Effects of Work Motivation and Self-Esteem on Career Fulfillment Among Health Information Management Personnel in Federal Teaching Hospitals in Southern Nigeria

Ibrahim Ayandare Ayankola¹, *, Sunday Olanrewaju Popoola²

¹Albert Ilemobade Library, Federal University of Technology, Akure, Nigeria
²Department of Library, Archival and Information Studies, University of Ibadan, Ibadan, Nigeria

Email address:
ayaan4 u@hotmail.com (I. A. Ayankola), drpopoolaso@yahoo.com (S. O. Popoola)
*Corresponding author

To cite this article:
Ibrahim Ayandare Ayankola, Sunday Olanrewaju Popoola. Effects of Work Motivation and Self-Esteem on Career Fulfillment Among Health Information Management Personnel in Federal Teaching Hospitals in Southern Nigeria. Journal of Human Resource Management. Vol. 8, No. 2, 2020, pp. 85-95. doi: 10.11648/j.jhrm.201200802.16

Abstract: The study examined work motivation and self-esteem as predictors of career fulfillment among health information management personnel in federal teaching hospitals in Southern Nigeria. A survey research design of correlational type was adopted while total enumeration procedure was used to cover all the 631 respondents across the 10 federal teaching hospitals in Southern Nigeria. Questionnaire was used as the instrument for data collection while the data were analyzed using descriptive statistics. Pearson’s product moment correlation and multiple regression analysis. Work motivation (x = 77.54) and self-esteem (x = 77.06) of the respondents were respectively high and their career fulfillment (x = 41.02) was moderate. The study established that work motivation and self-esteem have significant effect on career fulfillment of the respondents (F =5.32; df = 2; 490; p < 0.05). The study further revealed that 47.9% (Adj. R² = 0.479) of the total variance in career fulfillment of the personnel was accounted for by their work motivation and self-esteem. Meanwhile, irregular payment of salary and unconducive working conditions were some of the challenges of career fulfillment of the respondents. Therefore, adequate motivation in form of regular promotion, staff self-esteem, job security and enrichment should be provided by the hospitals’ management.

Keywords: Career Fulfillment, Health Information Management, Self-esteem, Teaching Hospitals, Work Motivation

1. Introduction

Series of individuals believe that finding a career fulfillment could be an important and idealistic dream but not realizing that it is easy to have doubts about a fulfilled career, the moment individuals tend to condition themselves to a lifestyle and routine. True career fulfillment is realized when a worker finds work that is inspiring and purposeful, that achieves set goals and satisfies the desire for materialistic advancement. The kind of work that prompts regular promotion, training and on the job education gives high self-esteem and societal recognition. According to [1], if an individual possesses positive well-being and values are met, then such an individual is on the right path of career choice. Health information management personnel thus requires a varying degree of passion and participation for their effective functioning as there are clear needs when it comes to physical, mental and social comfort that make finding career fulfillment a completely unique process for workers in health sector. Thus, a career is a meaningful progression on a worker’s life or a course of program pursued over a period of time. The moment a career is challenging and profitable, it fosters the personal development of individual workers such as health information management personnel by enabling them to impact the lives of their patrons. In the same vein, once workers experience confusion, stagnation, and a lack of
appreciation, they are unlikely to perform effectively of which will have an adverse effect on those who rely on them for their means of assistance.

However, career fulfillment is an indication of an upward movement in the chosen line of worker’s profession that includes regular increase in salary, higher status, job satisfaction, prestige, promotion opportunities, recognition and power. [2] opine that career fulfillment is the work experience and perceptions of achievements during the life span of an individual worker. [3] notes that the regular increase in workers’ salary and the promptness in promotions are parts of a fulfilled career. The career fulfillment of health information management personnel is crucial for an effective health service delivery in federal teaching hospitals in Southern Nigeria. When a worker lacks fulfillment in the workplace, there is the chance that effective service delivery would not be achieved and the goals of the hospitals will be unaccomplished. Therefore, factors such as goal accomplishment, promotion opportunities, education and training, recognition and worker’s motivation might determine the extent to which health information management personnel become fulfilled in their career. According to [4], career fulfillment of workers cannot be dependent only on the availability or absence of one individual factor but may be decided through dynamic methods that involve a collection of interrelated factors which perhaps embrace work motivation and self-esteem.

Motivation is, therefore, the fuel that drives people towards achieving their desired objectives and goals [5]. [6] also opines that work motivation is the force that maintains and changes the intensity, quality and direction of behaviors toward arousing the interest of workers by constantly and willingly executing their assigned responsibilities without any coercion or little or no supervision from superiors. Therefore, for health information management personnel to perform optimally in their chosen career, the hospital management has to put in place some motivating factors such as awards, promotion, career advancement, salary and benefits tailored toward individual personnel’s needs. The work motivation of these personnel in federal teaching hospitals in Southern Nigeria has to do with the choice of suitable factors that include welfare package, salary, career development, conducive environment, and satisfactions derived on the job, which will propel the personnel to perform at optimum level. According to [7], most establishments have come to understand that a motivated and happy workforce will deliver power to the lowest line since workers’ performance can be a joint operation of ability and motivation. Thus, keeping health information management personnel motivated and fulfilled in their career will assist a smooth running of the health sector.

