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Research Article

RELATIONSHIPS BETWEEN JOB SATISFACTION AND THE QUALITY OF HEALTHCARE DELIVERY IN OGUN STATE HOSPITAL MANAGEMENT BOARD, NIGERIA

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Abstract

The provision of high quality healthcare is greatly influenced by the healthcare professionals' job satisfaction. The quality of healthcare delivery at the local, regional, and global levels is influenced by a variety of factors. The purpose of this study was to ascertain the connections between job satisfaction and the quality of healthcare provided by the Ogun State Hospital Management Board in Nigeria. The healthcare workers were the subjects of a cross-sectional design study. A well-structured questionnaire with a total of 729 copies was employed as the research tool, and a multi-stage sampling procedure was used to gather data from sampled respondents. Descriptive and inferential statistical techniques were used to analyze the data collected. The findings demonstrated strong relationships between management, supervision, the nature of the work, the workplace, and rewards and compensations and overall job satisfaction. The findings also revealed a moderately positive association (r =0.45) between job satisfaction and the quality of healthcare provided. The findings also revealed a statistically significant relationship (p 0.05) between job satisfaction levels and the quality of healthcare services provided. Additionally, there is no statistically significant association between respondents' marital status and their level of job satisfaction (p>0.05). This study is significant since it shed additional light on the connections between job satisfaction and the grade of healthcare professionals' performance at Ogun State Hospitals Management Board in Nigeria.

Keywords: Healthcare Delivery, HMB, Job Satisfaction, Relationships, Ogun State, Nigeria.

INTRODUCTION

The world is starting to pay attention to job satisfaction, the quality of healthcare delivery, and the morale of health personnel. Job satisfaction should be taken into consideration as a crucial aspect that affects the quality and/or productivity of human resources. Additionally, it establishes how much employees in a company appreciate or despise their jobs. According to Kadiri-Eneh *et al.,* (2018), the word "job satisfaction" refers to how content or happy a person is with their employment. High job satisfaction can increase employees' excitement, which is good for the organization's performance and advancement. It might result in less turnover and better service (Ahmad, 2010) (Kvist *et al.,* 2014). The quality of services and patient satisfaction are strongly correlated with work satisfaction in the health sector (Liu *et al.,* 2010). For the provision of high-quality treatment to patients and the delivery of health services, healthcare professionals are essential (Getnet *et al.,* 2018). In a similar vein, the provision of high-quality healthcare is correlated with the commitment, and intention to stay employed of the healthcare workforce. The workforce needs to be continually motivated through financial or non-financial incentives to become satisfied with their work in order to perform at their best and provide the highest quality of services (Ajayi 2004; International Council of Nurses 2007; Bjork *et al.,* 2007; Park and Kim 2009). When workers are satisfied and happy, they tend to be more committed to their organizations, focus more on the quality of their work and are generally more productive (Jimoh and Teniola 2021a, 2021b; BRI 2002). A disgruntled health service provider increases the chance of healthcare-related accidents, which could harm the worker's emotional well-being and the quality of the care they provide (Khuwaja *et al.,* 2004).

