve their level of expertise. Therefore, in the early stages of a company's existence, a well-executed career development process is crucial to retaining a large workforce and inspiring a culture of loyalty and dedication.

In the middle of their careers, many workers enter what the researcher call the "Maintenance Stage," in which employee work hard to protect their already-established reputation. As a rule, people in the middle of their careers tend to stick to the same routines they developed earlier in their careers. At this point, one's professional goal is to keep one's current job. There is little expected to change at this point in one's career. The term "midlife crisis" describes this point in one's professional life. At this point in their careers, many people take a hard look at where they are in relation to where they wanted to be. At this point, individuals are assisted and given technical training to modernize their skill sets³⁶.

Employees are urged to avoid early stagnation and decline by expanding their skill sets and updating their knowledge in the setting of an ever-evolving workplace. From here on out, only executives and managers who have proven their stability and maturity will be able to advance to the next, more advanced level of their careers, known as the "full bloom" stage. People at this level have advanced to the super time scale because they are senior managers or programmers working on extremely advanced projects. At this point in a person's career, they are transitioning from a specialized to a generalist advisory function, and the business must do everything it can to

ensure their success by giving them more responsibility and more opportunity to improve their performance³¹.

The organization's top-level policy-planning and advisory section is responsible for ensuring that employees' professional goals are met and that they have the means to realize their full potential. That's great because it inspires workers to give their all to the company. Policy formulation, program planning and review, and issue solving become the focal points of this stage of career growth. Therefore, it is essential to invest heavily in higher education with the goals of increasing competence at one's chosen career and fully equipping oneself to assume a leadership role. At this point in one's career, one often takes on a more spiritual outlook, feeling a greater calling to serve the greater good³⁷.

Decline Stage: Workers reach this point when they no longer place a high value on their careers, are making preparations for retirement, and are looking to forge an identity outside of the workplace. At this point, workers start to worry that they will be given less responsibility at work. The goal of career planning for retirees is to assist them adjust to their new roles and responsibilities in the home and community. Managing retirement rites without damaging an employee's feeling of self-worth is a top priority. So that people can continue contributing their knowledge, experience, and insight to the greater good after retirement, it is possible to place them in part-time positions both within and outside of the parent organization³⁴.

Defining new goals for one's work on a frequent basis and developing one's ability to attain those goals are two of the many tasks that comprise career development, which is an ongoing, potentially lifelong activity. Whether it's within one company or between several, career management is what most people mean when they talk about career development. Learning new

things, gaining experience, advancing in one's current job, switching to a different job within the same company, switching to a new company, or starting one's own business are all examples of this. A person's career progress is proportional to the amount of effort they put into achieving their desired outcomes. Self-awareness and an honest evaluation of one's strengths and interests are the first steps. We then pair the preferences with the available alternatives³². The individual is responsible for educating himself so that he can perform adequately in his chosen field. After he has learned all he needs to know, he must then apply what he has learned in order to reach the objectives he has set for himself or herself.

An employee's progress and happiness in the workplace are inextricably related to the employee's career, so it is the employee, not the employer, who should take the lead in shaping the employee's professional future. Personal development goes hand in hand with professional advancement. An employee's career can be shaped in many ways through the acquisition of new skills such as leadership, time management, good governance, communication management, team management, etc.

Career Development Phases

Every person's professional life can be broken down into distinct phases: As a first step in developing a successful career, self-assessment involves taking stock of one's own strengths, weaknesses, interests, and aspirations in relation to one's chosen field of work. The second part of the career development process is called "career awareness," and it consists of the individual researching numerous job options that are consistent with their first self-assessment. A person's career awareness can help them learn about the many fields and forms of work that exist³⁵.

First and foremost in developing a successful profession is setting both short-term and long-term objectives. At the outset, it is necessary to specify both immediate and distant targets. Though short-term team goals might be more easily implemented, long-term goals are more flexible and may be adjusted to accommodate expansion.

Skill Development: In order to advance in one's chosen field, it is necessary to gain the relevant expertise. Self-study or participation in a formalized, classroom-based program are both viable options for acquiring new abilities. The last step can be taken once the necessary knowledge and abilities have been obtained³⁵.

Putting Your Knowledge and Skills to Work: If you want to advance your career, it's crucial that you perform well in the duties and tasks you're assigned. However, as a continual process, the five phases are not a one-and-done. A person's career progress will sometimes require them to go through this cycle multiple times. When someone pays careful attention to their career development, they identify their own strengths and blind spots, then work hard to improve their skills. It also involved learning about different roles and industries to find a match to their abilities, seeking out opportunities to advance, and maybe even changing careers altogether if they find a more suitable one³³.

Career development was identified to be in five stages - growth, exploration, establishment, maintenance, and decline that were thought to capture individuals' work related experiences from the years of childhood to retirement³¹. Also some other school of thought identified nine career stages of career development³².

However, it is cautioned that the current state of career development theories and approaches is precarious because the underlying premise of predictability based on stability and stages is

controversial and, more significantly, may no longer be functional³³. Career development models have pinpointed the ages at which people are most likely to experience the various challenges connected with each stage of their careers. Furthermore, the models appear to have assumed that people have a single, unbroken career path through one or two companies in a single field, with no significant detours along the way. Similarly, it is said that the various stages of life are generally portrayed as a logical progression of expected events, as if these events will occur predictably for everyone³⁴. Moreover, it is cautioned that despite many of the outmoded assumptions of age related theories of development, it is important not to disregard the effects of age and psychological life tasks associated with the what is stated that each career has a lifecycle which has four discrete stages: exploration, advancement, maintenance and decline³⁵. Although these four stages are specific to employment, a broad definition of career development incorporates all life areas³⁶. It is proposed that there should be an inclusion of the influences from other life roles and responsibilities that ultimately lead to a satisfactory quality of life. They conclude that the four stages support a comprehensive view of career development and transition planning. While there are four discrete stages of development, they do not necessarily only take place once in an individual's life, but could take place on numerous occasions through career changes, such as changing jobs³⁷.

The following activities are still useful at each developmental stage, but their specifics will change over the course of a person's life³⁸. They include educating oneself about oneself, demonstrating sound decision-making abilities, learning about one's chosen profession, learning about oneself, and integrating the two bodies of knowledge in order to map out one's future. In spite of this, there is evidence to show that these stages are occurring with increasing regularity at present³⁹. Thus, it is argued that in the twenty-first century, a person's career is not defined by

their age or where they are in life, but by their capacity for ongoing education and personal development⁵⁵. The academic argued that this perspective is more realistic than the common 20th-century one, in which a career is seen as a progression through distinct phases.

The learned knowledge and skills, then, move the individuals from one stage to the next, which generates another set of learning activities. In other words, when a person perceives changes of the environment or needs to move up to another stage of his/her career, he or she would be uncomfortable about lacking of the knowledge, skills, and attitudes necessary to adapt or move forward, the motivation to learning transpires⁴⁰. Due to the fast changing environment and economy, the career transition during a person's career development has received great deal of attention in recent decades⁴¹. A person might have multiple vertical career transitions within his or her career life. No matter how much change from one career to another, it involves changes in interpersonal interactions, perceptions and feelings of self, and the level of adaptability⁴². There are more people reassessing their current careers. This could be due to the perception of a person towards his or her job lacking of future development or not matching with their personal goals⁴³.

2.2. Theoretical Framework

2.2.1. Herzberg's theory of Job Satisfaction

Among the content theories of motivation, Herzberg theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organization⁴⁴. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he states that 'the opposite of job satisfaction is not job dissatisfaction but, rather,

no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction⁴⁵. This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on⁴⁶.

Factors that relate to job satisfaction are therefore called satisfiers or motivators. The following factors stood out as ‘strong determinants of job satisfaction’⁴⁷.

Achievement: This requires helping and placing employees in position that use their talents and not to set up for failure. It is achieved by setting clear, achievable goals and standards for each position, and making sure employees know what those goals and strategies are. Individuals should also receive regular, timely feedback on how they are doing and feel they are adequately challenged in their jobs. One premise inherent in Herzberg's theory is that most employees sincerely want to do a good job; in order to assist such employees, it is important to place them in positions that use their talents and guide them against failure; clear and achievable goals as well as standards for each position should be set before them and they should be made to know all these⁴⁸. Employees should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Care should however be taken not to overload individuals with challenges that are too difficult or impossible for them to carry out.

Recognition: Refers to the honor, favorable note or attention given to an employee for a ‘job well done’ or an outstanding behavior. Individuals at all levels in the organization want to be recognized for their achievement on the job⁴⁹. The individual’s success does not have to be

monumental before they deserve recognition. Employees should be acknowledged for doing something well immediately after their good work. Publicly appreciating them for finding solutions to a problem, writing a note of praise, establishing a formal recognition program like 'employee of the month or year', making periodic reports directly available to the employees themselves rather than to management, are some of the ways of recognizing employees.

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but they should be sincerely recognized and praised whenever they perform well at work. If it noticed that an employee carries out his/her job well, such an employee should be recognized and encouraged. Publicly thank such staff or give him/her a bonus for a job well done. Such an employee could also be honoured with title like "Best Staff of Month", "Golden Staff of the Year", and so on.

Work itself: This refers to the process of convincing workers that their work has value and significance. Having clear objectives and constantly reminding and reiterating that work produces measurable results is essential. It's important to highlight instances where an employee's efforts paid off for the business. Also, make sure your staff knows how their efforts contribute to the practice as a whole. Organizational efficiency can be increased by eliminating or streamlining unnecessary tasks.

An important value to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Make employees know that their effective contributions to service delivery result in positive outcomes and good health care for the patients. Share stories of success about how an employee's actions made a real difference in the life of a patient, or in making a process better. Make a big deal out of meaningful tasks that may have become ordinary, such as new-baby visits. It is possible that employees may not find all their

tasks interesting or rewarding, but they should be shown that those tasks are essential to the overall processes that make the practice succeed.

Responsibility: Responsibility is taken action for one's actions. Granting additional authority to employees in their activity, giving them enough job freedom and power so that they feel they 'own' the results are ways of giving them responsibility. As employees grow, they can be provided opportunities for added responsibility by adding challenging and meaningful work.

Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result. Workers feel satisfied with their jobs if they are given the responsibility over their work. Nevertheless, care has to be taken not to burden workers with too much tasks. Instead, they should be given challenging and meaningful jobs that offer them greater freedom and authority as well⁵⁰.

Promotions allow workers to go up in rank within an organization by being elected from their current position. It is in everyone's best interest to encourage and enable them to advance their education and certifications, since this will increase their value to the practice and their sense of personal accomplishment. If there is no open position to which a valuable employee could be promoted, a new title that reflects the level of work he or she has achieved could be created. Employees could be supported by allowing them to pursue further education, which will make them more valuable to the organization and more fulfilled professionally.

Pay (salary): The old adage "you get what you pay for" tends to be true when it comes to staff members. Compensation is based on a mutual understanding between the business and the worker. They are not compelled by it, but they do expect to be compensated appropriately and on time. A dissatisfied worker who believes he is not being paid fairly is less likely to put in his best

effort. The pay and perks offered must be competitive, and the policies governing raises, bonuses, and other monetary incentives must be made clear in order to prevent unhappiness. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. It is therefore important to ensure the workers' salaries commensurate with their output.

Organizational supervision includes both technical and overarching oversight responsibilities. It's important to make smart choices when filling supervisory positions. This position calls for strong management abilities and the capacity to treat staff members appropriately. Employees should also receive regular praise and be evaluated in a consistent manner.

To decrease dissatisfaction in this area, employers must make wise decisions when appointing someone to the role of supervisor. They should be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly⁵¹. Supervisors should know how to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

Environment at work has a major impact on workers' sense of pride in their work and in themselves. Some of the conditions needed to prevent job dissatisfaction in the company include the supply of current equipment and facilities, quality furnishings, well ventilated offices, well spaced offices, secured, well spaced staff quarters, and so on.

When a company's rules and procedures are ambiguous or unneeded, or when the wrong ones are chosen to be followed, they can be a major source of frustration for workers. An employee's independence and initiative in performing his job are protected by a set of policies. Although creating regulations that are fair and applicable to all employees may not increase employee

happiness and motivation, it can reduce dissatisfaction. Employees should be made aware of policy issues through a manual, and their feedback should be sought after as the policies are compared to those of similar practices. The same holds true for the policy itself, which should be revised periodically. Employee happiness can be greatly reduced if workers are encouraged to exercise their own initiative.

An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Although employees will never feel a great sense of motivation or satisfaction due to policies, but dissatisfaction can be decreased in this area by making sure the organizational policies are fair and apply equally to all employees⁵². Printed copies of the organizational policies and procedures manual should be made easily accessible to all members of staff. If there is no written policy, create one, soliciting staff input along the way. If there is a policy, it should be updated from time to time with staff input and it should be compared with policies of similar organizations or institutions

Positive interactions with coworkers, superiors, and subordinates are associated with greater job discontent. Workers appreciate the opportunity to interact with others as part of their job responsibilities. It's important to allow adequate time for mingling. By enforcing strict rules on disruptive behavior and harsh language, this will foster an environment where employees feel comfortable working together. Despite cultural and other differences, people should be encouraged to live peacefully with one another.

Status refers to a person's social standing within a group, which is typically decided by their traits rather than just their title. When people's ranks are different, it might be tough to have productive conversations. Managers can improve morale by using verbal and nonverbal means of communication to spread messages to workers with the maximum likelihood that such messages

will reach their intended recipients intact. Status should be watered down so that those at the top can't bully the rest of the club into submission. Motivation should not be measured by one's social standing.

The term "security" in this context refers to the assurance of having a safe and secure place to work, free from the constant worry of being fired, questioned, or subjected to other forms of workplace abuse. Lack of work stability might stifle professional development opportunities for employees. He will either look elsewhere to satisfy his requirements or give up if he puts in the effort without seeing any results in terms of security⁵³. Hygiene or dissatisfactions are typically associated with employment context, which is more related to the work setting than the nature of work itself, while motivators are part of the job content and relate to what people really accomplish at work.

Study relevance of this theory: Health Information Management (HIM) personnel need to be satisfied with their job. Certain factors will make this possible. Factors such as achievement, recognition, work itself, responsibility, pay, supervision, working conditions, company policies, interpersonal relationships and security will go a long way in contributing to the job satisfaction level of an average employee not to mention HIM professionals. Without the presence of HIM professionals in a hospital setting, records of patients will be toiled with and to a large extent that can have adverse effects on patients seeking health care in hospitals. The expected outcome of an average employee if satisfied with the factors mentioned earlier will to the uttermost contribute largely to the development of the organization such employee is working g for. Empirically, it has been proven that if an employee is satisfied with his job owing to the factors stated above, definitively, the job satisfaction level will be high and this is what this study is all about - to find out about the job satisfaction level of HIM professionals in Teaching Hospitals in Lagos State.