The health information management personnel that are adequately motivated by their employers are more committed to their career and tend to be mostly fulfilled in their chosen job, thus, once these personnel are properly motivated, they ultimately develop some high sense of self-esteem and confidence in themselves, which makes them willing to accomplish the tasks committed into their hands in a bid to having a fulfilling career.

The self-esteem of health information management personnel is delineated as the overall sense of their self-worth or personal worth that is typically seen as a personality trait which tends to be stable and enduring [8]. This is however, associated with an individual’s personal various evaluations of self as being good at a particular thing or not. Personnel with high self-esteem perceive self as higher, more capable and of larger value than those of his colleagues who have low self-esteem. Thus, the self-esteem of this category of personnel involves a range of beliefs regarding them as look, emotions, and behaviors that enable them to partake in specific methods and the ability to adapt to a new state of affairs. Hence, the capacity of health information management personnel to perform their given tasks in meeting various challenges and becoming happy due to the promotion opportunity, pay rise, and supervision, could bring about their contentment and fulfilling career.

Career fulfillment is a critical factor in employee’s choice of a career as it indicates a level of self-accomplishment that could be attained when an employee derives happiness, materialistic advancement, on-the-job training, among others. Literature search as, however, seems to reveal that career fulfillment among health information management personnel in hospitals is low. Several factors have been adduced to influence career fulfillment among health information management personnel in federal teaching hospitals in Southern Nigeria, some of which are personal factors, work motivation and self-esteem. The researcher is therefore, not aware of any study carried out on the effects of work motivation and self-esteem on career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria. It is on the basis of this that this study was carried out.

1.1. Objectives of the Study

The main purpose of this study is to examine the effects of work motivation and self-esteem on career fulfillment among health information management personnel in federal teaching hospitals in Southern Nigeria.

1.2. Research Questions

The following research questions were raised in the study;
1. What is the level of work motivation of the health information management personnel in federal teaching hospitals in Southern Nigeria?
2. What is the level of career fulfillment of the health information management personnel in federal teaching hospitals in Southern Nigeria?
3. What is the level of self-esteem of the health information management personnel motivated in federal teaching hospitals in Southern Nigeria?
4. What is the relative effects of work motivation and self-esteem on career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria?
1.3. Hypotheses

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

1. There is no significant relationship between work motivation and career fulfillment of health information management personnel motivated in federal teaching hospitals in Southern Nigeria.
2. There is no significant relationship between self-esteem and career fulfillment of health information management personnel motivated in federal teaching hospitals in Southern Nigeria.
3. Work motivation and self-esteem will not have significant effects on career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria.

2. Literature Review

In this era of information explosion, employers of health information management personnel need to strive to meet the requirements of its employees otherwise, it will be discovered that precious and incentive personnel are lost to other organizations that are ready and willing to meet their needs and demands. This is a typical attitude among workers seeking greener pasture and better fulfillment, which is a strong indicator of how fulfilled they are in their preferred career. [9] refers to career as a sequence of connected work experiences and activities directed at individual and organizational goals through which the affected individual passes through in their lifetime that is partly under others. [10] remark that career is a meaningful profession on a person’s work life or a course pursued over a period of time. Accordingly, career is a progress through life accomplishment that a worker chooses to pursue in a long-term commitment to a given occupational activity. This career thus, requires a significant level of formal educational training and background to satisfactorily perform in a chosen work environment. It is, however, noted that various activities that contributed to career include: coaching job, education, employment, work experience, community activities, enterprise activities, volunteer work, and leisure activities [11], that is often associated with paid employment.

Meanwhile, fulfillment according to [10] is mostly perceived as directly and being suitably rewarded for one’s efforts. Money should not be the rationale for getting into any career. Fulfillment therefore, is believed to capture extra effectively, the sense of proficient engagement and reward workers seek to achieve. [12] aver that career fulfillment is the satisfaction experienced by workers the moment their quests are met. [2] while likening career fulfillment to career success, opine that it is a familiar concept that is difficult to conceptualize since it refers to work-related achievements or positive psychological achievements in an organization. With the varied definitions, career fulfillment is seen to assist individual workforce, as health information management personnel, to develop various applicable strategies for their career advancement, as well as the collective values, work experiences and perceptions of achievements during the life span of individual worker.

Therefore, since career fulfillment naturally involves income and the rest, health information management personnel who could not make sufficient wages or income would have to be faced with the problem of maintaining their lives and those of their dependants. This could put them far from being fulfilled in their career, in this respect, the question of how materials and moral elements affect the career fulfillment of health information management personnel gains prominence. Career fulfillment is so important among employees to the extent that its absence may often lead to apathy, reduction in production, and lack of focus at work [13]. Some workers never achieve career fulfillment because of the nature of career they pursue that lack personnel relevance, while some achieved career fulfillment early enough because they understand and pursue their dream career irrespective of the situation. The career fulfillment of health information management personnel in federal teaching hospitals may be determined by the working conditions of the personnel that entail the provision of power and status, pay satisfaction, promotion opportunities, and task clarity [14]. Hence, all institutions need to realize that the optimal level of their productivity is central to social control objectives. In order to realize this level of productivity, the management of these institutions need to look inwards on how best the morale of staff could be boosted through self-esteem and a variety of incentives introduced to motivate such workforce. Therefore, the level of career fulfillment among health information management personnel in federal teaching hospitals in Southern Nigeria will, to a large extent, determines the quality of services rendered in such hospitals, and to the patients.