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Health policies must be implemented globally to meet efficiency and quality management standards in the healthcare industry (Tshamba *et al.,* 2014). Healthcare personnel in Sub-Saharan Africa continue to be frustrated by rising turnovers, inadequate retention efforts, and the ongoing decline in service delivery quality, making it challenging to achieve the health indicators in the majority of African nations (Asegid *et al.,* 2014; Chang *et al.,* 2017). Nigeria is currently having a burden of scarcity with regards to migration of healthcare personnels. In the majority of nations, healthcare workers make a considerable contribution to the healthcare system. Their level of job satisfaction (Ayele *et al.,* 2015) significantly influences the performance of people and organizations. Studies have been conducted on job satisfaction, and quality of healthcare delivery in different countries of the world (Getnet *et al.,* 2018; Kvist *et al.,* 2014; Tshamba *et al.,* 2014; Ahmad 2010). These studies have shown that job satisfaction might reduce turnover Ahmad 2010) and high-quality services (Kvist *et al.,* 2014).For the provision of high-quality treatment to patients and the delivery of health services, healthcare professionals are essential (Getnet *et al.,* 2018). Healthcare professionals in Nigeria reported having little job satisfaction. The delivery of healthcare is of a medium quality (Jimoh and Tinuola 2021a, 2021b). Several factors have been identified by Jimoh and Tinuola (2021b), Kingma (2007), and the World Health Organization (2006) as influencing the level of job satisfaction in the health workforce. Previous research was done in Nigeria on the subject of health workers' job satisfaction (Adeniran *et al.,* 2021; Jimoh and Tinuola, 2021a; Okeke *et al.,* 2020; Kadiri-Eneh *et al.,* 2018; Goodman *et al.,* 2016; Ayamolowo *et al.,* 2013), as well as the factors influencing job satisfaction of healthcare professionals (Jimoh and Tinuola 2021b). However, there has been limited or no study on the relationships between job satisfaction and quality of healthcare delivery in Ogun State Hospital Management Board, Nigeria. Investigating this relationship under Ogun State Hospitals Management Board is

therefore imperative at this time in Nigeria. This study is significant as it is critical to the management of the healthcare system.

Hypotheses

Based on the identified problems, the following hypotheses were stated for testing:

H_0: There was no significant relationship between determinant factors and job satisfaction in the study area.
H_0: Job satisfaction is not a statistically significant predictor of quality of healthcare delivery in the study area.
H_0: The level of job satisfaction of healthcare professionals and the quality of healthcare service did not differ significantly.
H_0: Job satisfaction was not strongly associated with demographic factors.

MATERIALS AND METHODS

Study Area

The study area is Ogun State Hospitals Management Board (HMB), Nigeria. It lies between latitudes 6.2° and 7.8° North, and longitude 3.0° and 5.0° East (Jimoh and Tinuola, 2021a, 2021b). It has a population density of 220/km^2 and a 16,980.55 km^2 area. The Ogun HMB has five (5) zonal offices, located in the health zones of Abeokuta, Ijebu Ode, Ota, Sagamu, and Ilaro (Jimoh and Tinuola 2021a, 2021b). There are thirty-nine (39) healthcare institutions, including twenty-five (25) general hospitals, five (5) state hospitals, five (5) dental clinics, and four (4) community mental health centres (Jimoh and Tinuola 2021a, 2021b).

Methods

In Ogun State Hospitals, this study was done among medical professionals using a cross-sectional descriptive survey method. To get pertinent data from healthcare experts, a multi-stage sampling strategy was used. Systematic sampling approaches were used to choose the Departments of the relevant medical personnel who had to respond to a number of questions. Purposive and total sampling procedures were adopted in the second round of selection to select actual participants from the various departments. All of the available healthcare professionals (729) were selected as the sample size when the actual number of healthcare workers was insufficient. Leaving out sampling error when calculating the sample size (Salami *et al.,* 2016). A self-administered structured and unstructured questionnaire was primarily used to collect data from the thirty-nine (39) health facilities in Ogun State. A multi-stage sampling method was employed to distribute 729 copies of a well-structured questionnaire to all accessible healthcare practitioners. In order to conduct the analysis using descriptive and inferential statistical techniques, all copies of the questionnaire were retrieved and coded. The most dominant factors that explain the job satisfaction in Ogun State HMB were subjected to multiple regression analysis (Equation 1). The dependent variable is general job satisfaction, and the independent variables are the determinants of job satisfaction and healthcare workers in Ogun State HMB (age, gender, marital status, educational level, profession, years worked in HMB, Management, supervision, nature of work/profession, work environment, and rewards). Frequency tables, graphs, and charts were used to display the results.

$$Y = a + b_1X_1 + b_2X_2 \ldots\ldots\ldots\ldots b_nX_n + e \quad \ldots\ldots\ldots\ldots\ldots\ldots (1)$$

Y = job satisfaction
a = intercept
$b_1 - b_n$ = partial regression coefficient
$X_1 - X_n$ = independent variables (age, gender, marital status, educational level, profession, years worked in HMB, managements, supervision, nature of work/profession, work environment and rewards).
e = error term.