2.2.2 Organizational Support Theory

The term "Perceived Organizational Support" (POS) is used to describe the extent to which workers feel their employers appreciate their efforts, worry about their welfare, and meet their social and emotional needs^{54,55}. POS is the basic construct of organizational support theory (OST). More than seventy investigations were published between 1986 (when POS was originally introduced) and 2000 (when Rhoades and Eisenberger published their review). Scholarly interest in POS has skyrocketed since then. This increased research attention toward POS could be due to several causes, including: its relationships with organizationally significant outcomes including citizenship behavior and turnover, its significance across occupational contexts, and its highly reliable assessment utilizing⁵⁶ Perceived Organizational Support Survey with its Solid Foundation in OST, Which Has Directed Academic Progress.

Perceived organizational support⁵⁷ is the focus of Organizational Support Theory (OST), which analyzes its origins, dynamics, and effects. The theory states that people acquire POS when their social and emotional needs are met and when they see that their employer is willing to recognize and reward extra effort on their behalf. Employer-employee relationships are studied through the lens of social-exchange theory. So, according to OST, employees give back to their employers in exchange for a variety of rewards, both material (like income and perks) and immaterial (like respect and appreciation)⁵⁸. Fairness, positive organizational rewards and job circumstances (including characteristics like training, autonomy, and position pressures), and supervisor support are the three main categories of antecedents identified by Rhoades and Eisenberger in their study of POS. Research into other potential predictors of POS (such as demographics and personality traits) yielded negligible associations at best. To the extent that a supervisor is seen as an agent or representative operating on behalf of the organization, POS is relevant to

supervisor support. When it comes to the connection between POS and its effects, OST identifies three basic mechanisms. To begin, according to the principle of reciprocity, workers who feel they are supported by their employer have a strong desire to return the favor.

Secondly, POS contributes to the alleviation of professional stress and the improvement of employee well-being⁵⁹ by satisfying socio-emotional demands such as those for esteem, approbation, and affiliation. Last but not least, point-of-sale systems can reveal whether or not a firm is prepared to compensate employees for their efforts⁵⁹. There have been several long-term studies conducted after the 2002 meta-analysis that lend credence to OST's underlying assumptions. Choi discovered that POS was a reliable predictor of employees' willingness to help one another a full year later. Three months later, Stinglhamber and Vandenberghe discovered that POS was a reliable predictor of affective commitment. Cross-lag panel designs were employed in investigations by Eisenberger, Huntington, Rhoades et al (which involves measuring both the predictor and outcome variables at both time points rather than each at just one time point as in the Choi and Stinglhamber and Vandenberghe studies). Cross-lag panel designs provide information regarding one variable's influence on changes to another variable over time⁶⁰ by measuring both the predictor and the outcome variable at two time points. It was proved that improvements in POS could be traced back to a more encouraging attitude on the part of supervisors over time, but not the other way around. Over time, Rhoades et al. found that POS increased affective commitment. All of these longitudinal studies have provided stronger causal evidence than cross-sectional research regarding a number of relationships pertinent to POS, including the contribution of supervisor support to POS, the reciprocation of POS with enhanced affective commitment, and the reciprocation of POS with increased helping behavior.

The premise of the study of POS is that managers' interest in their workers' dedication to the company is associated with those workers' interest in the company's dedication to them. Organizations provide employees with both intangible resources, such as pay and medical benefits, and tangible resources, such as respect and care. Employees' demands for acceptance, esteem, and belonging are satiated when they are held in high esteem by the company. Employees that receive praise from their superiors learn that their efforts are valued and appreciated. Therefore, workers are very invested in how their employers feel about them⁶¹.

Cynicism in the workplace can also be explained by employees' levels of POS, or "perceived organizational support." Job satisfaction is closely linked to organizational cynicism, which may be defined as an individual's perspective on their time spent within an organization. The same way that POS may explain how employees are feeling about their own worth, purpose in life, and identity, it can also explain why they are discouraged and disconnected from their workplace⁶². According to the research of psychologist James Dean, cynicism among workers is most often triggered by changes that are seen as being beyond their control. It was discovered by Eisenberger and Rhoades that when employees felt that they had no say in an internal change, they were less likely to support it.

Organizational commitment, enhanced performance, and diminished withdrawal behaviors were found to be most strongly associated to POS in Levy's study, all of which can be severely impacted by a feeling of helplessness in the face of change. In an investigation that aimed at showing the link between OC and POS and discovered that those who experience high OC are more likely to "negatively construe" POS⁵.

When workers believe they would personally profit from a company's implementation of a change, they are more likely to support that change. There is a risk that employees will fail to recognize the value of changes and improvements to the external environment if they are only indirectly tied to the firm for which they work. Having something you can hold in your hands is a valuable reward in and of itself.

According to Organizational Support Theory, workers build an overarching impression of how much their employer values their contributions and cares about their well-being in order to meet their socio-emotional demands and weigh the rewards of additional job effort. Employees' sense of commitment to assist the company achieve its goals, their sense of belonging to the company, and their belief that better performance will be rewarded would all rise with the introduction of such POS. Positive organizational culture (POS) would lead to improvements in in-role and outside-of-role performance, organizational commitment, and reductions in withdrawal behaviors like absenteeism and turnover⁶¹.

Common antecedent of Perceived Organizational Support

Fairness, supervisor support, and organizational rewards and job condition are the three common antecedents of perceived organizational support, according to Rhoades and Eisenberger¹. When workers feel like they are being treated fairly in comparison to their coworkers, they have a more positive impression of their organization. Workers who put forth more effort should receive more compensation, according to the equity idea. Therefore, even if the prizes vary in magnitude dependent on employee position, they can still be regarded as fair. Procedural justice, or the fairness of events within the organization, is another term for fairness. Perceptions of procedural

justice⁶² are often linked to the politics of the organization or the promotion of self-interest among workers.

Eisenberger and Rhoades discovered a high correlation between the assistance an employee receives from their supervisor and the support they feel from their coworkers. People have a tendency to assume that their employer's principles and ideas are reflective of the corporation as a whole. POS rises when workers believe their superior genuinely cares about how they feel at work and makes an effort to demonstrate appreciation for their efforts.

Perceived organizational support is also influenced by factors such as compensation and working conditions. An employee's perception of their value to the company may make them more receptive to extrinsic incentive than their actual need for autonomy and mastery. When it comes to rewarding and appreciating staff, Eisenberger and Rhoades go over all the options. Some of the most important things an employer can do to keep their best workers around are as follows: pay them a living wage; reward them for their contributions (ideas, work, etc.); promote them when they've earned it; offer them job security so they have an incentive to stick around; give them significant leeway to make decisions that affect their work environment; boost their productivity and morale; lessen their stress; and give them the skills they need to do their jobs successfully. When an employee has more freedom and responsibility, he or she is more invested in the success of the business. This is because an employee who believes in his or her own abilities is less likely to abandon the company.

Common Implications of Perceived Organizational Support

In a meta-analysis of POS research discusses a wide range of potential consequences of POS. Organizational dedication is the first. Organizational commitment can be either emotional (a feeling of attachment to the organization), continuance (a desire to see it succeed), or normative (a belief that it should succeed). An employee's ability to develop an emotional connection to their workplace is indicative of a deeper purpose in their employment than monetary compensation alone. An indicator of extrinsic desire to stay where one will benefit the most is continuity commitment, or the belief that remaining with one's organization will be financially preferable to leaving. Normative commitment, or feeling like you have to stick around because the rest of your coworkers are, is regarded to have an impact on workers, but is less important than the first two. Other effects of POS include shifts in withdrawal behavior, a desire to stay, stress on workers, performance, mood on the workplace, and engagement in the work. Levy also touches on absenteeism, employee turnover, and disruptive behavior. Unwanted reactions from workers can occur if these settings are altered.

The two concepts are related; POS and OC go hand in hand. In most cases, when one variable is elevated, the other decreases. However, there are situations in which a high POS and OC coexist. This is common since POS is typically associated with the immediate superior, while OC is more widely associated with the business. One's feelings about either need not be related to the other. Extremely high concentrations of OC have been linked to decreased POS in a small number of trials. Other research has found that an employer's level of organizational skepticism has no relationship to how much help they feel they receive from their company.

When POS occurs between an employer and an employee, both parties benefit. The POS rises if the two-way street of respect and appreciation is maintained and the worker believes his or her

efforts are valued. Without proper respect and recognition, employees may develop a distrustful attitude that spreads negativity throughout the workplace. At such point, people's dedication to the company could weaken, putting its very existence in jeopardy. Many other things might be considered forms of "reciprocity," including gratifying compensation and perks, a promotion, mutual respect between the employer and employee, and so on.

Organizational Commitment and Outcomes

The correlation between perceived organizational support and performance is not linear, according to research conducted, It was hypothesized that a high level of perceived organizational support would lead to better results. Naturally, 100% coincidental relationships are quite rare. Similar to how job happiness does not always correspond favorably with performance^{67,68}, neither does perceived organizational support. Many workers' performance is influenced by Perceived Organizational Support, although its presence or absence is not necessarily related to changes in output.

As some scholars put it, "fewer companies today than in the past implicitly guarantee long-term employment, provide generous pay increases"⁶⁹ or "less companies today than in the past implicitly guarantee long-term employment, provide generous pay increases"⁷⁰. Both of these factors can lead to a low perception of organizational support, which in turn can make employees wary of reciprocation.

Relevance of this theory to the Study: Perceived organizational support (POS) theory, in a nutshell, is anchored on two components: Fairness of Job Conditions and Favorableness of organizational rewards. In the context of this study, HIM professionals, to a large extent need their parent organization to support them. If they are supported with the indicators mentioned

above, definitely, to a large extent, it will contribute to their job satisfaction level. Most hospitals do have HIM professionals, if these professionals are not there, health records will not have a place of being handled professionally. When that becomes the case, there is no point having hospitals existing in the first place. However, if it is the other way around, that is, if organizations support HIM professionals especially with the implementation of those factors listed above that can be used to measure institutional support then to a large extent, HIM professionals will do well in their jobs and will also be satisfied with their job.

2.2.3 Career Development Theory

Career development theory is the study of career paths, success and behavior. It aims to explain why a person might be a good fit for a certain career and provide advice on how to attain a promising trajectory. It also focuses on identifying common career stages when education, guidance and other interventions are necessary. A Career Development Program seeks to match to needs of the employee with those of the organization with the major components being counseling and training. Counseling provides employees with the opportunity to define career goals and to create plans within the context of organizational realities.

A literature search reveals that the common understanding of "career maturity" is the ability and willingness to make substantial career choices⁷⁰. It went on to say that people make these choices based on their attitudes, their awareness of their own strengths and weaknesses, their familiarity with available educational and employment options, and their understanding of the steps involved in choosing a career choice⁶⁵. Career maturity is a construct of growth that has been shown to benefit from interventions in the form of structured programs⁷¹. Preparing a student for the transition from school to employment requires the initiation of structured program interventions while they are still in school. In order to better prepare students for the workforce,

it is recommended that schools implement comprehensive organizational orientation programs. These orientation programs should address not just the organization's objectives but also the difficulties associated with forging a sense of professional identity in one's early twenties. An individual's "professional maturity" can be determined by comparing the developmental challenges they're facing to what's typical for someone their age⁷². When discussing the responsibilities young people have for shaping their future careers, Donald Super brought out a few of these factors. Among these responsibilities is the requirement to have a more focused approach to selecting a profession. Second, they need to be able to find and use more and more career-related data, as well as engage in more in-depth and thorough planning. As a result of completing these assignments, one's occupational preferences would become more stable through the development of qualities important to profession selection, leading to more informed decisions. Organizational career counselors can identify strategies to help young people become more career-mature through self-reflection and access to relevant career information⁷³.

Thanks to the efforts of Super and his team, "career choice shifted from being considered as a discrete event to becoming a continuous process where job growth is seen as part of a person's natural arc throughout their lifetime. The importance of individual learning experiences, personality growth, and the alignment of one's needs, values, and skills with one's career goals. The Archway Model served to bring attention to these and other key concepts. The five phases of career development that Super identifies are "growth," "exploration," "establishment," "maintenance," and "disengagement," and the theory is based on a blend of stage development and social role theory. It's important to keep in mind that Super's theory is not a strict stage theory in which people automatically maxicycle from one stage to the next as they get older. Super proposed that the progression through the five stages

might be more fluid than previously thought, with people potentially cycling back and forth between stages at different points in their lives. Mini-cycling was what Super called it.

Vocational self-concept and career maturity⁷⁰ are two of the major components in Super's theory that form the basis for the career development process. It was argued that the introduction of various vocations to children and adolescents marks the beginning of the growth period, during which they begin to form professional or vocational self-concepts. Self-concept is "one's abilities, personality traits, values, self-esteem, and self-efficacy," as described by Giannantonio. Attributes pertinent to one's chosen profession are a part of one's "vocational self-concept". An individual's sense of occupational identity develops during the developmental stage when they are exposed to many professions in various contexts (home, school, community, media). Youth gain a sense of independence and industry through these activities, as well as the beginnings of work-related skills and habits, the identification of relevant role models, and a better comprehension of their own interests and a growing awareness of their abilities^{76,77}. Career exploration, formal schooling, on-the-job training, and other work-related experiences are all part of the exploratory phase that helps individuals find their niche in the working world. A more complete picture of who they are, what they like, and what they're good at forms in their minds.

It was argued that individuals put into practice what they learn through exploration by identifying vocations that are a good fit for their interests and skills and by adjusting their self-concepts to accommodate their new roles in life. To add, it was proposed that curiosity is a primary driver of exploration. During this time, a person's attention is directed toward settling into a steady work routine and making progress in their chosen field. At this juncture, one's primary focus should be on establishing one's place within the larger framework of their chosen

profession. It's possible that some people's aspirations for professional success will lead to an increase in their workload. Those in the maintenance phase are "interested with preserving their sense of self and their current occupational standing". People in the maintenance phase may, however, elect to switch careers (e.g., moving to other organizations or positions or changing occupations). Based on a scholar idea, this leads to a mini-cycle in which the individual explores and settles again. However, most people's attention is directed toward continuing to advance in their current employment. Finally, with disengagement, one withdraws from active participation in the workforce, typically by retirement. Individuals at this point have begun the retirement planning process, have reduced their workloads, and are preparing to exit the workforce altogether. One's sense of self develops and matures throughout all of these periods. In addition, reaching the next level in one's job is a natural result of aging and development. One's readiness to deal with developmental tasks, such as meeting biological, social, and societal demands, goes hand in hand with a sense of maturity.

A notable scholar agreed with the idea that one's sense of self is crucial to comprehending their actions. It's the result of a complex combination between a person's genes, their brain chemistry, the roles they're given to perform, and the effects those roles have on them. When a person first begins to form an identity for themselves, this marks the beginning of the process that will eventually lead to the formation of their self-concept. While maturing individual conceptions of oneself emerge, including one's strengths, weaknesses, values, and roles. They then attempt to transform this self-perception into an occupational framework by comparing it with what they learn about the many professions in the world. Super describes this result as the individual's "occupational self-concept," which is a constellation of traits about oneself that are useful in one's chosen profession. It's possible that one's perception of their own work could evolve into a

strong predilection for a certain line of work. Super theorized that helping participants form and embrace their own occupational self-concepts was one way to steer the career development process.

So, deciding on and building a career is equivalent to working on one's sense of identity. According to Super, one's sense of accomplishment in one's job is directly correlated with his or her level of job satisfaction. However, this endeavor necessitates constant introspection and reevaluation on the part of the individual, as both one's sense of self and one's immediate surroundings evolve and transform over time. Because of this, making and revising one's career decisions is an ongoing process.