However, the discourse on motivation is relevant to the idea of incentives or rewards. According to [15], incentives and rewards mean all things derived from behaving in an explicit manner that encourage people to react in such a way that includes not only money or recognition but also fun, satisfaction or the learning of a new thing. So, to say that employers motivate their workers is another way of saying those things that would satisfy the drives and desires of workers, as well as induce them to act in a desired manner are catered for. Employers of labor may influence workers in a way that can make them feel encouraged and motivated through the provision of certain basic needs, such as good training, policies, promotion, pay rise, staff recognition, favorable work conditions, bonuses, leave allowance, geared towards addressing the various needs of workers for an increase in productivity. Health information management personnel self-esteem and career cannot be improved and fulfilled if these basic incentives are missing. Therefore, employers need to bear in mind the thought of desires or motives to be able to help in motivating them to act. Hence, federal teaching hospitals that intend to succeed in attaining its organizational goals of providing health care will have to
incorporate individual needs of the workforce into its overall organizational goals. Motivation begins with a need deficiency; that is, a realization that individual health information management personnel has some unsatisfied needs they intend to meet. These unsatisfied needs create a sort of tension in the workers and urges them to act in a certain manner toward the fulfillment and actualization of those needs.

The achievement of the desired needs gives the personnel a sense of fulfillment that translates to high performance and increase productivity [16]. The work motivation of health information management personnel is therefore, seen as the ability of the personnel to perform their activities at optimum level in a bid to experience the pleasure and desired fulfillment. According to [17], work motivation is the collection of energetic forces that originate within and beyond an individual in order to initiate work-related behavior, while [18] remark that work motivation is a management method of influencing behavior based on the information of what make workers productive. The effectiveness of work motivation thus, forces health information management personnel to work more excitedly to articulate what is needed to ensure that health information are identified and appropriate methods used to capture, disseminate, maintain and manage them. When health information management personnel are satisfied due to the incentives and rewards from their various employers, then their performance at work could be achieved towards the goal of the health institution. Since the primary motivation to work is to earn financial gain, the implication of which is that money could be an inducement. [19] asserted that organization should give adequate compensation and reward as means of motivating their workers. [20] while considering the effect of financial incentives opine that aside the importance of financial rewards that include salary, fringe benefits, bonuses and insurance, workers also anticipate numerous non-financial rewards that is instrumental in enlightening employee’s morale and sweetening of staff satisfaction level like job recognition, higher cognitive process and appreciation from the organization to spice up their self-esteem.

Self-esteem is worker’s positive or negative analysis of self. This is individual’s various evaluations of self as being smart, bad or ordinary. It additionally reflects the totality of a worker’s subjective perceptions, attitudes, feelings, characteristics and behaviors in relation to oneself [21]. Health information management personnel with high self-esteem perceive themselves as higher, capable and of greater value than those personnel with low self-esteem. This level of high self-esteem of workers tends to appear at their needs and also the relevant attributes in deciding the satisfaction with their career, while the low self-esteem ones looks more toward external cues. Thus, a better and much fulfilling career can improve the perception of self-esteem of those health information management personnel lucky to own fulfilling careers that command status and respect. A career that pays well and permits workers to do more for their family and life is a fulfilling one. Therefore, without the ability and confidence of health information management personnel to get things done, the capability of obtaining a job done might not be fulfilled, hence the motivation spirit to stand out might not be there owing to the failure and stress within the workplace and a few connected obstacles.

Self-esteem is thus, the result of pride possessed by health information management personnel or any employee in accepting their imperfections while on the job in cherishing the strengths and positive qualities to accomplish their tasks. This sense of pride might come with feelings of accomplishment, courageous, triumphant, or sense of fulfillment [22], which are considered as what give pride, sense of autonomy, power, and self-confidence to those workers. [23] observe that the career of personnel follows them throughout their whole lifetime. This career determines the financial status, positions, and societal status, as well as self-fulfillment and the judgments other make about them. Certainly, the family of the workers’, home and leisure are affected by their various careers. Any imbalance among these aspects may harm all sides. So, monitoring priorities and actions are important to having a fulfilling career due to the aforementioned issues that made careers essential to workers’ lives.

Consequent upon this, career fulfillment, work motivation and self-esteem of health information management personnel are very important and should be taken seriously. Keeping health information management personnel fulfilled and motivated in their profession help the health system to work effectively. Poorly motivated personnel could have an adverse impact on the entire system due to the fact that they could decide to leave the job in pursuit of greener pasture. However, some of the contributing factors to motivation and career fulfillment are welfare package, work environment, career development, goal achievement, promotion opportunities, and adequate working and living conditions [24]. Several factors therefore, have been found to influence career fulfillment of workers in different work settings particularly, self-efficacy, emotional intelligence, personnel factors (age, gender, education, job tenure, income) but none has looked into the effects of work motivation and self-esteem on career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria. It is on the premise of this that this study was carried out.