RESULTS AND DISCUSSION

Socio-demographic characteristics

Table 1 shows that 73.5% of participants were women, and 83.0% of them were married. The majority of the respondents (35.8%) were between the ages of 31 and 40, 34.2% were between 41 and 50 years, while the least age group was 14.7%. which constituted the respondents between the ages of 50 and above. Of all the total respondents, the married and single (unmarried) constituted 83.1% and 13.6%, respectively. The respondents who have divorced make up the smallest fraction of the sample (1.2%). With 56.5% of the total respondents having a university degree, respondents with postgraduate degrees made up the least percentage of respondents (16.5%), while respondents without graduate degrees made up 27.0%.

Table 1. Social-Demographic Characteristics

Demographic Characteristics		Frequency	(%)
Sex	Male	193	26.5
	Female	536	73.5
Age Bracket	Less than 30	112	15.4
	31-40	261	35.8
	41-50	249	34.2
	50 and above	107	14.7
Marital Status	Married	606	83.1
	Unmarried	99	13.6
	Divorced	9	1.2
	Widowed	15	2.1
Education Level	Diploma	197	27.0
	Graduate	412	56.5
	Postgraduate	120	16.5
Profession	Doctor	110	15.1
	Dentist	20	2.7
	Nurse	388	53.2
	Pharmacist	37	5.1
	Medlab Scientist	35	4.8
	Physiotherapist	16	2.2
	Dietician/Nutritionist	13	1.8
	Lab Technician	44	6.0
	Pharm. Technician	38	5.2
	Dental Assistant/Therapist	14	1.9
	Radiographer	4	0.5
	Dental Technologist	5	0.7
	Optometrist	2	0.3
	X-ray Technician	3	0.4
	Total	729	100.0

In the distribution of the respondents‟ professions, Nurses were the majority of healthcare workers constituting 53.2%, followed by Doctors 15.1% and other professionals in Ogun State Hospitals Management Board. Other professions such as Lab Technician, Pharmacist, Pharm. Technicians, Medical lab Scientists, and others were also found in the study area (Table

1). Only 11.2% of respondents, or 36.1%, 36.1%, and 30.0% of respondents, respectively, reported that they had spent more than 10 years, between 10 and 20, or less than 5 years, in the study area (Figure 1). This signifies that 70.0% of the respondents have worked in Ogun State Hospitals Management Board for over five years while 30.0% of the respondents have worked for less than 5 years.