Relevance of theory to the Study: There is a great need for HIM professionals to progress in their career. Progressing in their career in this context means career development. Factors that can indicate that there is career development among HIM professionals are situated in the underline theory used to under pin this variable which is career maturity theory. An employee is matured if the employee can actually take decision on his or her career. Taking decisions on career here means self-knowledge about the educational opportunities in the context of the work, and increased orientation to career choice as well as access to career information. When HIM professionals take into cognizance some of these factors, it is certain that they are well in tune with the tenacity of wanting to develop in their career. This is another major area this study intends to investigate into.

2.3. Review of Empirical Studies

2.3.1. Institutional Support and Job Satisfaction

A study stated that job satisfaction levels are more focused on the presence or absence of certain intrinsic and extrinsic factors⁶⁹. The intrinsic factors are majorly based on personal perceptions and internal feelings. They include factors such as recognition, advancement, opportunities and responsibility. Extrinsic factors are external job-related variables such as salary, supervision, working condition and the work environment. The availability of these factors will contribute positively towards a worker's job satisfaction. Several studies have established that employees want pay systems and promotion policies that they perceive as being just, unambiguous and in line with their expectations⁷⁰. It was further states that job satisfaction is enhanced when workers perceive equitable pay compared to their input. It was indicated that the larger the reward, the more the job satisfaction of a worker⁷¹. Various motivational programs motivate teachers and motivation leads to job satisfaction. The ideal incentives are those structured for specific individuals and made flexible over time, thus needs of employees should be well understood so that appropriate stimuli be used to eventually achieve job satisfaction⁷². Incentives like provision of transport for workers, tea and lunch may go a long way in improving job performance.

Dealing with a work load that is too heavy and deadlines that are impossible to reach can be very stressful. This will cause job satisfaction to erode even the most dedicated employee⁷⁰. Falling short of deadlines result in conflict between employees and supervision and raises the stress level in the work place. With the minimum number of periods of 50 per week and some having as many as 60 lessons per week, coupled with classes as big as to 70 students per class, work becomes cumbersome⁷³.

As teachers go about their duties, the manner in which their supervisors coordinate their activities is very important. The supervisor has positive impact on satisfaction, superior-

subordinate communication is an important influence on job satisfaction in work place⁷⁴. The way a subordinate perceives a supervisor's behaviour can positively or negatively impact on job satisfaction. A supervisor who is friendly and has open communication is more likely to receive positive feedback and high satisfaction from subordinates conversely, a supervisor who is antisocial and unfriendly receive negative feedback and create low job satisfaction in their subordinate in a work place⁷⁴. "Perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that the employee could understand how well the job should be done"⁷⁵. A study discovered that management and friendly staff relationship contributes to the level of job satisfaction⁷⁶. If there is room for advancement, including the opportunity to take on more responsibility and earn a higher salary, employees are more likely to be content with their current employment situation. Teacher happiness rises alongside academic achievement ⁷⁸. Research shows that the teachers' service commission's (TSC) guidelines for how to handle issues like teacher advancement have been disregarded in the workplace. There needs to be more in-service training for teachers so that they can improve their skills over time. The Kenya Education Management Institute (KEMI) and the Kenya Institute of Education (KIE) are two suitable venues for this purpose of keeping teachers up-to-date through seminars, conferences, and workshops.

Working condition is a factor that has a modest effect on job satisfaction. A scholar asserted that clean and attractive surroundings tend to make workers happy when doing their work thus increasing job satisfaction⁷⁹. Poor working conditions such as inadequate space, noisy and uncomfortable surrounding will make the workers dissatisfied with their work⁸⁰. A study found a significant relationship between job satisfaction of teachers and school environment⁸¹. He advocated creating a professional work atmosphere in the classroom that would increase

teachers' feeling of professionalism and reduce employee unhappiness. To modify the working environment and promote ongoing job happiness, it is important to identify the work characteristics of instructors that are linked to job discontent⁷⁸. An employee's overall satisfaction in his job is the result of a combination of factors. The management's role is to enhance an employee's job satisfaction by creating positive work environment⁸². Workers are concerned with their work environment for their personal comfort as well as for facilitating efficiency at work. The environment should be clean, modern with adequate and appropriate tools for work. Providing productivity tools such as upgraded information technology helps employee accomplish task more efficiently contributing to job satisfaction⁸¹. The employee's morale will be high in tasks they are assigned to do. The teacher would desire working conditions that will result into greater physical comfort and convenience. The absence of such working conditions among other things, can impact poorly on working mental and physical well-being⁷⁹. Working condition will influence job satisfaction as employees are concerned with a comfortable physical working environment which influence job satisfaction⁸². Fairness is an equal treatment; receiving the same services and benefits as competent leaders are essential to the success of the school⁸⁰.

Institutional support, as used here, is the active encouragement provided by an organization in the form of laws, regulations, financial and non-monetary aid that drives workers to carry out their duties efficiently and effectively. Organizations, especially educational institutions, that value their employees' dedication must be prepared to provide for them. Research support in the form of conference sponsorship, research grants, publication support; technical and pedagogical support, especially in a knowledge-based economy⁹¹ are just a few examples of the types of institutional support that can be provided by educational institutions.

In today's knowledge-based society, research is crucial for the discovery of new information, the creation of novel technologies, the improvement of existing ones, and the efficient transmission and application of this information across many disciplines. When it comes to protecting a country's future in this uncertain and dangerous world, stakeholders can look to universities as the epicenters of research and investment. Most universities exist, in part, to facilitate research. It follows that universities play a crucial role in society by producing new knowledge through research and making groundbreaking discoveries that improve teaching and learning. There has been a steady reduction in this area at Nigerian universities throughout time. Additionally, the National Universities Commission (NUC) found that Nigerian universities produced the highest quality and quantity of research outputs in all of sub-Saharan Africa in the year 1995.

The current situation in Nigerian universities is a "vicious national dilemma of a badly managed and plundered non-commodity economy and a self-afflicted and degraded education system that ultimately lost its once vivacious and global reputation"⁹⁷. Both the amount and quality of research had decreased by 1999, and they were both continuing to fall. This is not surprising, given that neither the government nor university administration is doing anything to address the sorry status of Nigerian higher education. Poor funding, persistent industrial actions, a lack of contemporary research skills, outdated facilities for conducting cutting-edge research, a lack of research mentorship and motivation, and difficulty gaining access to research funds⁹⁸ are all contributing factors to the decline in both the quantity and quality of research. In light of this, it is clear that more funding for research, conference sponsorship, publishing support, and collaboration⁹⁹ is required for the university system to advance and compete competitively with their peers throughout the globe. There will be a positive impact on universities' public profiles as a result of this. Universities that invest in a positive research profile, maintain state-of-the-art

laboratories and other research facilities, and attract top researchers are more likely to succeed. However, institutional support in the form of research support, technical support, and pedagogical support can improve the quality of research and teaching through the dissemination of knowledge. Some colleges, especially in the developed economy, have invested in their research endeavors and been dubbed research-oriented institutions because research is one of the strong pillars of ranking that amounted to 30% in the Times Higher Education ranking of the world universities. It has been pointed out that Nigerian universities could benefit from increasing their research capabilities. Universities in Nigeria have been called on to improve their faculty's research abilities by providing more funding for their research, funding for conferences and publications, and fostering more international connections and collaborations. It's also worth noting that having access to a well-functioning help desk and user-friendly e-learning platforms can greatly improve productivity and interest in one's work. There is no way for universities to remain static as society and technology advance.

The institution's technical support will increase the efficiency and effectiveness of the Faculty, especially if problems encountered are resolved quickly. One way in which universities and colleges are influencing and disseminating knowledge is through the incorporation of ICT into the classroom setting. If handled correctly, it can aid in the development of both evidence-based and reflective teaching techniques among faculty by fostering very strong collaborative links with students and so improving students' learning results. Faculty and students benefit from the pedagogical support since they are able to share and implement effective teaching strategies. Learning⁹⁵ relies heavily on the use of information and communication technologies (ICT), so universities should be prepared to offer appropriate training for the faculty in this area. Lecture halls at universities should be adaptable and removable if they are to serve as effective learning

spaces, especially for problem-based instruction. It has been observed that the pedagogy used in a classroom is decided by its physical layout⁹⁹. Student motivation and learning outcomes, student evaluation and assessment design, classroom management, curriculum creation, and teaching innovation are just few of the areas that can benefit from university support for pedagogical development. The employment of pedagogical approaches is a major factor in determining the success of instruction and the transfer of knowledge. Effective curriculum design, multiple learning platforms (e.g., problem-based learning, project-based learning, experimentation, independent learning that is properly guided or facilitated by experienced Faculty, and so on) are just a few of the many factors that contribute to the high quality of the information exchanged among students⁹⁸. It has been shown that there are three interconnected tiers involved in promoting high-quality information sharing or teaching: the institutional, the programmatic, and the personal. The success of the knowledge economy depends heavily on the widespread promotion of information exchange.

Employees' happiness and sense of belonging on the job are directly correlated to their level of job satisfaction. Job happiness is boosted by mentorship activities provided by an organization, such as coaching, counseling, protection, and difficult responsibilities¹⁰⁰. By emphasizing the link between organizational backing and worker contentment, the authors demonstrate that the latter motivates people to go above and beyond the call of duty. They contribute to the team's success in a variety of ways, including by helping colleagues, preventing harm to the company, coming up with novel solutions to problems, offering helpful suggestions, and developing themselves professionally¹⁰¹. Researchers in China found a positive and statistically significant correlation between institutional backing and employee happiness on the job¹⁰². This indicates that helping workers is critical to increasing their happiness at work. Institutional support has

been shown to be an essential component in reducing job discontent in research conducted at Pakistani educational institutions. The authors also found a correlation between educators' perceptions of institutional support and their levels of job satisfaction. Additionally, research conducted on hotels in Taiwan demonstrates a direct correlation between management's encouragement and employee happiness ¹⁰³.

Institutional backing has been shown to improve worker productivity in numerous studies^{104, 105}. Institutional support has been shown to positively correlate with job performance^{106,107}, as demonstrated by a meta-analysis of the link between these two concepts. A study examining the effect of institutional support on the performance of academic staff in Pakistan¹⁰⁸ found similar associations. Institutional and managerial help in advancing one's career were found to be good predictors of success. According to research conducted in Australia, police officers' performance and dedication to their jobs can be improved with help from their superiors and coworkers. When people believe their efforts are being backed, they are more likely to go above and beyond to help the company succeed¹¹². How much the organization backs their efforts and how much the representative believes in them is what we call "organizational support." For most people, their job is more than just a job; it's a trade relationship that reflects their degree of dependence on their employer and grows beyond the scope of their written agreement. Employers owe it to their staff to determine whether or not they will be recognized for their efforts, compensated fairly, have their social needs met, and be represented fairly in the event of a grievance. The complementary relationship between representatives and associations makes this perspective crucial for studying organizations. It's not enough to look at just one side of this arrangement; we also need to consider the backing the organization gives its representatives as well. It's when employees have faith and confidence in their employer because of the way they're treated at

work. When infrastructure is in place to back up the superintendent and the staff, everyone wins. Employees gain from management's backing because they are able to keep more of what they earn for their efforts, they feel appreciated when their concerns about the workplace are addressed by management, and they are more likely to feel like their contributions are meaningful and useful to the company. Organizational support is beneficial because it attracts and retains trustworthy workers who are eager to contribute financially, who will work to better the company, and who are less likely to skip meetings or be disinterested in their work.

Having a supportive company environment can do wonders for employee happiness¹¹⁸. A variety of studies have found either positive, negative, or no correlation between work attitude and performance. Experts have recently analyzed the effects of organizational support on things like employee happiness and job satisfaction¹¹⁹. Even though workers are becoming increasingly important to an organization's success and aggressiveness, experts on the topic of worker mood and job satisfaction are in disarray and verbal conflict with one another. Numerous aspects of representatives' jobs, professions, and associations are viewed through a variety of lenses.

It's no secret that in today's fast-paced and competitive business world, companies recognize the importance of their most valuable asset: their employees' minds. The uniqueness and superiority of a company can be traced back to the caliber of its human resources. Depending on their levels of happiness, level of action, and behavior, employees in an organization will produce varying results under varying circumstances. There are numerous context-specific individual, social, and political factors that affect the efficiency and efficacy of human resources. One of the most significant determinants of human resource productivity is workers' levels of job satisfaction. One of the most crucial parts of any business is its human resource department, which is the engine that keeps the lights on and the doors open for customers. There are three aspects to

work-related happiness. To begin, it's a feeling you get when you're in a certain kind of stressful job situation. Observing the worker is the only method of arriving at this conclusion. Results that fall short of staff expectations can also be a red flag. When employees feel their compensation is commensurate with the value they bring to the company, they are more likely to feel invested in their work there. Last but not least, we can think of job satisfaction as standing for a set of interrelated actions. Numerous studies assert that this is a critical issue, not just for workers but also for businesses¹²¹.

To define and characterize the forces within people that can determine the intensity, focus, and duration of their efforts at work, we turn to the concept of motivation¹²⁰. It has been argued that incentives shape motivation, which is an individual's complex internal situation, leading them to take specific actions. Action is the result of motivation, which is defined as "that which moves, pushes, or drives the person"¹²³. Motivation can either act as a push from within the individual or as a pull from without. It can be innate or it can be learned through the individual's experience with the world around them. The study of workplace motivations aids in the comprehension of behavior, productivity, and job satisfaction¹²⁴. In 1935, psychologist Frederic Hoppock coined the term "job satisfaction" to describe the subjective experience of feeling content in one's work. This happiness can be the result of a number of factors, including those related to one's mind, body, and surroundings. While many exogenous factors can have an impact on an employee's level of contentment on the job, this theory posits that internal factors are just as important. In a similar vein, Spector contends that the term "professional satisfaction" refers to the range of positive and negative feelings that workers exhibit while at work, and that these feelings are directly related to the work that they do. Also, it's a major contributor to the productiveness and viability of commercial enterprises¹²⁰. Many studies have examined what influences workers'

happiness on the job, with most of them zeroing in on demographics as the key factor. Research has also been conducted into the dynamics of the workplace. When employees are isolated from the sounds of the office, such as the phone, a conversation, or a crowd, they are more likely to be productive. Not having the right temperature or lighting can also contribute to unhappiness¹²⁹. Work autonomy, leadership, social relationships, and the nature of the work itself all play a role in whether or not an employee feels appreciated on the job, and all contribute to their overall level of satisfaction¹³⁰. Nonetheless, the perception of success, relationships with management and coworkers, workplace safety, accountability, recognition, high salary, promotion, role clarity, participation in decision-making, freedom, well-coordinated work, a lack of continuity, relocation, and perceived stress on the job are all potential contributors to job satisfaction. According to the results of these studies, employee satisfaction is multifaceted and affected by a wide range of factors¹³¹.