3. Research Design

This study adopted the descriptive survey design of the correlational type. The method was used in examining how work motivation and self-esteem have effects on career fulfillment among health information management personnel in federal teaching hospitals in Southern Nigeria.

3.1. Population and Sample Size of the Study

The targeted population of this study comprised 631 health information management personnel that included 264 health information officers and 367 health information assistants or
technicians in the ten federal teaching hospitals in Southern Nigeria. Total enumeration procedure was adopted to cover all the 631 health information management personnel in the ten federal teaching hospitals in Southern Nigeria.

Table 1. Distribution of the population of health information management personnel in the federal teaching hospitals in Southern Nigeria.

| S/N | Name of Institution                                      | Total Population of Health Information Management Personnel |
|-----|----------------------------------------------------------|------------------------------------------------------------|
|     |                                                          | Health Information Officers | Health Information Technician or Assistants | Health information management personnel |
| 1.  | University of Nigeria Teaching Hospital (UNTH), Enugu State | 10 | 37 | 47 |
| 2.  | Federal University Teaching Hospital (FUNATH), Ebonyi State | 62 | 89 | 151 |
| 3.  | Nnamdi Azikiwe University Teaching Hospital (NAUTH), Anambra State | 15 | 36 | 51 |
| 4.  | University of Port Harcourt Teaching Hospital (UPTH), Rivers State | 30 | 32 | 62 |
| 5.  | University of Benin Teaching Hospital (UBTH), Edo State | 22 | 18 | 40 |
| 6.  | University of Calabar Teaching Hospital (UCTH), Cross River State | 45 | 55 | 100 |
| 7.  | University of Uyo Teaching Hospital (UUTH), Akwa Ibom State | 11 | 53 | 64 |
| 8.  | University College Hospital (UCH), Oyo State | 34 | 17 | 51 |
| 9.  | Obafemi Awolowo University Teaching Hospital, Osun State | 20 | 16 | 36 |
| 10. | University of Lagos Teaching Hospital, Lagos State | 15 | 14 | 29 |
| Total |                                                          | 264 | 367 | 631 |

Table 1 depicts the distribution of the health information management personnel across the federal teaching hospitals in Southern Nigeria. The respondents of the study comprised 631 health information management personnel classified into health information officers (264) and health information technicians or assistants (367) spread across the ten named federal teaching hospitals in Southern Nigeria.

3.2. Research Instrument

The adopted questionnaire as its research instrument. The questionnaire was tagged “Health Information Management Personnel Career Fulfillment Questionnaire” (HIMPCFQ) and divided into four sections: A – Demographic Information aimed at gathering data on the personal information of the respondents; B - Work Motivation of Health Information Management Personnel Scale contained 27 items measured on a 4 point Likert scale of “Strongly agree = 4,” “Agree = 3,” “Disagree = 2,” and “Strongly disagree = 1.” It has a reliability coefficient of 0.76 using Cronbach-Alpha method. C - Self-Esteem of Health Information Management Personnel Scale contained 30 items measured using a four-point Likert scale of ‘Strongly Agree = 4,’ ‘Agree = 3,’ ‘Disagree = 2,’ and ‘Strongly Disagree = 1’ with reliability coefficient of 0.70. D - Career Fulfillment of Health Information Management Personnel Scale contained 16 items on 4 point Likert scale of “Strongly agree = 4,” “Agree = 3,” “Disagree = 2,” and “Strongly disagree = 1.” It has a reliability coefficient of 0.82.

3.3. Method of Data Analysis

The descriptive methods of analysis such as frequency, percentage, mean, and standard deviation and inferential statistics such as Pearson Product Moment Correlation, and regression analysis in Statistical Package for the Social Science (SPSS) software were used in analyzing the data collected for the study.

Table 2. Questionnaire distribution and response rate.

| S/N | Hospitals                                      | Number administered | No useable | % rate of response |
|-----|------------------------------------------------|---------------------|------------|--------------------|
| 1.  | University of Nigeria Teaching Hospital, Enugu State | 47                  | 39         | 83.0               |
| 2.  | Federal Teaching Hospital, Ebonyi State       | 151                 | 123        | 81.5               |
| 3.  | Nnamdi Azikiwe University Teaching Hospital, Anambra State | 51                  | 33         | 66.7               |
| 4.  | University of Benin Teaching Hospital, Edo State | 62                  | 43         | 69.4               |
| 5.  | University of Port Harcourt, Rivers State     | 40                  | 29         | 72.5               |
| 6.  | University of Calabar Teaching Hospital, Cross River State | 100                 | 74         | 74.0               |
| 7.  | University of Uyo Teaching Hospital, Akwa Ibom State | 64                  | 57         | 89.1               |
| 8.  | University College Hospital, Oyo State        | 51                  | 45         | 88.2               |
| 9.  | Obafemi Awolowo University Teaching Hospital, Osun State | 36                  | 27         | 75.0               |
| 10. | University of Lagos Teaching Hospital, Lagos State | 29                  | 23         | 79.3               |
| Total |                                             | 631                 | 493        | 78.1               |

Table 2 shows the questionnaire distribution and the response rate by the respondents. The return rate of 493 (78.1%) used for the study is higher than the submission of (25) that 60% is an acceptable standard for most research.