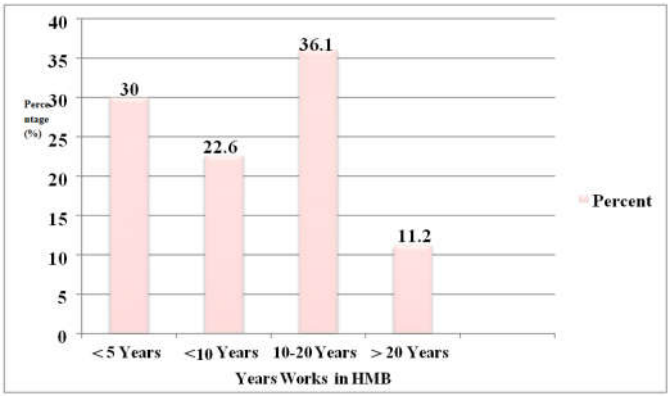

Figure 1. Distribution of the Years spent in service of the HMB

Relationships between job satisfaction and determinants

The results are presented in Table 2 shows the regression analysis of dominant factors that explain job satisfaction. The results showed the multiple regression analysis with an R^2 of 0.487, which signifies that determinant factors accounted for 48.7% of healthcare workers' job satisfaction in the employment of Ogun State Hospitals Management Board. Considering Table 2 below, the model summary of regression in Table 3 is significant as the significance level (0.000) is less than the *p-value* (0.05). The relationship between job satisfaction and determinant factors is presented in Table 4. From Table 4, for every 1% increase in age, gender, educational level, profession, management, supervision, work environment and rewards, there was 0.121%. 0.039%, 0.091%, 0.044%, 0.339%, 0.166%, 0.235% and 0.454% increase in variation in the distribution of job satisfaction among the healthcare workers respectively. For every 1% decrease in marital status, years worked in HMB, and nature of work, there is a -0.135%, -0.110% and -0.020% decrease in the distribution of job satisfaction respectively. Based on the results in Table 5, the relationship between overall job satisfaction and job determinant factors is depicted in equation 2. The findings of this study have certain similarities and contradictions with the previous studies. The results of this study are similar to the earlier studies in the sense that attractive compensation policies influence job satisfaction positively (Case *et al.,* 2002; Ali and Mohammad 2006; Kisa 2006; MacDermid *et al.,* 2008). In addition, The organizational management structure, remuneration, benefits, and working conditions are other elements that have an impact on job satisfaction (Ayele *et al.,* 2015).

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.487	.479	.848

a. Predictors: (Constant), Age, Gender, Marital Status, Educational Level, Profession, Years Worked in HMB, Management, Supervision, Nature of Work/Profession, Work Environment and Rewards

Table 3. Model Summary of Significant

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression n	489.599	11	44.509	61.835	.000[b]
	Residual	516.099	717	.720		
	Total	1005.698	728			

Table 4. Relationship between Job Satisfaction and Determinant Factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.587	.311		-1.887	.060
	Age	.121	.055	.095	2.210	.027
	Gender	.039	.075	.015	.522	.602
	Marital Status	-.135	.056	-.065	-2.385	.017
	Education Level	.091	.055	.050	1.632	.103
	Profession	.044	.014	.097	3.224	.001
	Years Worked in HMB	-.110	.049	-.095	-2.225	.026
	Management	.339	.039	.283	8.738	.000
	Supervision	.166	.039	.135	4.291	.000
	Nature of Work/Profession	-.020	.053	-.013	-.384	.701
	Work Environment	.235	.051	.157	4.602	.000
	Rewards	.454	.035	.377	12.785	.000

a. Dependent Variable: Overall Job Satisfaction

$$Job\ Satisfaction = -(-0.587) + (0.121) + (0.039) + (-0.135) + (0.091) + (0.044) + (-0.110) + (0.339) + (0.166) + (-0.020) + (0.454) \ldots\ldots (2)$$

However, this study indicated that, in contrast to Case *et al.,* (2002), a working environment which also includes managerial support does not have the same high level significance for job satisfaction as remuneration and advancement plans. Bettina (2006) opined that the psychosocial work environment and the correlation between burnout, role conflict and job satisfaction are important determinants of the psychosocial health of healthcare staff. A similar study by Raja and Faraz (2013) corroborates the findings of this study by concluding that while the work environment was shown to have a low relevance towards job contentment, prospects for career growth, working hours, and promotional schemes of the firms had high correlations with job satisfaction.

Table 5. Simple Linear Regression Model Analysis of the Identified Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.075[a]	0.006	0.005	1.173
2	0.007[a]	0.000	-0.001	1.176
3	0.106[a]	0.011	0.010	1.170
4	0.015[a]	0.000	-0.001	1.176
5	0.150[a]	0.023	0.022	1.163
6	0.036[a]	0.001	0.000	1.175
7	0.492[a]	0.242	0.241	1.015
8	0.352[a]	0.124	0.123	1.096
9	0.330[a]	0.109	0.108	1.106
10	0.464[a]	0.215	0.214	1.034
11	0.520[a]	0.270	0.269	.996

a. Predictors: (Constant)

Table 5 shows the result of the simple regression analysis of the identified variables. Age has an R^2 of 0.006, gender has an R^2 of 0.0, marital status has an R^2 of 0.011, the educational level has an R^2 of 0.0, the profession has an R^2 of 0.023, years worked in HMB has 0.001, management has an R^2 of 0.242, supervision has an R^2 of 0.124, nature of work/profession has an R^2 of 0.109, the work environment has an R^2 of 0.215, and rewards has an R^2 of 0.270. This signifies that age contributed