The following categories have been identified by other researchers as important contributors to employee happiness on the job: pay, benefits, job autonomy, stress, opportunities for advancement, workplace safety, management style, and education and training. Another aspect of job satisfaction is the opportunity to develop personally. Workers are interested in expanding their horizons intellectually, professionally, and personally. Consequently, employee development programs boost satisfaction by increasing trust, empowering workers to shape their own careers, and fostering a general disposition toward work that is more positive and appreciative. The incentive still plays a role in the employee's sense of accomplishment at work and has a positive impact on their drive. There is a strong link between the types of rewards one receives at work and how happy one is in their job. Money, advancement, and perks are all examples of external rewards. Internal rewards consist of things like pride in one's

accomplishments and one's team's success and the senior's gratitude for one's efforts. In addition, having these emotions improves job satisfaction¹³⁴. Support from management and acknowledgement from peers both contribute positively¹³⁵. Employee morale is set by the level of communication between managers and workers. Employees who get along well with management and other workers are more invested in their jobs and have a higher sense of job satisfaction, according to a recent study¹³⁵. The happiness of one's coworkers has a positive effect on job satisfaction¹³⁶ because coworkers are the people with whom one spends the majority of one's working day. The foregoing points to the importance of open lines of communication in the workplace when it comes to employee contentment. An organization's internal communication can be viewed from two perspectives. One is formal communication, like a written report or a verbal presentation and response, and the other is informal conversation, like a conversation outside of the formal channels. Improved job satisfaction is a direct result of strong interpersonal skills. Contrarily, displeased¹³⁸ is brought on by a failure to communicate. An employee's internal or external processes may be influenced by the incentive to take the action that will yield the desired outcome. The internal process is instinct-driven, while the external process's pay is the primary motivator. Because of this, they can operate in the worker consciously or unconsciously, depending on the situation¹³⁹.

More so, because of individual differences in personality, goals, and aspirations, it can be difficult to pinpoint specific causes for dissatisfaction in one's professional life. In times of economic crisis, when a general working fluidity predominates¹⁴⁰, workplace stability is especially important. A wealth of literature on what drives workers to feel content in their careers can be found in the international bibliography. Incentives for workers who are rehired have been shown to increase their level of happiness, according to a study. The findings suggest that

employees' personal values and their interpretations of their work are the primary drivers of job satisfaction. Additionally, it appears that environmental change has a positive effect on job satisfaction, which is particularly noteworthy given that the sample is comprised of people placed in new jobs. As an additional piece of context, Oliver's study is noteworthy because he attempted to use a theory to describe professional satisfaction and the factors that affect it. Employee commitment to an organization is most strongly correlated with job satisfaction, he found. In addition, happy workers are more productive and loyal to their employers. The results of this study indicate that interpersonal relationships among workers are the most important factor in determining whether or not an individual is happy in their current position. In the end, the employees' hopes are what define the satisfaction variables that act as a driving force.

According to a survey, people are mostly happy with their jobs because of their pay, benefits, and overall treatment at work. After reviewing the data, they came to the conclusion that employee motivation significantly affects job satisfaction and performance. According to a 2018 survey, a large majority of Ethiopia's manufacturing workforce is happy with their jobs. Researchers determine the links between motivation and job satisfaction through quantitative analysis. Wages and working conditions are the primary motivators for employees. A study conducted that same year looked into how satisfied workers were with their part-time schedules. In this study, we look at the relationship between employee benefits and engagement among 145 hotel workers in the United States. They found that workers were more satisfied with their jobs when they had a written contract and monetary compensation. Similarly, in the corporate world, researchers are looking into the level of professional fulfillment experienced by those who work for hosting organizations. The results of their study conclusively link contentment in one's work environment with both satisfied customers and reduced operational expenses. Investing in

employees and providing them with opportunities to learn on the job are two of the most effective ways to boost employee morale and retention.

2.3.2 Career Development and Job satisfaction

The potential for professional growth has been linked to higher levels of job satisfaction in several empirical investigations. Training and retention were found to have a favorable correlation in a study of Kenya's public universities. Researchers set out to find out how bettering one's professional standing influences workers' output. This was conducted at the National Cereal and Produce Board (NCPB) in Nairobi, with a primary emphasis on how offering personnel opportunities to further their careers may boost NCPB's overall output. A positive and statistically significant link between career advancement and worker productivity was found in the research. In a study, researchers found that employees' work rates increased in direct proportion to their participation in professional development programs. An additional study found a connection between job contentment and promotion opportunities for Kenya Airways employees. It was revealed that when workers are dissatisfied with their occupations, rather than departing, they are more likely to look for other opportunities⁶⁰.

The effects of higher education and professional development on job mobility in Kenya. A negative association between the two variables was found in the research. Researchers found that workers at Michael Okpara University of Agriculture had a positive relationship with advancement opportunities. This link was likewise statistically significant⁶¹. Training and development strategies to improve service delivery by administrative staff in Ethiopia's central government agency were the subject of this study. A good and statistically significant link between training and productivity among workers was found in the research⁶². Results from a study on the effects of training practices on UNESCO for Africa employees' job satisfaction

showed that the organization's ability to fulfill its mission of encouraging member states to cooperate in various sectors of the economy to alleviate poverty was enhanced as a result of higher levels of employee satisfaction. Organizational growth opportunities and employee contentment in private banks in Nepal were the focus of another review. Based on the responses of 290 banking industry workers, it was determined that workers want to advance their careers for the sake of promotion, compensation, and professional growth. Researchers in Pakistan examined the effectiveness of training programs for commercial bank workers. The data used in the analysis was collected quickly and easily through the use of questionnaires. The number of responses was chosen since it was manageable. The majority of respondents believed that training helped them gain new skills and information, which improved their job satisfaction and productivity⁶⁴.

Career development has been characterized as "a coordinated, planned effort consisting of structured activities or processes that result in mutual career charting effort between an organization and its employees"⁶⁵. Career planning methods were found to boost work performance, employee utilization of personnel systems, and the organization's utilization of employees' talents, according to a poll of 225 human resources directors. Individual career choice models, such as Super's model^{66,67} can be useful for providing guidance to workers as they make important decisions about their professional futures. Some researchers expanded on these ideas by drawing connections between the individual and the group. To him, the key to a successful business and happy employees was a culture that fostered mutual respect and understood each employee's unique goals and aspirations. In a nutshell, Schein's career orientation/anchor theory can aid in better aligning employee requirements and corporate goals by determining a person's career orientation. Because of this, businesses will be in a far better

position to create career advancement programs that are in sync with employee goals and the company's strategic vision. As with any organization, the management team as a whole feels the effects of the current political and economic climate's issues. Businesses either don't care or don't realize that there are now a variety of "labor forces" out there, each with its own unique set of requirements, priorities, and personality traits. Most organizations' hiring policies presume a similarly sane staff. Human resource policies in career advancement programs, such as training and development, performance appraisal, and the reward system, are designed to complement one another in an effort to develop employees by a team of personnel, but they rarely take into account the perspective of the individual⁶⁸.

Before launching new career development initiatives or settling with the status quo, businesses need to gauge employee satisfaction with existing career programs, as well as the interests and goals of the many types of individuals working for them. Individual career planning help and a means of aligning personnel with company goals would round out such a system. An organization will have difficulty retaining the people it has cultivated in the past and will be losing significant assets if it fails to comprehend the employees' vocational strengths and abilities, motives and needs, and attitudes and values. As the business world has evolved, so too have ideas about how to advance one's career. Companies have responded to changing economic conditions by flattening their organizational structures, which has resulted in fewer opportunities for advancement. Organizations have had to get more innovative in their definitions of growth and success in order to make room for the big number of talented workers who have been left in the middle. Career advancement inside an organization is no longer only dependent on promotions to higher-level positions, and many professionals are finding success by taking lateral moves or "growing in place" by enhancing their current positions. As defined by the

Harvard Business Review, "a career development system is a formal, planned endeavor to reconcile an individual's career needs with the demands of the organization's work force,"¹⁶³. It ensures that all operations are carried out in accordance with the company's policies and protocols. It's not just something that happens once, but rather an ongoing program tied with the HR systems of the company. It helps HR professionals hone their craft and advance existing programs. In order for employees to find the best "fit" or "match" in their career aspirations, they must be aware of their own strengths and weaknesses, as well as the knowledge and skills that they should have in order to reposition themselves for success in their chosen field. Managerial and supervisory input in the form of performance reviews and other information can help with this. Employees will be better equipped to plan for their professional development if they are made aware of career opportunities or job openings within the company. To give employees a "glimpse" of the potential within the business, the organization must be aware of the interests, values, abilities, and knowledge of the current workforce as well as what will be required by the organization in the future.

A company that takes the time to learn about its employees' career goals has a higher chance of holding on to its most valuable assets. Important human resource functions that should be covered by a career development program include: analyzing skill needs and job requirements; recruiting and selecting new employees; orienting new employees; establishing career paths; supporting employees' efforts at career planning; facilitating job moves (including lateral transfers and promotion); providing technical and managerial training; out-placing people who want to leave; and assisting employees in making decisions about their careers. Performance reviews, comments, and awards are also essential initiatives. Growth as a professional is linked to your present performance through this method. It starts with the present position and discusses

how it connects to long-term objectives and how to achieve those objectives. Therefore, development encompasses a wide range of possibilities beyond merely climbing the corporate ladder, including honing one's craft, enhancing one's existing position, maintaining relevance, and planning for the future.

Human resource management professionals strive to create and sustain productive workforces as part of their professional aims. Training and development, as well as taking advantage of the expertise of managers and/or supervisors to guide the professional growth of employees, are all essential elements in the process of employee growth and advancement. A competitive compensation system, including pay, perks, and the possibility of termination on short notice, can go a long way toward retaining a productive and successful workforce⁶⁹.

Organizations can benefit from career management if they take the time to assess each employee's skills, interests, and aspirations and compare them to the company's current and future needs. The goal here is to provide each worker a fair shot at finding professional satisfaction by making sure the correct people are assigned to the right tasks at the right times. It aids businesses in facing the challenges of global competition and the risks posed by the substantially expanded mobility of professional staff in particular⁷⁰. Employees, especially the younger generation, want more say over their professional futures. They also want higher pay and better benefits⁷¹.

Rapid changes in technology and changes in consumer demands cause skills to become outdated, therefore businesses avoid obsolescence by pushing employees to learn new ones. When an employee's current skill set is no longer needed, a career development program might help them acquire new ones. Managing employees' careers inside a firm helps keep them there longer. Employees who see opportunities for promotion have lower turnover and more job satisfaction.

Through career planning, employees whose unique skill sets have been discovered have a better chance of achieving their professional goals and thriving in their current positions. When an employee invests in their professional growth, they and their employer both benefit. Both the individual and the company will benefit from this situation, as the former will feel fulfilled and the latter will grow professionally. Career management's end result is a dedicated, skilled, and productive workforce.

Training is the procedure of delivering to new and existing workers the knowledge and abilities they will need to carry out their duties effectively⁷². Employment-related skill development includes anything done to better prepare an individual for their current position or a similar one in the future. As such, it's designed to improve workers' ability to perform their current duties¹⁷⁰. Employees who have participated in development programs have gained knowledge and skills beyond those required by their current position, increasing their marketability and broadening their perspective inside the company. Every initiative taken to better the performance of staff and management is an example of employee and management development. Organizational training can take the form of courses, coaching, and rotational assignments, as well as professional and academic programs, such as executive MBAs. The ultimate goal of these types of development initiatives is to improve the organization's future performance. Employee development is a multi-step process that begins with an analysis of the company's requirements (such as the need to fill future executive positions or to make the firm more responsive), continues with an evaluation of the employee's or manager's performance, and concludes with training and education for the employee. As a result, we can define employee training and development as "any effort to enhance an employee's ability to perform in the present or future."^{74 75 78}.

According to some researchers, "training and development" is "management's deliberate and continual endeavor to increase employees' competency levels and the organization's performance"^{80, 82}. In contrast to "development," which refers to longer-term training, "training" refers to more immediate, task-specific learning that helps participants become more effective in their current roles. Its purpose is to prepare workers for future positions within the company or to address a specific issue. The importance of investing in staff training and growth cannot be overstated. Millions of people join the workforce every year. New personnel are always being sought out by businesses in order to replace vacancies caused by the retirement, promotion, or departure of previous staff members. These new hires will require training before they can contribute to the organization. One of the primary goals of training and development is to address and remedy any and all gaps in performance. When an organization's production is flat or falling, it's especially crucial to invest in training aimed at boosting performance. Businesses that rapidly adopt new technologies face the risk of workforce obsolescence unless they invest in training their staff. Another goal of training and development is to increase staff adaptability, which is particularly important for companies that are rapidly adopting new technology.

An organization's prospects of survival and success can be improved by training its members to be more flexible. There are a lot of factors at play that make development programs crucial. Managerial potential is often found amongst those already working in the organization and promoted to higher positions. Employees are more likely to stay with their companies and grow professionally as a result. It stretches workers' capacities by giving them new challenges and requiring them to take on additional duties. About 90% of supervisors, 73% of middle managers, and 51% of executives, according to a survey of 84 employers, were promoted from within; almost all of these managers, in turn, needed development in order to prepare them for their new

jobs⁷³. Like leadership training, management development helps ensure the peaceful transition of power within an organization. As an added bonus, it helps to socialize aspiring managers by instilling in them the values and mindsets necessary to succeed on the job. And it can help organizations become more flexible by equipping workers and leaders with the flexibility and adaptability they need to deal with change. Job posting is one method of internal promotion, in which open positions are posted in company publications or on bulletin boards. If a worker is looking to switch jobs or improve in their current position, they should contact HR so that they can help facilitate the transition. The personnel resource chart (succession planning) is another tool for finding qualified candidates to fill open management roles. These graphs illustrate the possible progression of workers up the organizational ladder, so inspiring those who may be considered for promotion. In addition to the aforementioned benefits, employees can also see where they want to go in their careers and figure out how to get there. The 1980s and 1990s saw shifts in the goals of training and development programs. Companies today need to increase efficiency, innovate their products and services, and keep up with the pace of technological advancement if they want to remain competitive in the marketplace. Training in basic skills is often necessary to improve quality because doing so requires employees to use their critical thinking, create charts and graphs, and evaluate data. Employees should be able to, or at least willing to learn, how to work together effectively, make sound decisions, and effectively convey their ideas to others. Workers also need computer and technology education.

Moreover, "increasing employee commitment to the organization and their perceptions that the organization is a good place to work"⁷⁴ is another key benefit of training and development opportunities that can help keep employees around for longer and reduce absenteeism and turnover, ultimately leading to higher productivity for the company. Employees will be loyal to

their employers if they are given opportunities for ongoing professional growth. By doing so, the company is doing more than just hiring people; it is also assisting workers in developing their talents and advancing their careers inside the company. Society as a whole benefits from trained and developed individuals since they are more likely to be successful in their roles. Training's growing importance underscores the reality that "the game of economic rivalry has new rules"⁸⁰. Simple efficiency is no longer acceptable. Organizations need to be nimble and adaptable if they want to thrive in the modern day and into the next millennium. In addition, it necessitates catering to the expectations of the clientele in terms of quality, variety, customization, ease of use, and timeliness. A staff with more than simply technical skills is needed to meet these new requirements. It calls for workers who can 'switch gears' and adapt from one position to another, as well as those who can analyze and solve problems on the job individually and as part of a team. Companies in the United States spend close to US\$1 billion yearly on educating their staff. One company, Motorola, gives each employee 40 hours of training each year. The corporation has recommitted itself to lifelong learning and aims to treble the number of yearly training hours by the year⁷⁵.