4. Data Analysis and Discussion

The presentation of results and interpretation of the data collected from the respondents who participated in the study are highlighted. The study investigated how the independent variables (work motivation and self-esteem) affected the dependent variable (career fulfillment) of the respondents. Four research questions were examined and answered, while three null hypotheses were tested at 0.05 level of significance. Descriptive statistics such as percentage, mean and standard deviation were used to analyze the data from
research questions, and inferential statistics in the form of Spearman’s rank and multiple regressions for the hypotheses.

4.1. Demographic Data

Table 3. Gender distribution of respondents.

| Sex      | Frequency | Percentage |
|----------|-----------|------------|
| Male     | 230       | 46.7       |
| Female   | 263       | 53.3       |
| Total    | 493       | 100.0      |

Table 3 presents the distribution of respondents by gender, which indicates that 230 (46.7%) of the respondents are male while 263 (53.3%) of the respondents were females. This is to show that there were more women in the profession as compared with men.

Table 4. Distribution of age group of respondents.

| Age group | Frequency | Percentage (%) |
|-----------|-----------|----------------|
| 20 to 30 years | 91        | 18.5           |
| 31 to 40 years | 110       | 22.3           |
| 41 to 50 years | 186       | 37.7           |
| 51 to 60 years | 106       | 21.5           |
| Total      | 493       | 100.0          |

Table 4 shows that 186 (37.7%) of the respondents are within age bracket 41 – 50 years, closely followed by 31 – 40 years with the frequency of 110 (22.3%). The least age range falls within 20 – 30 years of 91 (18.5%). This has shown that the greatest age group of the personnel falls within 41 and 60 years of age, which implies that majority of the personnel are of older age.

Table 5. Distribution of work experience of respondents.

| Experience | Frequency | Percentage (%) |
|------------|-----------|----------------|
| Less than 5 years | 92        | 18.7           |
| 6 – 9 years | 141       | 28.6           |
| 10 – 14 years | 153       | 31.0           |
| 15 – 19 years | 64        | 13.0           |
| 20 years and above | 43      | 8.7            |
| Total      | 493       | 100.0          |

Table 5 shows the distribution of respondents by work experience. It indicates that 153 (31.0%) had 10 – 14 years of work experience, 141 (28.6%) had 5 – 9 years of experience while 43 (8.7%) are within the range of 20 and above years, hence the most experienced personnel. This in essence, translates to mean that federal teaching hospitals in Southern Nigeria had very few experienced personnel who had worked 20 years and above.

4.2. Data Analysis by Research Questions

Research Question 1: To what extent are health information management personnel motivated in federal teaching hospitals in Southern Nigeria?

Table 6. Mean and standard deviation scores of work motivation of the respondents.

| S/No | Items / Statements                                      | Mean | SD  |
|------|--------------------------------------------------------|------|-----|
| 1    | Well-motivated staff have a positive attitude toward work | 3.05 | 1.88|
| 2    | Fat salaries are the best tools with which to motivate workers | 3.02 | 1.87|
| 3    | The work I do is interesting                           | 2.99 | 0.84|
| 4    | I have a mentor who keeps me alert and motivated in my work | 2.99 | 0.80|
| 5    | I arrive at the office on time and do not leave early  | 2.98 | 0.78|
| 6    | I participate in training to improve my own skills and competencies | 2.95 | 0.77|
| 7    | Hospitals, staff clubs, staff quarters, etc are important if a worker must perform well | 2.95 | 0.79|
| 8    | Groups that fight for staff welfare within an establishment should be established, promoted and encouraged | 2.95 | 0.77|
| 9    | The welfare facilities has helped in motivating staff for increased productivity | 2.94 | 0.75|
| 10   | I regularly think/worry on issues                     | 2.94 | 0.73|
| 11   | Workers welfare should be a paramount issue of concern to employers | 2.94 | 0.72|
| 12   | Conductive working condition has helped to increase my productivity | 2.92 | 0.69|
| 13   | Safety practices for the welfare of employee is entrenched in my organization | 2.92 | 0.64|
| 14   | It is important that the chief executive officer cooperates with staff | 2.92 | 0.63|
| 15   | Motivation is important in the organization            | 2.88 | 0.60|
| 16   | Staff work best when working equipment and facilities are provided | 2.87 | 0.58|
| 17   | Working attitude is affected by the challenges encountered on the job | 2.86 | 0.56|
| 18   | Even without motivation, some workers still put in their best | 2.85 | 0.55|
| 19   | Favouritism on the part of administration can contribute to much productivity | 2.80 | 0.53|
| 20   | Workers will still perform well even if salary is delayed | 2.80 | 0.52|
| 21   | Workers put in their best when they are placed under little or no supervision at all | 2.80 | 0.52|
| 22   | There is health insurance scheme to take care of staff and dependants | 2.79 | 0.50|
| 23   | Housing facility provided has made me to be more comfortable | 2.79 | 0.48|
| 24   | Regular payment of staff salary contributes to industrial harmony | 2.75 | 0.46|
| 25   | Inter-personal relationship between top management and staff should be encouraged | 2.70 | 0.43|
| 26   | Rewarding good work and excellence can contribute to more excellence and healthy competition | 2.69 | 0.42|
| 27   | Receiving credit for work done affect your morale at work | 2.50 | 0.38|
|      | Grand Mean                                            | 77.54|     |