0.56%, gender contributes 0.01%, marital status contributed 1.12%, educational level contributed 0.02%, profession contributed 2.25%, years worked in HMB contributed 0.13%, management contributed 24.21%, supervision contributed 12.39%, nature of work contributed 10.89%, work environment contributed 21.53% and job rewards contributed 27.04% to the job satisfaction in the study area. Further, the people's perception of the factor determining the job satisfaction and quality of healthcare delivery in Ogun State Hospitals Management Board corroborated the results of the factor analysis of the study conducted by Jimoh and Tinuola (2021b). However, the major determining factors with larger percentages among the eleven (11) identified factors in the study area, rewards, supervision, work environment, nature of work and management carry the larger percentages, while the demographic characteristics carry lesser percentages of the determining factors of job satisfaction in the study area.

Relationships between the level of job satisfaction and quality of healthcare delivery

The relationship between the level of job satisfaction and the quality of healthcare delivery in the study area as presented in Table 6 showed the correlation is significant at 0.01. The result of the relationship shows a moderate positive correlation between the level of job satisfaction and quality of healthcare delivery in the study with a correlation value of 0.45. The findings of this study corroborate with the study of Asima *et al.,* (2017) which found a positive correlation between nurses" job satisfaction and quality of care.

Hypotheses Testing

Hypothesis 1: There was no significant relationship between determinant factors and job satisfaction in the study area.

Table 7 showed that all the independent variables have positive correlations with overall job satisfaction and are all statistically significant. Therefore, the stated null hypothesis was rejected.

Hypothesis 2: Job satisfaction was not a statistically significant predictor of healthcare delivery in Ogun State HMB. Table 8 present the result of the significance of the quality of healthcare delivery and overall job satisfaction. The result showed that there was a statistically significant relationship between the degree of job satisfaction and the quality of health care service delivery p=0.001. The majority (82.69%) of respondents who opined the quality of health care is low also have low job satisfaction. Therefore, the p-value for rejecting the null hypothesis was 0.001.

Hypothesis 3: There was no significant difference in the level of job satisfaction and the quality of healthcare services.

The relationship between the level of job satisfaction and the quality of healthcare delivery in the study area as presented in Table 9 showed that the correlation is significant at 0.01.

The result of the relationship showed a moderate positive correlation between the level of job satisfaction and quality of healthcare delivery in the study with a correlation value of 0.45. Therefore, the null hypothesis was rejected.

Hypothesis 4: Demographic characteristics had no significant relationship with job satisfaction.

The correlation between respondents' ages and their level of job satisfaction is statistically significant (p=0.005). A greater percentage (57%) of those ages 31-40 and 41-50, followed by ages less than 30 years (15.4%) and 14% of those above 50 years which has a low degree of job satisfaction.

Table 6. Relationship between Level of Job Satisfaction and Quality of Healthcare Delivery

Variables		Rating of quality of healthcare delivery	Rating of degree of job satisfaction
How would you rate the quality of healthcare delivery	Pearson Correlation	1	.450**
	Sig. (2-tailed)		.000
	N	729	729
How would you rate your degree of job satisfaction	Pearson Correlation	.450**	1
	Sig. (2-tailed)	.000	
	N	729	729