The value and expense of training and development have become abundantly evident. Companies must assure the success of their training and development initiatives by carefully selecting the most appropriate courses for the appropriate learners under optimal conditions. If businesses really want to make their training stick, they need to take a more methodical approach to it. In general, this strategy helps businesses since it increases the likelihood that they will have a well-trained personnel, which in turn increases the quality of their products and services while reducing costs. Improvements in job performance and productivity, as well as in product quality, customer service, employee motivation, and retention are just some of the outcomes that can be

attained through training and development activities, as well as the maintenance of a sufficient and suitable range of skills among employees and the development of knowledge and skills in the workforce. Individuals also profit from training and development in the following ways: their skill sets expand, their sense of job satisfaction rises, their market value rises, and their opportunities for internal promotion and career progression rise.

As much as the employee plays a role, supervisors and managers are crucial to the success of a company's career development initiatives. Managers who assist their employees with career matters have been found to have a positive impact on their companies in a number of ways, including: creating better skill-to-job fits; attracting and retaining top talent; promoting from within; strengthening and improving existing personnel systems; and enhancing long-term planning and forecasting⁷⁶. There are numerous chances for managers and supervisors to participate in career development programs within their firms. The immediate supervisor plays a crucial role in the employee's professional life,⁷⁷ which includes delegating duties and responsibilities, setting expectations, evaluating performance, and offering (or failing to provide) feedback, rewards, and discipline. For instance, a supervisor's performance reviews can be used as a window into an employee's strengths and weaknesses during career appraisal¹⁴².

Additionally, the supervisor is a valuable source of information and feedback to the employee on career progress, and can provide accurate information about career paths and opportunities within the organization (e.g., nominating employee for training, adjusting employee's schedule to permit attendance in a training program). There are four responsibilities that managers and supervisors have as career developers. There is the role of coach, who listens, clarifies, probes, and defines employee career concerns; the role of appraiser, who provides feedback and explains performance standards and job responsibilities; the role of adviser, who generates options, aids in

goal setting, makes recommendations, and provides advice; and the role of referral agent, who consults with the employee on an action plan and connects them to available organizational people and resources. Successful career development programs often include supervisor participation. Employees typically lack clarity over the future of their careers thus gaining many types of career knowledge and expertise is necessary for people to advance effectively in their careers^{141,139}. Self-evaluation, profession-specific knowledge, objective choice, and strategy formulation, are other necessary skills. Employees must respond to inquiries about their identities (expertise) and reputations (performance), as well as their options, objectives, and strategies for achieving those objectives. Employees nearly always go to their supervisors to learn about who they are as a person, how they are doing on the job, what the organization has planned for them, what opportunities are available to them, and how they might improve. Managers and supervisors that take on the role of career counselor or coach typically have an in-depth understanding of the employee, including their strengths, weaknesses, and relevant experiences. When it comes to learning and growth in the workplace, they are well-versed. In addition, they can keep tabs on the worker's professional development and provide guidance and direction as needed. Open and honest communication is essential for managers to fulfill their role as career developers¹²⁹.

It is widely held that a manager's first order of business is to recognize the need of fostering an environment where subordinates and those outside the manager's direct sphere of influence can speak freely with one another and with the manager. Active listening is crucial for developing trusting relationships with employees through two-way communication, the free flow of thoughts, feelings, and ideas from one another. Managers that are able to keep their staff informed on broad issues influencing their jobs build trust with their employees, who in turn are better able to

comprehend the reasoning behind management's decisions and have fewer misunderstandings as a result of their day-to-day interactions. Supervisors have a number of responsibilities when it comes to helping their employees advance in their careers. These responsibilities include creating spaces where employees can openly discuss their aspirations and receive constructive criticism, as well as identifying and nurturing talent, providing opportunities for advancement that align with both employee and company goals, communicating both the formal and informal realities of the workplace to both employees and the organization, and exposing workers to relevant opportunities. If these duties are carried out properly, it will send a message to workers that their development and professional advancement is important to management. A manager's ability to act as an objective evaluator is crucial to an employee's success in the workplace. The supervisor's duty is to evaluate employees' work and offer both formal and informal comments. Each employee's performance may be gauged and their future in the company can be mapped out thanks to a thorough performance review.

The goals of a performance appraisal are for the manager to gain insight into the following: the employee's current level of job performance; the employee's areas of strength and improvement; the employee's training and development needs; the employee's potential for future performance and advancement; the employee's encouragement and motivation; and the manager's ability to use this data for manpower planning purposes⁷⁸. The aforementioned data should help managers and workers alike work toward the common goal of fostering the professional and personal development of their staff. It's undeniable that supervisors play a crucial part in the success of any professional development system. Leaders at all levels of an organization need to take their positions seriously because of the impact they can have on their subordinates' perceptions of the company's dedication to them. However, not all managers and supervisors are equipped to

handle the duties that come with fostering the professional growth of their employees, thus it is up to their respective organizations to make sure their managers and supervisors can do the job. In light of this, it is imperative that businesses give their managers and supervisors with enough training in areas like counseling methods and human resource planning so that they may assist their staff in reaching their maximum potential and so contribute to the success of the business.

Conventional career counseling developed in response to the demands of the contemporary industrial age and primarily concerned itself with the measurement of trait differences and the subsequent matching of individuals to vocations. A common practice within this context involved rating how happy people were with their jobs as a whole. Measures of career fulfillment centered on establishing links between non-internal job characteristics and more holistic indicators of contentment^{79, 80}. It was also important for workers to be able to identify and pursue their own areas of interest in the workplace. According to Henderson, individuals and career development professionals started to feel a lack of credibility in traditional studies and assessment methods as popular literature began advocating more significance in one's employment. Everyone has their own optimal point of operation. It's satisfying work, the kind we hope to do more of. Articles like "many baby boomers, unfulfilled by corporate jobs at which they've worked for years are deciding to give up the great pay and benefits to do what they want," which was published in the St. Louise post dispatch on March 19, 2001, provide evidence that a growing number of people are actively seeking more fulfilling and meaningful work lives⁸².

This idea has been valued by a number of analysts who have offered alternative perspectives on the topic of job satisfaction; specifically, those who have found that organizations that allow employees to take an active role in career management report higher levels of job satisfaction among their employees. First, several authors present their own unique perspectives on job

satisfaction by describing it as a state of mind. Job satisfaction, for instance, is defined as "a favorable psychological state resulting from an individual's judgment of his or her job or experience". An individual's level of job satisfaction is calculated as their positive responses to various aspects of their work environment. Furthermore, it is defined as a feeling of contentment that arises from the recognition that one's work contributes to or enables the achievement of one's core values and goals in one's career^{83, 84}. Second, job satisfaction is a state of mind regarding conditions and factors that affect performance. A person's attitude about their work, whether favorable or negative, is universal and fundamental to their professional development. Experts and proponents alike appear to agree on the premise that nearly everyone is interested in finding meaning in their work^{85, 86}. A person's level of job satisfaction is highly correlated with his involvement in activities that are a good fit for his career path. Finally, according to Herzberg's theory, only motivators can make workers feel happy and inspired, while hygiene factors are just what's needed to prevent people from being tremendously let down. Accomplishment, responsibility, the act of performing, self-awareness, advancement, and a sense of growth are all powerful motivators⁸⁷. In this regard, some academics conducted in-depth interviews to investigate the effect on job happiness, expert development, and productivity, as well as the potential of career program development to address the demands of professionals at various stages of their careers. The study found that the effectiveness, efficiency, and job satisfaction of professionals were all positively affected by professional development programs^{89, 88}.

Successful businesses are able to survive because they have found a way to differentiate themselves in the global market. The success of any company relies on its workforce, and these workers must be skilled and invested in the company's success^{90 91 92}. Recent studies^{93,94 and 95} have highlighted the significance of keeping valuable human capital in today's competitive

workplace. Effective human resource practices that have a meaningful influence on workers' lives are a primary goal of human resources departments. Career advancement is a crucial action to do. According to the available research, career development activities are widely seen as beneficial, and increasing numbers of businesses will be compelled by both internal and external forces to create and promote career development services in the coming years⁹⁵.

An individual's career development is a substantial path of knowledge management, effort, independence, and evolution towards a developing and determined preferred future. Professional advancement programs as an all-encompassing set of services and methods catering to the requirements of both employees and employers⁹⁶.

It is hypothesized that HR managers, managers, and their stakeholders can collaborate to plan, organize, formalize, lead, and monitor career development programmes that improve not only employees' jobs but also the entire stage process, attitude, behavior, and state of affairs relating to employees' work lives. It's been found that factors such as salary and benefits, as well as one's relationship with superiors and coworkers, can have a significant impact on job satisfaction. The term "job satisfaction" refers to the favorable emotional state one feels as a result of a positive assessment of one's work and work experiences. Achieving high levels of employee satisfaction requires a well-designed career development system and communicating the significance of this system to managers and professionals working for the organization. We are all aware that the primary purpose of businesses is to increase productivity in the workplace and gain an advantage in the global market. Firms require skilled and dedicated workers to gain this competitive edge and operate at peak performance. Human resource management is more crucial than ever in today's cutthroat business environment. The implementation of a career development process is one solution that can be used to address this need on the part of managers^{97 98 99}.

One important strategy is career development, which boosts employee engagement and, in turn, the efficiency of the firm. The goal of career advancement is to help individuals achieve their goals while also meeting the obstacles faced by the company. For an organization to succeed in attracting, motivating, and retaining its workforce, it must demonstrate a genuine interest in its workers' professional growth. Employee development contributes to business growth, so companies can't afford to waste their most important resource—their people. Due to the fact that talented employees are a major contributor to a company's success and competitive edge, it's crucial to foster a culture that encourages them to move around within the company (through internal job postings) and provide them with a wide range of career management practices, including succession planning, coaching, mentoring, rotation, development plans, and information tailored to each employee's interests and goals. Conducting a survey on the type of audit to be conducted is crucial for gaining insight into the execution of career development programmes. This will be useful in determining the extent to which the company needs more training and education for its employees. Individual needs must be met before those of the organization may be fulfilled. It's important to have a clear understanding of the company culture and background, as well as the roles of people responsible for implementation. Indeed, every single person varies in their own unique way. Characteristically, he or she is unique in terms of skills, traits, preferences, and goals. Programs for career development, then, should categorize workers not according to their position in the company but to the resources they require.

Managers should therefore, construct a variety of career development programs, each tailored to a certain group, and offer development programs based on an evaluation of each employee's potential and performance in light of the organization's objectives and goals. Given the outcome of the requirement assessment and the strategy developed, having the appropriate resources and

support mechanisms would allow for the process to be effective. The resources and assistance can be better understood via the lens of a variety of initiatives and activities. Counseling is one approach that can be helpful. Having a counselor who can point out a road to success in one's chosen field is a huge boon to personal growth. When an employee is stuck and can't see a way forward, it's possible that therapy can illuminate a better solution. It is suggested that counselors meet with managers and participate in team building activities¹⁰⁰.

In a one-on-one setting, people are more likely to open up and share their thoughts and feelings, which is especially helpful for those people who tend to keep to themselves and may eventually lose interest in, or even leave, the organization if they are not tapped at the right time and a positive chord is not struck. In a similar vein, mentorship programs provide the encouragement and space for employees to open up to their mentors, who can serve as confidants, sounding boards, and sounding boards. Mentoring programs in the workplace have been shown to yield long-term benefits for the mentee. Mentors are crucial resources for developing one's leadership abilities. Coaching and mentoring from outside sources both offer useful criticism. It is imperative that career psychology be revitalized in order to meet the demands of the postmodern era, which are characterized by rapid change¹⁰¹. More study into the topic of career advancement may lead to increased backing from companies. When compared to the sheer volume of career development resources out now, the amount of published research on their efficacy is surprisingly low¹⁰². Second, the leadership programmes within the organization map out a path for the employee's future advancement. In order to help him advance in his job, it may be beneficial to designate time for him to participate in action learning projects that will both challenge him and fill in any knowledge gaps that have emerged. With the help of a self-directed workbook, an individual can plan and analyze his or her career, keep track of his or her progress,

and remain motivated over the course of his or her professional development. The major objective of the career planning programme is to assist employees in focusing on the development of skills necessary for career planning, rather than to assist employees in the development of a career plan¹⁰³.

A group workshop is another option for helping workers assess their current level of competence, identify areas for improvement, and set goals for the future. When businesses invest in their employees' professional development through training programs, they gain access to the most skilled and contented personnel in the market. New talents are acquired and current ones are honed on a continual basis in this method. One such way that employees might learn to see challenges as opportunities is through succession plans and job rotations, either vertically or laterally. It's one among the things people do to advance their careers since it helps them learn new things and expand their potential in ways that benefit their present and future workplaces. Because of its potential impact on the company's long-term viability, career advancement programs need to be carefully designed. In the modern world, you can even find apps dedicated to advancing your professional standing. Certainly, it's a neat gadget. Electronic performance support platform "Whatfix" can offer in-app coaching inside of commercial apps²⁹.

Talent development experts can provide on-demand assistance to workers using this system. However, interpersonal contact maintains thought exchange and provides emotional self-support. Highlighting an employee in the corporate newsletter is another way to raise that person's profile, especially in larger organizations. A profile that is available on such a site can be used to build a reputation and make connections within businesses, opening up opportunities for people to take on more interesting positions. Personal obligations, gratitude, and trust are what the social exchange theory centers on most. The results of various management strategies can be

anticipated with the help of social exchange theory. Programs designed to help workers enhance their careers provide opportunities for growth and stimulation at various points in their careers. Individuals report higher levels of job satisfaction when their demands are adequately satisfied on the job. Investing in the professional development of employees allows differentiation and gaining competitive advantage, as well as increasing the level of abilities and knowledge the organization can use to achieve organizational goals⁹⁸. This can be accomplished by creating a good career development system and making sure employees understand how important the system is that the company designs for managerial and professional employees⁹⁹. However, effective career advancement becomes visible when it is translated into the actions of every member of the company. There is a positive correlation between career management practices and job satisfaction, which has been supported by meta-analyses³⁰.

Workers nowadays give greater thought to developing their skills and expanding their horizons. Organizations that don't embrace this way of thinking risk losing their competitive edge. While the term "career" was often used to refer only to those who worked in professional fields or rose through the ranks of large organizations, modern usage has broadened the term to encompass anyone whose work has involved a series of interrelated roles. Workers nowadays are aware that they risk becoming obsolete if they do not continue to learn and develop their abilities. They would also be interested in promotions, therefore it makes a big difference when employers offer resources like training and mentoring to help them advance in their careers. On the other hand, if expectations are too high and not enough jobs are available, employees may become dissatisfied and look for fulfillment outside their current company. Honesty regarding one's professional possibilities fosters trust and dispels myths²⁷.

Individuals have varied career development tasks and characteristics at different times of their careers, which is why career development can be broken down into the distinct stages of "exploration," "establishment," "maintenance," and "disengagement." The ability of management to correctly create and administer career programs for employees in varying job categories may have a substantial effect on employee outcomes, particularly job satisfaction, according to studies on workplace career programs⁴².