Table 6 presents the response rate of work motivation of the respondents that shows that majority of the personnel (̄x = 3.05, SD = 1.88) acknowledge that a well-motivated staff has a positive attitude towards work; that fat salary are the tools with which to motivate staff (̄x = 3.02, SD = 0.88), that the work done is interesting (̄x = 2.99, SD = 0.84). Some other members of the personnel (̄x = 2.70, SD = 0.43) agreed that inter-personal relationship between top management and
staff be encouraged, that rewarding good work and excellence could contribute to healthy contribution ($\bar{X} = 2.69$, SD = 0.42), and that receiving credit for work done affects their morale at work ($\bar{X} = 2.50$, SD = 0.38).

However, the test norm scale of the respondents work motivation indicates 1 – 36 as lowly motivated, a score of 37 – 73 indicates moderately or fairly motivated, while the score of 74 – 108 indicates highly motivated personnel. The overall mean score of work motivation of the respondents is ($\bar{X} = 77.54$), it can therefore, be deduced that the respondents are highly motivated in federal teaching hospitals in Southern Nigeria. The reasons being that majority of the respondents claimed that well-motivated staff have positive attitude toward work ($\bar{X} = 3.05$); fat salary is the best tool with which to motivate workers ($\bar{X} = 3.02$); the work done is interesting ($\bar{X} = 3.09$); I am very fearful of criticism ($\bar{X} = 3.08$); I often find myself angry or hurt by the behavior of others ($\bar{X} = 3.04$); When someone mistreats me, I think that I must have done something to deserve it ($\bar{X} = 3.03$); I am very critical of myself and others ($\bar{X} = 3.01$); I grew up in a dysfunctional home ($\bar{X} = 2.99$); I have mentor who keeps me alert and motivated in my work ($\bar{X} = 2.99$), among others.

Research Question 2: What is the level of career fulfillment of the health information management personnel in federal teaching hospitals in Southern Nigeria?

It is obvious from table 7 that the response rate of career fulfillment of the respondents shows that a quite number of the personnel ($\bar{X} = 2.94$, SD = 0.98) acknowledged they are often bored with the job, while ($\bar{X} = 2.77$, SD = 0.95) are satisfied from the recognition gotten, and ($\bar{X} = 2.72$, SD = 0.98) felt fairly satisfied with their present job. Some other members of the respondents ($\bar{X} = 2.32$, SD = 0.71) disagreed to identify with the profession, and ($\bar{X} = 2.47$, SD = 0.75) says they felt no ties with other members of the professional team.

| S/No | Items / Statements                                                                 | Mean    | SD    |
|------|-----------------------------------------------------------------------------------|---------|-------|
| 1.   | I am often bored with my job                                                       | 2.94    | 0.98  |
| 2.   | I feel fairly well satisfied with my present job                                   | 2.77    | 0.95  |
| 3.   | I am satisfied from the recognition I get for good work                            | 2.72    | 0.93  |
| 4.   | I am satisfied with the chances of promotion                                       | 2.66    | 0.92  |
| 5.   | I am always annoyed to say that I am a health information management professionals  | 2.62    | 0.90  |
| 6.   | I am satisfied with the amount of variety in my job                                | 2.61    | 0.87  |
| 7.   | Most days I am enthusiastic about my work                                          | 2.60    | 0.85  |
| 8.   | I am a person who criticizes the health information management profession          | 2.57    | 0.83  |
| 9.   | I would be happy to spend the rest of my life in a health information management profession | 2.53    | 0.82  |
| 10.  | I find real enjoyment in my work                                                   | 2.53    | 0.80  |
| 11.  | I am a person who is glad to belong to the health information management            | 2.47    | 0.78  |
| 12.  | I am a person who tries to hide belonging to the health information management profession | 2.47    | 0.77  |
| 13.  | I feel strong ties with other members of the health information management team     | 2.47    | 0.75  |
| 14.  | I am a person who considers the health information management work to be important  | 2.43    | 0.73  |
| 15.  | I am a person who identifies strongly with the health information management profession | 2.32    | 0.71  |
| 16.  | I am a person who makes excuses for belonging to the health information management profession | 2.31    | 0.68  |
| Grand Mean |                                                                                   | 41.02                  |

The test norm for career fulfillment scale indicates that a respondent’s score of 1 – 21 has low career fulfillment, 22 – 43 is the moderate / fair career fulfillment, and 44 – 64 is high career fulfillment. The overall mean score of career fulfillment of the respondents ($\bar{X} = 41.02$) falls within the range of 22 – 43 and considered as moderate. It can therefore, be deduced that the respondents in federal teaching hospitals in Southern Nigeria are moderately fulfilled in their career. The reasons being that the majority of the respondents claimed they are often bored with their job ($\bar{X} = 2.94$); feel fairly well satisfied with their present job ($\bar{X} = 2.77$); satisfied from the recognition they got for good work ($\bar{X} = 2.72$); satisfied with the chances of promotion ($\bar{X} = 2.66$), among others.