**. Correlation is significant at the 0.01 level (2-tailed)

Table 7. Nonparametric Correlations

Spearman's rho		Manage ment	Supervision	Nature of Work	Work Environment.	Salary Benefits and Pension	Overall Satisfaction
Management	Correlation Coefficient	1.000	.419	.456	.469	.281	.504
	Sig. (2-tailed)	.001	.001	.001	.001	.001	.001
	N	729	729	729	729	729	729
Supervision	Correlation Coefficient	.419	1.000	.483	.427	.048	.410
	Sig. (2-tailed)	.000	.	.001	.001	.194	.001
	N	729	729	729	729	729	729
Nature of Work	Correlation Coefficient	.456	.483	1.000	.504	.184	.347
	Sig. (2-tailed)	.001	.001	.	.001	.001	.001
	N	729	729	729	729	729	729
Work Environment	Correlation Coefficient	.469	.427	.504	1.000	.398	.507
	Sig. (2-tailed)	.001	.001	.001	.	.001	.001
	N	729	729	729	729	729	729
Salary Benefits and Pension	Correlation Coefficient	.281	.048	.184	.398	1.000	.513
	Sig. (2-tailed)	.001	.194	.001	.001	.	.001
	N	729	729	729	729	729	729
Overall Satisfaction	Correlation Coefficient	.504	.410	.347	.507	.513	1.000
	Sig. (2-tailed)	.001	.001	.001	.001	.001	.
	N	729	729	729	729	729	729

**Correlation is significant at the 0.01 level (2-tailed)

Table 8. Cross-Tabulation of Quality of Healthcare with Overall Satisfaction

Quality of Healthcare	Overall Satisfaction			Total	X^2(*p-value*)
	Low (%)	Medium (%)	High (%)		
Low	174(23.9)	31(4.3)	6(0.8)	211(28.9)	221.004(0.001)
Medium	119(16.3)	175(24..0)	24(3.3)	318(43.6)	
High	56(7.7)	75(10.3)	69(9.5)	200(27.4)	
Total	349(47.9)	281(38.5)	99(13.6)	729(100.0)	

Table 9. Relationship between Level of Job Satisfaction and Quality of Healthcare Delivery

Variables		How will you rate the quality of healthcare delivery	How will you rate your degree of job satisfaction
How will you rate the quality of healthcare delivery	Pearson Correlation	1	.450**
	Sig. (2-tailed)		.000
	N	729	729
How will you rate your degree of job satisfaction	Pearson Correlation	.450**	1
	Sig. (2-tailed)	.000	
	N	729	729

**. Correlation is significant at the 0.01 level (2-tailed).

Table 10. Cross-tabulation of Demographic Characteristics with Overall Satisfaction

Demographic Characteristics		Overall Satisfaction			Total	X^2 (p-value)
		Low (%)	Medium (%)	High (%)		
Age	Age less than 30	65(8.9)	37(5.1)	10(1.4)	112(15.4)	18.488(0.005)
	31-40	127(17.4)	105(14.4)	29(4.0)	261(35.8)	
	41-50	118(16.2)	97(13.3)	34(4.7)	249(34.2)	
	Above 50	39(5.3)	42(5.8)	26(3.6)	107(14.7)	
	Total	349(47.9)	281(38.5)	99(13.6)	729(100.0)	
Gender	Male	73(10.0)	95(13.0)	25(3.4)	193(26.5)	13.377(0.001)
	Female	276(37.9)	186(25.5)	74(10.2)	536(73.5)	
	Total	349(47.9)	281(38.5)	99(13.6)	729(100.0)	
Marital Status	Married	288(39.6)	229(31.5)	88(12.1)	605(83.1)	7.498(0.277)
	Unmarried	48(6.6)	43(5.9)	8(1.1)	99(13.6)	
	Divorced	4(0.5)	5(0.7)	0(0.0)	9(1.2)	
	Widowed	9(1.2)	3(0.4)	3(0.4)	15(2.1)	
	Total	349(47.9)	280(38.5)	99(13.6)	728(100.0)	
Educational Level	Diploma	90(12.3)	72(9.9)	35(4.8)	197(27.0)	14.933(0.005)
	Graduate	216(29.6)	148(20.3)	48(6.6)	412(56.5)	
	Post Graduate	43(5.9)	61(8.4)	16(2.2)	120(16.5)	
	Total	349(47.9)	281(38.5)	99(13.6)	729(100.0)	
Profession		51(7.0)	48(6.6)	11(1.5)	110(15.1)	55.279(0.001)
	Doctor	4(0.5)	11(1.5)	5(0.7)	20(2.7)	
	Dentist	215(29.5)	133(18.3)	40(5.5)	388(53.3)	
	Nurse	17(2.3)	16(2.2)	3(0.4)	36(4.9)	
	Pharmacist	16(2.2)	12(1.6)	7(1.0)	35(4.8)	
	Medlab scientist	4(0.5)	10(1.4)	2(0.3)	16(2.2)	
	Physiotherapist	3(0.4)	8(1.1)	2(0.3)	13(1.8)	
	Dietician/nutritionist	15(2.1)	18(2.5)	11(1.5)	44(6.0)	
	Lab technician	14(1.9)	14(1.9)	10(1.4)	38(5.2)	
	Pharm. Technician	4(0.5)	4(0.5)	6(0.8)	14(1.9)	
	Dental therapist	2(0.3)	2(0.3)	0(0.0)	4(0.5)	
	Radiographer	1(0.1)	3(0.4)	1(0.1)	5(0.7)	
	Dental technologist Optometrist	1(0.1)	0(0.0)	1(0.1)	2(0.3)	
	X-ray technician	2(0.3)	1(0.1)	0(0.0)	3(0.4)	
	Total	349(47.9)	281(38.5)	99(13.6)	729(100.0)	
years worked/SPENT in HMB	<5years	118(16.2)	82(11.2)	19(2.6)	219(30.0)	13.986(0.030)
	<10years	86(11.8)	60(8.2)	19(2.6)	165(22.6)	
	10-20years	111(15.2)	106(14.5)	46(6.3)	263(36.1)	
	>20years	34(4.7)	33(4.5)	15(2.1)	82(11.2)	
	Total	349(47.9)	281(38.5)	99(13.6)	729(100.0)	