Before diving headfirst into a full rollout, it's crucial to test out the strategy's recommended procedures in a pilot program. A person's career is seen as a rewarding path in life. The employee cares more about making progress in his or her job and becoming a better person overall. Management's willingness to plan and manage career programs adequately helps employees build career trajectories, which in turn may contribute to higher job satisfaction in the organization, as shown by the correlation between career development and job happiness. Employees can't plan for the future unless they're given the motivation, materials, and support they need to do so. Conversations with managers, coaches, or mentors are more important than any new software or program that a firm might offer. Companies with career development programs and employees that report high levels of job satisfaction can be found even if pay is low³⁷.

Everyone knows the value of having a job they enjoy going to each day. If workers are happy in their jobs, they'll be more likely to see their work through to completion, which in turn helps the organization meet its goals. Almost everyone can identify with the concept of job satisfaction, yet everyone experiences it to varying degrees. This is evident in the positive attitude and the excellent performance of each member of staff. Workers who are competent in their roles expect to be provided opportunities for promotion by their employers. When given the chance,

employees will feel appreciated and content in their roles at the organization. Providing employees with better prospects can be facilitated in part through career development programs. Job satisfaction is influenced by a variety of factors, such as the degree to which one is trusted with autonomy and independence, the benefits provided, the opportunities for professional growth and advancement, the amount of money earned, the ease of making and receiving contributions, the quality of relationships³³.

Based on what we've learned, opportunities for advancement and a positive work environment are two elements that can have a significant impact on staff morale. Job satisfaction can be affected by a number of factors, one of which is the opportunity to advance one's career. The term "career development" refers to the process of acquiring and honing the set of abilities necessary to pursue a specific profession. All career plans should help employees find a good fit between their skills and interests and the open positions in the organization. Individual employees also have a say in how their careers progress; they can either take the initiative to take charge of their own career progression or learn from the successes and failures of those around them. The Human Resources department is also crucial to this process because, as stated in HR Policy Statement ¹³⁸. "An employee's career development depends not only on the efforts of the employee, but also on the role and guidance of the manager and HR." Several employees' interviews indicate that the Human Resources department isn't doing enough to help them. At other times, formal channels are not used and only certain parts of the company are informed. If the HR department isn't providing direction, it's probably not playing a significant role or providing much support. Teachers' perceptions of organizational justice and job satisfaction influenced their Organizational Citizenship Behaviour, while teachers' perceptions of their own career progression had a similar impact on their own OCB and job satisfaction. In the banking

industry, employees are more content with their jobs when they have opportunities to advance their careers¹⁰⁴.

The opportunities for professional growth provided by their employers are appreciated by their staff. Employees are increasingly aware of the importance of furthering their careers as the corporate world has become more competitive. The quality of the workplace can play a role in how fulfilled an employee feels in their employment alongside career progression. The term "work environment" refers to everything in the vicinity of an employee that may have an impact on that person's level of enjoyment while performing his job duties in order to provide the best possible work results. In general, businesses will make an effort to create a positive workplace for their employees so that everyone who works there enjoys coming to the office every day. That way, workers can effectively complete their tasks, produce superior results, and feel more fulfilled in their work. Effective human resource management and the upkeep of a positive company culture have far-reaching consequences for not just individual productivity but also the expansion and improvement of the economy as a whole. Different conclusions can be drawn from the studies that have looked at the effects of career advancement or development and the organization culture on employee job satisfaction. Others have found the opposite, that career advancement has a negative impact on job satisfaction, and that the workplace environment has a negative impact on job satisfaction^{10, 12, 14}.

2.4 Conceptual Model



H₀₁

H₀₃

H₀₂

Conceptual Model on Institutional Support, Career Development and Job Satisfaction by the Researcher, 2022.

The conceptual model of this study is basically anchored on the three theories adopted to buttress each of the variables of this study - Job Satisfaction, Institutional Support and Career

development. The indicators of each of these variables were actually adapted from the theories used in this study. These indicators were also discussed extensively in the review of related literature also in this study. Also these indicators have been contextualized to give applicable meaning to what this study basically intended to unravel which was about determining the job satisfaction level, career development progression as well as how institutions support HIM professionals in their jobs in various places they work. Afterwards, the meanings of these indicators would be discussed therein.

The above diagram in form of conceptual model actually depicts how each of the variables in this study would be measured. The first independent variable of this study which is institutional support was measured by with two indicators which were: - Fairness of Job Conditions (- Training, Autonomy) and Favorableness of Organizational Rewards. These indicators emanated from the organizational support theory^{66, 67}. The second independent variable is known as career development. This variable was measured in three ways, these were: Self-knowledge on educational opportunities, Self-knowledge on career decision making process, access to career information and detailed career planning. These indicators emanated from career maturity theory⁶⁵. The last variable in this study which is the dependent variable of this study centered on Job satisfaction. Job satisfaction as the dependent variable of this study was measured with the following indicators: Satisfaction with achievement, nature of work, supervision, company policies and interpersonal relationships. These indicators emanated from the Herzberg Theory of Job Satisfaction⁶².

The above variables in the context of this study as displayed in the conceptual model above have been treated extensively having roots in theories. Each of the theories used to buttress the variables in this study has its indicators emanating from each of the theories as well. It is

therefore expected that result of the analysis of data gathered in this study would to a large extent contribute immensely to the furtherance of the theories used in this study. Recommendations were also proffered as to how these theories could be made better to actually contribute both to literature and the body of knowledge at large.

2.5 Summary of Literature Reviewed

This literature reviewed centered on Institutional support, career development and job satisfaction of health professionals in Lagos state. However, the literature review witnessed paucity of literature in the case study area which is health information professionals in Lagos state. Firstly, the idea of job satisfaction was reviewed examining what job satisfaction means from varying scholarly perspectives. This approach was also extended to the other independent variables of this study which are: Institutional support and career development. Afterwards, the study examined three theories used in buttressing each of the variable of this study. Two factor Herzberg theory was used to buttress job satisfaction, organizational support theory was used to buttress institutional support while career maturity theory was used to buttress career development. Empirically, the study reviewed literature that revealed scientific studies that showed relationship between each of the independent variable with the dependent variable. The empirical studies did not review literature on the precise study area of this study which is Lagos state. It is perceived that there is paucity of literature around this study area. It is in this regard that this study therefore sees this as a gap which this study intends to cover. The gap of

investigating the influence of Institutional support, career development and job satisfaction of health information professionals in Lagos state.

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Chapter Three

Methodology

The study's methodology is presented in this chapter. It involves the population, sample, data collection, study design techniques, and others.

3.1. Research Design

The descriptive research design was used for this investigation. An unaltered, naturally occurring situation or phenomenon was described through a descriptive survey design. It could be used to support present practices, form opinions, and create theories. The researcher was able to investigate the link between measures of various variables acquired simultaneously for the purposes of this study thanks to descriptive research. This approach was suitable since it was useful in gathering information on occurrences that cannot be directly viewed. The technique enabled the researcher to gather information from a sample population that was typical of the entire population.

3.2. Population of the Study

The study population comprised of a total of 155 Health Information Professionals in University Teaching Hospitals in Lagos state. Below is a tabular description of the number of health Information Management Professionals in the state.

Table 3.1: Population of the Study

S/N	Name of Teaching Hospital	Number of HIM Professionals
1.	Lagos State University Teaching Hospital (LASUTH), Ikeja	135
2.	Lagos University Teaching Hospitals, Idi-Araba Lagos	20
Total:		155

Source: Hospital Records Unit, 2022

3.3 Sample Size and Sampling Technique

The sample size of this study was 155 health information professionals in university teaching hospitals in Lagos state. In this regard, total enumeration sampling technique was used to sample all the respondents for this study. Reason being that all the elements in the population could be covered by the researcher.

3.4 Description of Research Instrument

Data were collected using a structured questionnaire titled: Institutional Support, Career Development and Job Satisfaction (ISCDJS). The instrument was a structured questionnaire adapted from previous empirical studies. This study also adopted the 4-point Likert scale design which allowed the researcher to provide their opinion about the issue under study.

Section A: This section was designed to collect demographic information of respondents and these contains Bio – data of Respondents measured through certain factors such as; Gender, Age, Educational Qualification, etc.

Section B: This research instrument was designed to collect data on Job satisfaction. The job satisfaction scale measures were indicators such as satisfaction with achievement, nature of work, supervision, company policies and inter personal relationships. This aspect of the research instrument was adapted from the JSS satisfaction scale¹. The Cronbach's alpha coefficient for this variable was 0.85.

The response options available to respondents following the Likert-type scale include Strongly Agree (SA=4), Agree (A=3) Strongly Disagree (SDA=2) Disagree (DA=1)

Section C: This section of the research instruments was designed to collect data on Institutional support. The Survey of Perceived Organizational Support (SPOS), which measures indicators such as fairness of job conditions, training, autonomy and favourableness of organizational

rewards which were adapted from scholar in different context². Each of the adapted questionnaires was considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the variables was 0.97. The response options available to respondents following the Likert-type scale were: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

Section D: This section of the research instrument was designed to collect data on Career development. The career development scale, which measured indicators such as self-knowledge on educational opportunities, self-knowledge on career decision making process and access to career Information were adapted from scholar in different context³. The response options available to respondents following the Likert-type scale included: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

3.5 Validity of the Research Instrument

Content and face validity of the research instrument of this study was done by the researcher's supervisor and other experts in the department of Information Management of the university.

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to a reliability test to check the internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using thirty (30) copies of the questionnaire that were administered to health information professionals in the University Teaching Hospitals. Each of the adapted questionnaires was considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for this variable was 0.95. Data obtained were subjected to Cronbach's alpha reliability test to establish internal consistency of the items.

3.7 Distribution of the Research Instrument

A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literatures. A letter of introduction was obtained from the Department of Information Management, Lead City University which was used to gain permission to conduct survey in the University Teaching Hospitals in Lagos state. Alongside this, a research ethical clearance was sought for so as to enable the researcher carry out data administration in specified population as mentioned earlier. Due to number of respondents, a three (3) day training was conducted for two (2) research assistants to ease the administration, retrieval and initial sorting of copies of the questionnaires. In all, 185 copies of questionnaires were administered to Health Information Professionals in Lagos State University Teaching hospitals (LASUTH) and Lagos University Teaching Hospital (LUTH).

3.8 Method of Data Analysis

Descriptive and inferential statistics were used to analyze the data collected on items in various sections of the questionnaires. The use of descriptive statistics was appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering the research questions. To test the hypotheses formulated in this study, linear regression was used to test hypotheses one and two while multiple regression was used to test hypothesis three. The data collected for the study were analyzed using Statistical Package for Social Sciences (SPSS), version 24. All hypotheses in the study were tested at 0.05 significance level of significance.

Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter focuses on the analysis of the collected data, interpretation and discussion of the findings of this study.

4.1. Data Presentation and Analysis

Descriptive statistics, such as frequencies and percentages, were used to compile and analyze the gathered data on the participants' demographics, which were then tabulated for easy perusal.

Table 4.1 Sample and Instrument

Sample and Instrument	Frequency	Percent
Sample Size:	155	100%
Total Questionnaire Distributed	155	100%
Total Questionnaire Retrieved	151	97.4%
Valid Questionnaire	151	97.4%

Source: Field Survey, 2022

Table 4.1.2 Gender Distribution of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	64	42.4	42.4	42.4
Female	87	57.6	57.6	100.0
Total	151	100	100	

Source: Field Survey, 2022

The above table revealed the gender status of respondents for this study. Considering the fact that the total number of respondents for this study is summed up at 155, the data above has a record of 87 female respondents which account for about 57.6% and 64 male respondents which account for about 42.4%. Going by this, it was concluded that there were more male health information professionals than their female counterpart in teaching hospitals in Lagos state.

Table 4.1.3 Age Distribution of Respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20 – 25years	29	19.2	19.2	19.2
26 – 30years	22	14.6	14.6	33.8
31 – 35years	40	26.5	26.5	60.3
36 – 40years	21	13.9	13.9	74.2
41-45years	20	13.2	13.2	87.4
46years and above	19	12.6	12.6	100.0
Total	151	100	100	

Source: Field Survey, 2022

The ages of those who answered our survey are displayed in Table 4.1.3. From the total of 151 respondents who made up the sample for this analysis, 40 were between the ages of 31 and 35. About a quarter of the overall sample size participated in that. Twenty-nine people who answered the survey said they are between the ages of twenty and twenty-five. Around 19.2% of all responders fall into this category. Twenty-two of the responders were in the ages 26-30 bracket. This equates to almost 13.9 percent. Twenty-one people surveyed put their ages between 36 and 40. Twenty of the respondents, however, claimed to be between the ages of 41 and 45. In the end, 19 people said they are 46 or older. In light of the foregoing, it is reasonable to conclude that many health information professionals working in Lagos's university teaching hospitals are still very much in their prime of life and, as such, are very agile and, according to the above data, still expected to be able to give their absolute best to their workplace.

Table 4.1.4 Educational Qualifications of Respondents

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
ND	5	3.3	3.3	3.3
NCE/DIPLOMA	19	12.6	12.6	15.9
Bachelor's degree	76	50.3	50.3	66.2
Master's degree	51	33.8	33.8	100
Total	151	100	100	

Source: Field Survey, 2022

The respondents' educational qualifications were displayed in Table 4.1.4. Fifty-one of the respondents have confirmed in the table below that they hold a master's degree. Seventy-six people say they have a bachelor's degree, while nineteen say they have an NCE or diploma. Five people have asserted that they possess a National Diploma. About 33.8% of the populace can claim to have earned a master's degree, while 50.3% can only boast a bachelor's. Adding these two figures together gives us close to 12.7 percent of the total number of people that filled out the survey for this study. This suggested that Health Information Professionals in University Teaching Hospitals in Lagos are, for the most part, highly well informed. If this is the case, we may have faith in the results of the study because the people who fill out the surveys are likely to have a solid grasp of the topic at hand given their level of education. Respondents having a bachelor's or master's degree would likely provide very reliable answers. That does not mean that other respondents with a lower level of education (ND to NCE and DIPLOMA) are not well informed.

Table 4.1.5 Years of Experience of Respondents

Years of Experience	Frequency	Percent	Valid Percent	Cumulative Percent
5 – 10years	31	20.5	20.5	20.5
11 – 15years	75	49.7	49.7	70.2
16 – 20years	29	19.2	19.2	89.4
21 – 25years	16	10.6	10.6	100
Total	151	100	100	

Source: Field Survey, 2022

The demographic information for this study was displayed in the table 4.1.5 above. The respondents' total years of experience are listed in the final demographic table. It is clear from the table above that all of the respondents in this study had significant expertise in their respective fields. About eleven-to-fifteen years of job experience was reported by seventy-five respondents. Thirty-one people out of 100 claimed to have extensive experience, with 5-10 years in the workforce. In the survey, 29 respondents reported having between 16 and 20 years of experience in the workforce, while 16 respondents reported having between 21 and 25 years of experience. Based on these findings, it is reasonable to conclude that health information professionals have a great deal of expertise in their field and are in a prime position to provide a well-informed and complete description of the topic under investigation. Almost half (49.7%) of respondents said they had eleven to fifteen years of job experience already. This constitutes around half of the overall population used in the analysis. Of the total population, around 20.5% were children between the ages of 5 and 10. While roughly 19.2% were drawn to candidates with between 16 and 20 years of experience. This strongly suggested that these health information professionals have much relevant work experience.