Research Question 3: What is the level of self-esteem among health information management personnel in federal teaching hospitals in Southern Nigeria?

| S/No | Items / Statements                                                                 | Mean    | SD    |
|------|-----------------------------------------------------------------------------------|---------|-------|
| 1.   | I tend to think negatively much of the time                                        | 3.04    | 0.98  |
| 2.   | I often think that others don’t respect me                                         | 3.04    | 0.96  |
| 3.   | I think life is harder for me than for most other people                           | 2.99    | 0.97  |
| 4.   | I often compare myself to others                                                  | 2.95    | 0.87  |
| 5.   | I intend to let fear and anxiety control many of my decisions                     | 2.93    | 0.86  |
| 6.   | I felt inferior or inadequate as a child                                           | 2.91    | 0.84  |
| 7.   | I find it difficult to hear criticism about myself                                 | 2.91    | 0.83  |
| 8.   | I often feel like I don’t know what is expected of me                             | 2.88    | 0.80  |
| 9.   | I grew up in a dysfunctional home                                                  | 2.87    | 0.78  |
| 10.  | I am very critical of myself and others                                           | 2.86    | 0.77  |
| 11.  | I tend to be perfectionist, needing to look perfect and to do things perfectly     | 2.82    | 0.75  |
| 12.  | When someone mistreats me, I think that I must have done something to deserve it  | 2.78    | 0.73  |
| 13.  | I often find myself angry or hurt by the behavior of others                       | 2.76    | 0.73  |
| 14.  | I am very fearful of criticism                                                     | 2.75    | 0.72  |
| 15.  | I rely on the opinion of others to make decision                                   | 2.75    | 0.72  |
Table 8 results findings show that most of the respondents are not in agreement with the statement that they tend to think negatively most time (\(\bar{x} = 3.04, SD = 1.98\)), that they often think life is harder for them than others (\(\bar{x} = 2.95, SD = 0.87\)). It can generally be inferred from the result of the scale that most of the respondents agreed with the statement that supported high self-esteem. The reasons being that majority of the respondents claimed that they think negatively most of the time (\(\bar{x} = 3.04\)); they often think that others don’t respect them (\(\bar{x} = 3.04\)); they think life is harder for them than most other people (\(\bar{x} = 2.99\)); they often compare themselves to others (\(\bar{x} = 2.95\)), among others.

Research question 4: What is the relative effect of work motivation and self-esteem on career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria?

### Table 9. Relative effects of the work motivation and self-esteem on career fulfillment of the respondents.

| S/No | Items / Statements | Mean | SD |
|------|-------------------|------|----|
| 16. | I often feel that others mistreat me and or take advantage of me | 2.72 | 0.70 |
| 17. | I often refrain from sharing my opinions | 2.71 | 0.70 |
| 18. | I often make decision on the basis of what would please others | 2.69 | 0.69 |
| 19. | I am very concerned about my appearance | 2.69 | 0.69 |
| 20. | I frequently think negative thoughts about myself and others | 2.69 | 0.68 |
| 21. | I am fearful that I will say or does something that will make me look stupid or incompetent | 2.69 | 0.67 |
| 22. | I am easily discouraged | 2.68 | 0.65 |
| 23. | I have avoided making changes in my life | 2.57 | 0.64 |
| 24. | I often feel depressed about things I've said and done | 2.69 | 0.63 |
| 25. | I often get defensive and strike back when I perceive I am criticized | 2.55 | 0.62 |
| 26. | I tend to think that I have higher standard than others | 2.54 | 0.61 |
| 27. | I am easily discourage | 2.55 | 0.60 |
| 28. | I often feel like I don’t know the right thing to do or say | 2.47 | 0.60 |
| 29. | I think others are very focused on – and critical of – what I say and do | 2.44 | 0.59 |
| 30. | I generally feel anxious in new social situations where I may not know what is expected of me | 2.42 | 0.57 |
| Weighted Mean | 2.56 | |
| Grand Mean | 77.06 | |

One can deduce from Table 9 that work motivation and self-esteem simultaneously have significant effects on career fulfillment of the respondents (\(F = 5.32; df = 2; 290; p < 0.05\), adjusted \(R = 0.789\), adjusted \(R^2 = 0.623\). In addition, \(F = 5.32\); degree of freedom (df): 2; 490, Standard Error of Estimate = 8.881. Work motivation (\(\beta = 0.104; t = 3.451, p < 0.05\)); and self-esteem (\(\beta = 0.034; t = 1.788, p < 0.05\)) individually had significant effect on career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria. The table, therefore, reveals the relative effects of the two independent variables (work motivation and self-esteem) to the dependent variable (career fulfillment) of the respondents, expressed as beta weights. The result shows that work motivation as the greater relative effect on career fulfillment of health information management personnel (\(\beta = 0.190\) 19.0% while self-esteem has relative effect (\(\beta = 0.162\) 16.2%) career fulfillment among the health information management personnel in federal teaching hospitals in Southern Nigeria. The inference to be drawn from the foregoing result is that work motivation and self-esteem have great effects on career fulfillment of the respondents.