There is a relationship between the degree of job satisfaction and the Gender of respondents p=0.001. 37.7% of males and 51% of females have a low degree of job satisfaction. In the marital status of the respondents, there is no statistically significant relationship between the degree of job satisfaction and the marital status of respondents p=0.277. 47.6% of married and 48.5% of the unmarried, 41.6% of divorced and 57% of widows have a low degree of job satisfaction. Considering the level of education of the healthcare professionals in the study area, there is a statistically significant relationship between the degree of job satisfaction and the level of education of respondents p=0.005. 35.7% of the respondents with a postgraduate qualification, 52.3% of graduates and 45.5% of those possessing diplomas have a low degree of job satisfaction. In the profession of the respondents, there is a statistically significant relationship between the degree of job satisfaction and the profession of respondents p=0.001. Regarding the years worked in HMB, There is no statistically significant association between respondents' gender and their level of job satisfaction (p=0.030). Contrary to Miller (1985) and Brown *et al.,* (1998) who stated that age had no significant impact on job satisfaction. In support of the findings of this study, Mulugeta and Ayele (2015) found that the different aspects of job satisfaction were significant. Job

satisfaction was found to be substantially correlated with the respondent's age, career, degree of education, future intentions, service year, and participation in decision-making. The findings of Kolo (2018) revealed no significant association between socio-demographic variables and job satisfaction, and no significant association between the years in service, professional categories, monthly salary and job schedule with job satisfaction. Tengah and Otieno (2019) also showed how factors such as a nurse's age, experience, workload, and compensation have a big impact on how satisfied they are with their jobs. The study of Anderson *et al.,* (1984) revealed an increase in job satisfaction with increasing age. The study of Amoran *et al.,* (2005) further revealed a significant determinant of demographic variables (such as age and marital status) and job satisfaction.

Conclusion and Recommendations

A number of factors affect the quality of health service delivery, which include but not limited to human resources, health infrastructures and health delivery system. One of the most important aspects affecting the quality of work, productivity, turnover, and organizational performance is job satisfaction. The relationships between job satisfaction and the quality of healthcare delivery in Ogun State Hospital Management Board, Nigeria has been examined. The findings revealed the statistically significant relationships between job satisfaction and determinant factors as well as the relationship with the quality of healthcare delivery. The study recommends that there should be good management and supervision for regular and proper reviewing of policies, establishment of health and life insurance for health workers, improve the supply chain system, and explore the possibility of public private partnership.

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