4.2. Data Presentation and Analysis of Research Questions One

Research Question One: What is the level of job satisfaction of HIM professionals in Teaching Hospitals in Lagos State?

Table 4.2. Level of Job Satisfaction of HIM Professionals in Teaching Hospitals in Lagos State?

Level of Satisfaction of HIM Professionals

I am satisfied with what I have Achieved so far in my place of work	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	37	37	40	37	1.113	2.51
	24.5	24.5	26.5	24.5		

Personal Achievement in Place of Work

What I have achieved so far in my place of work is commensurate to my Educational qualifications.	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	26	63	22	401	0.064	2.50
	17.2	41.7	14.6	26.5		

Collective Achievement in Place of Work

Myself and my colleagues	SD	D	A	SA	Std.	Mean
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have our organization ever since we were employed to work for our organization.	(%)	(%)	(%)	(%)		
	28	53	33	371	057	2.52
	18.5	35.1	21.9	24.5		
Average Mean						2.51

Satisfaction with the Nature of Work

I am satisfied with my nature of Job	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	32	37	58	24	.999	2.52
	21.2	24.5	38.4	15.9		

Extra Job at work

Extra work giving to me to work on in my place of work is very much okay by me	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	34	39	37	411	.117	2.49
	22.5	25.8	24.5	27.2		

Nature of Work

The nature of my work is in tandem with the demands of what my profession is expects me to carry out in my place of work	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	14	56	39	42.	974	2.56
	9.3	37.1	25.8	27.8		
Average Mean:						2.52

Satisfaction with Supervision

I am satisfied with the way and manner I am being supervised in my place of work	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	38	67	21	251	.006	2.72
	25.2	44.4	13.9	16.6		

Manner of Supervision

There is no bias associated with the way and manner I am being supervised by all my bosses in my place of work	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	27	40	44	401.	0.060	2.22
	17.9	26.5	29.1	26.5		

External Supervision

I am satisfied with external supervision being meted out on me in my place of work	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	30	69	19	331	.036	2.64
	19.9	45.7	12.6	21.9		
Average Mean:						2.52

Satisfaction with Company Policy

Company policies guiding my job are okay by me	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	25	44	36	46	1.079	2.36
	16.6	29.1	23.8	30.5		

Company Policy

I am very much satisfied with every provision of company policies guiding my job	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	31	52	28	401.	064	2.51
	20.5	34.4	18.5	26.5		
Average Mean:						2.51

Satisfaction with Interpersonal Relationships

I am satisfied with the way and manner my colleagues relate with me and vice versa	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	33	40	45	33	1.042	2.74
	21.9	26.5	29.8	21.9		

Relationship with Staff

All in all, I am satisfied with the relationship I have with every staff in my place of work both those at the lower cadre and those at the middle and senior cadre	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
	17	42	39	53	.854	1.83
	11.3	27.8	25.8	35.1		
Average Mean:						2.47
Grand Mean:						2.50

Source: Field Survey, 2022

Key: Strongly Disagree(SDA) =1, Disagree (DA) = 2, Agree (A) = 3, Strongly Agree (SA) = 4

Decision Rule: '1.00 – 1.49 (Very low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)'

Based on the research question one “What is the level of job satisfaction of HIM professionals in Teaching Hospitals in Lagos State?” The overall satisfaction on a scale of 4 was just at an average level of 2.50. Five indicators were used to measure the level of satisfaction in this study. They are: satisfaction with achievement, nature of work, supervision, company policies and

interpersonal relationships. These indicators have the following mean scores: 2.51, 2.52, 2.52, 2.52 and 2.47 respectively. Out of each of these indicators, interpersonal relationship was below average with a mean score of 2.47. This indicates that the interpersonal relationship between health information professionals in Lagos University Teaching Hospitals is nothing to write home about. Satisfaction with achievement was just at an average level. This indicator has a mean score of 2.51 on a scale of 4, suggesting that among health information professionals in Lagos university teaching hospitals, satisfaction with achievement is just at an average level. They are not that satisfied with what they have achieved considering how long they have worked for. Satisfaction with nature of work, supervision and policies all have a mean score of 2.52 on a scale of 4.

More so, what this suggests is that satisfaction with each of these indicators is also just at an average level. All in all the satisfaction level of health information professionals in Lagos state university teaching hospitals is just something that is being managed by the health information professionals. There seems to be so much of just trying to cope with the work environment of the setting these health information professionals find themselves. Probably this attitude to the work environment is what makes the interpersonal relationships of health information professionals in Lagos state to be nothing to write home about. Specifically, an item such as “having overall satisfaction with colleagues at lower cadre in Lagos teaching hospitals have a mean score of 1.81 on a scale of 4. This implies that there is a whole lot of unhealthy relationship between senior and junior cadre of health information professionals in teaching hospitals in Lagos state. This particular item was one of the few items in the study that has a poor rating in this study on job satisfaction.

4.3 Data Presentation and Analysis of Research Question Two

Research Question Two: What is the prevalent institutional support given to HIM professionals in Teaching Hospitals in Lagos State?

Table 4.3. Prevalent Institutional Support given to HIM Professionals in Teaching Hospitals in Lagos State

Fairness of Job

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
My institution is being fair to me and my colleagues as regards training programmes they organize for their staff	37	28	55	311	.076	2.53
	24.5	18.5	36.4	20.5		

Training Programmes

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
Training programmes organized for me and my colleagues in my place of work is devoid of bias and discrimination	45	86	8	12	.816	1.91
	29.8	57.0	5.3	7.9		

Selection for Training

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I am very much okay with how employees in my place of work are selected to attend internal and external training programs	22	40	43	461	.047	2.75
	14.6	26.5	28.5	30.5		

Autonomy at Work

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
Myself and my colleagues are very much autonomous in carrying out tasks assigned to us in our place of work	27	57	30	371	.051	2.51
	17.9	37.7	19.9	24.5		

Level of Freedom

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
My immediate boss allows me and my colleagues have high level freedom as regards how we work	29	52	28	421	.094	2.55
	19.2	34.4	18.5	27.8		

Rules & Regulations Guiding Works

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
There are no stringent rules and regulation guiding how I work in my organization	25	43	37	461	.078	2.69
	16.6	28.5	24.5	30.5		
Average Mean:						2.49

Favorableness of Organizational Rewards

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
There is no bias in terms of how myself and my colleagues are rewarded in our place of work	19	45	39	48	1.036	2.77
	12.6	29.8	25.8	31.8		

Staff and Favour

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
Lower cadre staff in my lace of work are well favored by the organization I work for	20	42	39	49	1.048	2.78
	13.2	27.8	25.8	32.5		

Case of Partiality

	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
There has never been any case of partiality introduced to me or any of my colleague at my place of work	24 15.9	42 27.8	34 22.5	51 33.8	.092	2.74

Gender Bias

	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
I have never observed gender bias as regards how my organization give rewards to employees in my place of work	20 13.2	38 25.2	35 23.2	58 38.4	1.075	2.87

Open Policy System

	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
My organization maintains an open policy as regards rewarding her staff	21 13.9	57 37.7	29 19.2	44 29.1	1.049	2.64

Level of Rewards

	SD (%)	D (%)	A (%)	SA (%)	Std.	Mean
I am very much comfortable with the level of rewards being meted out on me by my organization	28	50	43	30	1.012	2.50
	18.5	33.1	28.5			
				19.9		
Average Mean:						2.71
Grand Mean:						2.60

Source: Field Survey, 2022

Key: Strongly Disagree(SDA) =1, Disagree (DA) = 2, Agree (A) = 3, Strongly Agree (SA) = 4

Decision Rule: '1.00 – 1.49 (Very low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)'

The second research question in this study says that “What is the prevalent institutional support giving to HIM professionals in Teaching Hospitals in Lagos State?”. The prevalent institutional support giving to health information professionals in Lagos university teaching hospitals is in the context of favorableness of organizational rewards. This item has a mean score of 2.71 on a scale of 4 as against the other indicator used to measure institutional support - fairness of job conditions, which attracted a mean score of 2.49 on a scale of 4. The overall means score of the second independent variable in this study is at 2.60 on a scale of 4. This means that the level of institutional support giving to health information professionals is just a little bit above average. Fairness of job conditions as the second indicator used in measuring institutional support in this study attracted a mean score of 2.49 on a scale of 4. What this suggests is that work conditions in teaching hospitals in Lagos state as far as health information professionals are concerned is nothing to write home about. A particular item in this study used as one of the items in this study to buttress fairness of job conditions has a mean score of 1.91. This mean score is

abysmally low on a scale of 4. The item was about teaching programs devoid of bias and discrimination. This means that when it comes to training, teaching programs and the likes, selection for the programme is based on bias and discrimination. Perhaps this is one major reason why the indicator - fairness of job conditions reported a low mean score in this study. In all, the grand mean score of 2.60 showing the level of institutional support means that teaching hospitals in Lagos state are not doing enough to support their staff in two areas – improving job conditions and favorableness of organizational rewards. But then in terms of compensation and rewarding health information professionals in the Lagos state, the management of teaching hospitals in the state are doing quite well because this particular item attracted a mean score of 2.71 on a scale of 4.

4.4 Data Presentation and Analysis of Research Question Three

Research Question Three: What is the career development processes of HIM professionals in Teaching Hospitals in Lagos State?

Table 4.4. Career Development Processes of HIM Professionals in Teaching Hospitals in Lagos State?

Knowledge of Educational Opportunities

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I have knowledge of educational opportunities associated with my career	27	43	39	41	1.072	2.63
	17.9	28.5	25.8	27.2		

Knowledge of Foreign Opportunities

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I have knowledge of foreign opportunities associated with my career	30	42	38	41	1.090	2.60
	19.9	27.8	25.2	27.2		

Knowledge of Career Associated Opportunities

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I know of opportunities associated with my career as provided for by the organization I am working for	25	36	30	60	1.130	2.83
	16.6	23.8	19.9	39.7		
Average Mean:						2.68

Knowledge on Career Decision Making Process

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I have knowledge as regards how I can make critical decisions to progress in my career	39	37	32	43	1.160	2.52
	25.8	24.5	21.2	28.5		

Career Decision Making

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
Making career decisions in order for me to develop in my career is not a big task for me	25	39	47	40	1.043	2.68
	16.6	25.8	31.1	26.5		

Knowledge on Career Decision and Development

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I think my colleagues do have knowledge as regards making effective career decisions in terms of career development	24	51	37	39	1.040	2.60
	15.9	33.8	24.5	25.8		
Average Mean						2.60

Access to Career Information

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I do have access to quality information on my career in terms of how to progress	29	49	28	45	1.109	2.59
	19.2	32.5	18.5	29.8		

Impact of Career Information

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
So far in my career path, what I have attained is as a result of access to career information	43	33	37	38	1.153	2.46
	28.5	21.9	24.5	25.2		

Access to Quality Information

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
All the information I have access to over time as regards moving on in my career is of quality	25	47	37	42	1.061	2.64
	16.6	31.1	24.5	27.8		
Average Mean:						2.56

Detailed Career Planning

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I have clear career goals I intend to achieve within a time frame	28	53	36	34	1.038	2.64
	18.5	35.1	23.8			
				22.5		

Nature of Career Plan

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
Having a detailed career plan has never been cumbersome	32	44	40	35	1.070	2.50
	21.2	29.1	26.5	23.2		

Detailed Career and Progress

	SD	D	A	SA	Std.	Mean
	(%)	(%)	(%)	(%)		
I have been able to progress in my career as a result of the detailed career plan I have	23	51	30	47	1.075	2.52
	15.2	33.8	19.9	31.1		
Average Mean:						2.55
Grand Mean:						2.59

Source: Field Survey, 2022

Key: Strongly Disagree(SDA) =1, Disagree (DA) = 2, Agree (A) = 3, Strongly Agree (SA) = 4
Decision Rule: ‘1.00 – 1.49 (Very low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)’

The third research question in this study says “what is the career development process of HIM professionals in Teaching Hospitals in Lagos State?”. In investigating the career developmental practices of health information professionals in Lagos state, four indicators was adopted to carry out this investigation. These indicators are: self-knowledge on educational opportunities, self-knowledge on career decision making process, access to career information and detailed career planning. Each of these indicators have mean score of 2.68, 2.60, 2.56, and 2.55 respectively.

The grand mean score was 2.59 on a scale of 4. What this implies is that career development practices of health information professionals in Lagos state is just okay at an average level. In terms of self-knowledge on educational opportunities of health information professionals, a record of 2.68 on a scale of 4 was generated. This means that health information professionals are actually seeking knowledge on different educational opportunities as regards their chosen profession. This self-knowledge might be in the form of scholarships, grants etc. self-knowledge

on career decision making process served as one of the indicators used in measuring career developmental practices. This indicator had a mean score of 2.60 on a scale of 4. What this means is that when it comes to career decision making process, health information management professionals in UK are very much knowledgeable as regards how to make decisions. Access to career information is another indicator used in measuring career developmental practices. It has a mean score of 2.56 on a scale of 4. This was just at the average level. What this means for health information professionals in the state is that access to career information by this category of workers is being hindered by certain factors. Probably factors emanating from the job conditions of the nature of their job in the state.

Detailed career planning is another indicator used in measuring career development in this study for health information professionals in the state. With a mean score of 2.55 on a scale of 4, it means that detailed career planning of these category of workers, is just an average level. All in all, the grand mean of the career developmental career practices of health information professionals in Lagos state is just at an average level. It is therefore expected that these health information professionals in the state should actually do more in terms of planning effectively well in their chosen career to progress more in their careers.

4.5. Test of Hypotheses

Ho1: There is no significant influence of Institutional Support on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 ^a	.062	.056	.36392

a. Predictors: (Constant), Institutional Support
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.315	1	1.315	9.929	.002 ^b
	Residual	19.733	149	.132		
	Total	21.048	150			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), Institutional support

Coefficients						
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.087	.138		15.153	.000
	Institutional support	.163	.052	.250	3.151	.002

a. Dependent Variable: satisfaction

Source: Field Survey, 2022

This study tested three null hypotheses. The first null hypothesis says “There will be no significant influence of Institutional Support on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State”. The result of the hypothesis revealed that Institutional Support will significantly influence job satisfaction of health information professionals in Lagos state. This is evidenced from the probability value which was at .002, this prompted the researcher to reject the null hypothesis. Furthermore, the *r* value which indicated the level of relationship between the independent variable – institutional support and the dependent variable – job satisfaction was at .250. This means that the level of relationship between institutional support and job satisfaction was at 25%. This shows a weak but positive relationship between institutional support and job satisfaction. The adjusted r square which indicates the level of contribution of institutional support to bringing about job satisfaction was at .056. This indicates that 56% of institutional support will bring about job satisfaction to health information professionals while the remaining 44% will be based on other exogenous factors.

Ho2: There will be no significant influence of Career Development on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.219 ^a	.048	.041	.36675

a. Predictors: (Constant), Career Development

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.006	1	1.006	7.481	.007 ^b
	Residual	20.042	149	.135		
	Total	21.048	150			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), career development

Coefficients						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.318	.077		30.255	.000
	Career development	.074	.027	.219	2.735	.007

a. Dependent Variable: satisfaction

Source: Field Survey, 2022

The second null hypothesis of this study says “there is no significant influence of Career Development on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State”. The result of the null hypothesis has to be rejected because the result revealed that career development significantly influenced job satisfaction. The probability value was at .007, this means that that the independent variable significantly influenced job satisfaction. The *r* value was .219. This means that with a 21.9% relationship between career development and job satisfaction, the relationship was positive but weak. The adjusted r square has a value of .041.

This means that at 41% level of variance will career development affects job satisfaction, the remaining 59% will come from exogenous factors.

Ho3: There will be no combined significant influence of Institutional Support and Career Development on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.317 ^a	.100	.088	.35768

a. Predictors: (Constant), Institutional support, Career development

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.113	2	1.057	8.259	.000 ^b
	Residual	18.935	148	.128		
	Total	21.048	150			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), institutional support, career development

Coefficients						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.947	.146		13.294	.000
	Career development	.066	.027	.196	2.498	.014
	Institutional support	.150	.051	.230	2.942	.004

a. Dependent Variable: satisfaction

Source: Field Survey, 2022

The third null hypothesis is from a joint perspective. The hypothesis says “there will be no combined significant influence of Institutional Support and Career Development on Job satisfaction of HIM professionals in Teaching Hospitals in Lagos State”. Both Institutional Support and Career Development significantly influenced job satisfaction. The probability level for each independent variable was .014 and .004 respectively. The r value was at .317. This means that the level of relationship between the two independent variables and dependent variable is at 31.7%. This means that this percentage is positive but weak since it is not even up to 50%. The adjusted r square is .088. This means that again from joint perspective, there is a 88% percent contributing factor of both independent variables to bring about job satisfaction. The remaining 12% will come from exogenous factors outside institutional support and career development.

4.6 Discussion of Findings

Starting from the first question the study seeks to answer, “what is the level of job satisfaction of HIM professionals in Teaching Hospitals in Lagos State”? The findings to this research question shows that satisfaction was at an average mean score of 2.50. Indicators such satisfaction with achievement, nature of work, supervision, company policies and interpersonal relationships were used to measure satisfaction in this study. Each indicator has an average mean score of 2.51, 2.52, 2.52, 2.52 and 2.47. All these indicators were just at the average level. Studies have actually showed that each of this indicator do actually can determine job satisfaction ^{1, 2, 3, 4, 5, 6, 7}.

The second research question is about determining prevalent institutional support for health information professionals in Lagos state. The average mean score was at 2.60 on a scale of 4. Two indicators were used to measure institutional support, they are fairness of job conditions and favorableness of organizational reward. These indicators attracted a mean score of 2.49 and 2.71 respectively. Studies have actually revealed that both of these indicators can actually determine institutional support ^{8, 9, 10, 11}. The third research question is about finding out developmental practices of health information professionals in Lagos state. The indicators used to measure this variable are the following: Self-knowledge on educational opportunities, self-knowledge on career decision process, access to career information, detailed career planning. Each of this indicator attracted a mean score of 2.68, 2.60, 2.56, 2.55 respectively. The grand mean score was 2.59 on a scale of 4. Studies have revealed that each of these indicators can bring about career development practices ^{12, 13, 14, 15, 16}. For the hypothesis tested in this study, the first one which says that institutional support does not significantly influence job satisfaction was wrong. The study found that institutional support can actually bring about job satisfaction. Studies have also confirmed that institutional support can bring about job satisfaction ^{17, 18, 19, 20}. The second null

hypothesis of this study was found to be positive. The null hypothesis says that career development will significantly influence job satisfaction. The result of the hypothesis revealed that career development will bring about job satisfaction. Some scholarly works have actually showed that career development will bring about job satisfaction ^{21, 22, 23, 24}. The third hypothesis was a joint one. It says “there will be no combined significant influence of Institutional Support and career development on job satisfaction of HIM professionals in Teaching Hospitals in Lagos State”. The result showed that both independent variables do significantly influence job satisfaction.

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Chapter Five

Conclusion

5.1 Summary of Findings

This study has actually been able to investigate the influence of institutional support and career development on job satisfaction of health information professionals in university teaching hospitals in Lagos state. Applying the total enumeration sampling technique, the researcher covered about 151 health information professionals in Lagos state. The descriptive research survey design was used to systematically analyze data findings in this study. The following were specific findings of this study.

1. Institutional support significantly influenced job satisfaction of health information professionals in teaching hospitals in Lagos state.
2. Career development also significantly influenced job satisfaction of health information professionals in Lagos state.
3. From a joint perspective, both institutional support and career development jointly influenced job satisfaction of health information professionals in teaching hospitals in Lagos state.
4. The job satisfaction level of health information professionals in Lagos state was just at an average level.
5. Institutional support for health information professionals in teaching hospitals in Lagos state is just a little bit above average.
6. The career development process of HIM Professionals in Teaching Hospitals is just at average level.

5.2 Conclusion

This study revealed the essence of job satisfaction among workers. Two factors were largely seen to affect job satisfaction, they were: Institutional support and career development. The study also revealed that a combination of both institutional support and career development will bring about job satisfaction. Furthermore, interpersonal relationships as an indicator of job satisfaction, when it is nothing to write home about among workers, could actually bring about low job satisfaction level among workers.

The two independent variables: institutional support and career development were found to affect job satisfaction of workers. All the indicators of the two variables: fairness of job condition, favourableness of organizational rewards, self knowledge on educational opportunities, self knowledge on career making process, access to career information and detailed career planning respectively were found to have significant effect on job satisfaction.

Furthermore, all the indicators of job satisfaction namely; satisfaction with achievement, satisfaction with nature of work, satisfaction with supervision and satisfaction with interpersonal relationships were also found to have significance on job satisfaction of Health Information Management professionals in University teaching Hospitals, Lagos. When these indicators are not provided or well managed, there will be job dissatisfaction and that will in turn lead to low productivity. But when they are provided and made use of, workers will be happy with their jobs and will be highly productive.

5.3 Recommendations

Going by the findings of this study, the following recommendations are hereby postulated:

1. Management of teaching hospitals in Lagos state should do everything possible to create a healthy, non-toxic work environment among health information professionals in Lagos state. This will bring about healthy interpersonal working relationship among workers in the institution.
2. In terms of institutional support, management of teaching hospitals in Lagos state, should do more in improving job conditions among health information professionals in Lagos state.
3. Management of teaching hospitals in Lagos state should always review their organizational policies in such a way that provisions for rewarding hard working health information professionals should always be implemented.
4. The management of teaching hospitals in Lagos state should always make use of every available platform to always disseminate information on career progression for health information professionals.
5. Health information professionals should always be encouraged to advance in educational pursuit as this will pave way for more knowledge acquisition in the context of their career.

5.4. Contribution to Knowledge

This study has shown that when organizations implement the indicators of institutional support and career development, it will definitely bring about job satisfaction. Toxic Interpersonal working relationship among workers could also to a large extent bring about low level job satisfaction among workers in an organization is part of what this study has contributed to knowledge.

This study has also been able to show that where organizations provide necessary support to their work force such organizations will in turn enjoy the benefits of high productivity from the workers and workers turnover will be brought to minimum level.

5.5 Suggestions for Further Studies

The following are suggestions for further studies where this study can improve upon.

1. Leadership style as an influence for institutional support in teaching hospitals in Lagos state.
2. Gender differences and institutional support as a determinant of job satisfaction of health information professionals in teaching hospitals in south west, Nigeria.
3. Personal factors, demographic characteristics and job satisfaction of health information professionals in teaching hospitals in south west, Nigeria.

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Appendix

Questionnaire

Lead City University, Ibadan
Faculty of Communication and Information Sciences (FCIS)
Department of Information Management

Dear Respondents,

I am a Master's student of the above named institution. I intend to gather data for the purpose of academic research on Institutional support, Career development and Job Satisfaction of Health Information Professionals in Lagos State . To achieve this, your optimum cooperation is needed; there is no right or wrong answers. All your responses will be kept confidential and used for research purpose only.

Thank you.

Adeyinka Emmanuel BANKOLE

Section A: Demographic Information

Gender: Male (), Female ()

Age: 20 – 25years (), 26 – 30years (), 31 – 35years (), 36 – 40years (), 41-45years (),
46years and above ()

Educational Level: ND () NCE/DIPLOMA() Bachelor's degree () Master's degree ()
PhD ()

Years of experience: 5 – 10years (), 11 – 15years (), 16 – 20years (), 21 – 25years (),
26 - 30years ()

Section B: Job Satisfaction of Health Information Professionals in Lagos State

The statement in this section concerns job satisfaction as observed by health information professionals in Lagos state. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of performance in your ministry.

Strongly Agree (SA=4), Agree (A=3) Strongly Disagree (SDA=2) Disagree (DA=1)

S/N	Job Satisfaction among HIM Professionals	SA 4	A 3	DA 2	SDA 1
Satisfaction with Achievement					
1	I am satisfied with what I have achieved so far in my place of work				
2	What I have achieved so far in my place of work is commensurate to my educational qualifications.				
3	Myself and my colleagues have actually achieved a lot from our organization ever since we were employed to work for our organization				
Satisfaction with the Nature of Work					
4	I am satisfied with my nature of job.				
5	Extra work giving to me to work on in my place of work is very my much okay by me.				
6	The nature of my work is in tandem with the demands of what my profession is expects me to carry out in my place of work.				
Satisfaction with Supervision					
7	I am satisfied with the way and manner I am being supervised in my place of work.				
8	There is no bias associated with the way and manner I am being supervised by all my bosses in my place of work.				
9	I am satisfied with external supervision being meted out on me in my place of work.				
Satisfaction with Company policies					
10	Company policies guiding my job are okay by me.				
11	I don't think company policies guiding my job is discriminatory				
12	I am very much satisfied with every provision of company policies guiding my job.				
Satisfaction with Interpersonal Relationships					
13.	I am satisfied with the way and manner my colleagues relate with me and vice versa.				
14.	I am very much satisfied with the relationship that exists between me and my all my bosses at my place of work.				
15.	All in all, I am satisfied with the relationship I have with every staff in my lace of work both those at the lower cadre and those at the middle and senior cadre.				

Section C: Institutional Support for Health Information Professionals in Lagos State

The statement in this section concerns Institutional Support for Health Information Professionals in Lagos State. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your ministry by selecting one of the options provided.

Strongly Agree=4, Agree=3, Disagree=2, Strongly Disagree= 1

SN	Institutional Support (Fairness of Job Conditions (Training, Autonomy) for HIM Professionals	SA 4	A 3	DA 2	SDA 1
1	My institution is being fair to me and my colleagues as regards training programmes they organize for their staff.				
2	Training programmes organized for me and my colleagues in my lace of work is devoid of bias and discrimination.				
3	I am very much okay with how employees in my place of work are selected to attend internal and external training programs.				
4.	Myself and my colleagues are very much autonomous in carrying out tasks assigned to us in our place of work.				
5.	My immediate boss do allow me and my colleagues have high level freedom as regards how we work.				
6.	There are no stringent rules and regulation guiding how I work in my organization.				
Favourableness of Organizational Rewards					
7	There is no bias in terms of how my colleagues and I are rewarded in our place of work.				
8	Lower cadre staff in my place of work are well favoured by the organization I work for.				
9	There has never been any case of partiality introduced to me or any of my colleague at my place of work.				
10.	I have never observed gender bias as regards how my organization gives rewards to employees in my lace of work.				
11.	My organization maintains an open policy as regards rewarding her staff.				
12.	I am very much comfortable with the level of rewards being meted out on me by my organization.				

Section D: Career Development of Health Information Professionals in Lagos State

The statement in this section is concerned with Career Development of Health Information Professionals in Lagos State. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on your career development level.

S/N	Career Development of Health Information Professionals	SA 4	A 3	D 2	SD 1
Self-knowledge on educational opportunities					
1	I have knowledge of educational opportunities associated with my career.				
2	I have knowledge of foreign opportunities associated with my career.				
3	I know of opportunities associated with my career as provided for by the organization I am working for.				
Self-knowledge on career decision making process					
4.	I have knowledge as regards how I can make critical decisions to progress in my career.				
5.	Making career decisions in order for me to develop in my career is not a big task for me.				
6.	I think my colleagues do have knowledge as regards making effective career decisions in terms of career development.				
Access to Career Information					
7.	I do have access to quality information on my career in terms of how to progress.				
8.	So far in my career path, what I have attained is as a result of access to career information.				
9.	All the information I have access to over time as regards moving on in my career is of quality.				
Detailed Career Planning					
10	I have clear career goals I intend to achieve within a time frame.				
11.	Having a detailed career plan has never been cumbersome.				
12.	I have been able to progress in my career as a result of the detailed career plan I have.				

Bio-data

A. Personal Data

Name: Emmanuel Adeyinka BANKOLE
Address: 34, Powerline Road, Odogunyan Ikorodu, Lagos
E-mail: banklizzy69@yahoo.co.uk
Phone No.: 08033825813
Date and Place of Birth: 24th April, 1969 / Ebute-Metta
Nationality: Nigerian
State of Origin: Ekiti
Sex: Male
Marital Status: Married
Religion: Christianity

B. Schools Attended with Dates:

(a) Lead City University, Ibadan 2020 - Date
(b) Lead City University, Ibadan 2018 - 2020
(c) University of Lagos, Akoka Lagos 2004 - 2005
(d) School of Health Information Management L.U.T.H. 2001 - 2003
(e) University of Lagos, Akoka 1995 - 1999
(f) Federal College of Education (Technical) Akoka Lagos. 1989 - 1992
(g) Ago-Egba High School, Ebute-Metta Lagos 1981 - 1986
(h) United Native African Church, Ebut-Metta Lagos 1976 - 1981

C. Academic Qualifications with Dates

(a) MSc. Health Information Management In view
(b) BSc. Health Information Management 2020
(c) M.Ed. Guidance and Counselling 2004
(d) HND Health Information Management 2003
(e) B.A.Ed English 1999
(f) Nigeria Certificate in Education (NCE) Accounting/Business Educ. 1992
(g) West African School Certificate 1986
(h) First School Leaving Certificate 1981

D. Work Experiences with Dates

- Health Information Management Department 1987 – 2000
- School of Nursing, Lagos University Teaching Hospital (Tutor) 2001 – 2004
- Schools of Medical Psychiatry Social Work (Tutor) 2005 – 2012
- School of Health Information Management L.U.T.H. (Tutor) 2000 – 2022

E. Professional Membership

- Health Records Officers Registration Board of Nigeria (HRORBN)
- Health Information Management Association of Nigeria (HIMAN)

F. Hobbies

Reading, Running, Football, and Singing

Signature

Date

This is to certify that this thesis was written by Emmanuel Adeyinka BANKOLE with Matriculation number LCU/PG/002096 in the Department of Information Management, Lead City University, Ibadan is in full compliance with the approved University format and style.

Signature

Date

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