### 4.3. Hypotheses

Hypothesis 1: There was no significant relationship between work motivation and career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria.

### Table 10. Relationship between work motivation and career fulfillment of the respondents.

| Variable       | Mean  | SD   | N     | r     | Sig. P |
|----------------|-------|------|-------|-------|--------|
| Work motivation | 77.52 | 22.81 | 493   | .445  | .000   |
| Career fulfillment | 40.98 | 12.48 |       |       |        |

Table 10 shows that there is a significant positive relationship between work motivation and career fulfillment of health information management personnel in federal teaching hospital in Southern Nigeria (\(r = .445, p < .05\)). The positive relationship implies that work motivation of health information management personnel is associated with their career fulfillment of the career fulfillment. The significance of the result shows that work motivation is a very important factor in ensuring career fulfillment among the health
information management personnel.

Hypothesis 2: There was no significant relationship between self-esteem and career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria.

Table 11. Relation between self-esteem and career fulfillment of the respondents.

| Variables       | Mean | SD   | N   | r    | Sig. P |
|-----------------|------|------|-----|------|--------|
| Self-esteem     | 82.33| 22.80| 493 | .547 | .000   |
| Career fulfillment | 40.98| 12.48|     |      |        |

Table 11 shows that there is a significant positive relationship between self-esteem and career fulfillment of health information management personnel in federal teaching hospitals in Southern Nigeria ($r = .547, p < .05$). The inference to be drawn from this result is that self-esteem of health information management personnel is very key to their career fulfillment just as the positive relationship established between the two variables reveals that self-esteem of the health information management personnel has positive association with their career fulfillment.

Hypothesis 3: Work motivation and self-esteem will not significantly predict career fulfillment of the health information management personnel in federal teaching hospitals in Southern Nigeria.

Table 12. Relationship between work motivation and self-esteem of the respondents.

| Variables       | Mean | Std. Dev. | N   | r    | Sig. P |
|-----------------|------|-----------|-----|------|--------|
| Work motivation | 77.52| 22.81     | 493 | .630 | .000   |
| Self-esteem     | 82.33| 22.80     |     |      |        |

Result from Table 12 shows that a significant positive relationship between work motivation and self-esteem of health information management personnel in federal teaching hospitals in Southern Nigeria ($r = .630, p < .05$). The positive relationship implies that work motivation of health information management personnel has positive association with their self-esteem.

4.4. Discussion of findings

This study shows that health information management personnel in federal teaching hospitals in Southern Nigeria are moderately fulfilled in their career. This finding is at variance with that of (26) that reported a high level of career fulfillment among health workers in state-owned facilities in Northeastern Nigeria but supported the result that non-monetary factors play a significant role in affecting health workers fulfillment in their work. On the other hand, (27) study reported a low level of career fulfillment among health workers in government-owned hospitals, which is in support of the findings from this study just as (28) reported that low level of overall career fulfillment among workers in public sector health care organization and suggested that urgent and concrete strategies must be develop to address the concerns of public health professionals as they represent the highly sensitive domain of health system.

The study also revealed that health information management personnel in federal teaching hospitals in Southern Nigeria possessed high level of self-esteem. The positive thinking ability, feelings of sense of respect by others, feeling that life is easier and not competing with others are some of the factors that supported the high level of self-esteem established among the health information managers. Also, (27) reported that health workers in government-owned hospitals have negative or low self-esteem than their counterparts in private hospitals, which is equally at variance with the finding from this study.

Findings from the study revealed that health information management personnel in federal teaching hospitals in Southern Nigeria are highly motivated. This finding corroborated (19) result of investigation on the level of motivation at work, as well as factors that would increase workers’ motivation level, and it reported high level of work motivation among the workers in the organisation studied while primary motivation to work is to earn an income, the implication of which is that money is a major work motivator. Similarly, (29) in a related study on health workers in Ethiopia reported the personnel’s motivation to be high, which indicated that the health personnel were motivated in order to exert and maintain organisational goals. Some of the reasons found in this study for the high motivation of health information management personnel were that the profession is interesting, positive attitude toward work, fat salary earnings, mentorship, interpersonal relationship, participation in training, conducive environment, and safety practice.

In contrast, (30) in a study on the levels of motivation among employees in public service department found majority of the respondents not satisfied with their pay, hence their low levels of motivation. Also, (31) in a study on the impact of motivation on employee performance in a manufacturing industry in Ghana found that the motivation of the employees of the sector is low, which accounted for the low performance of the employees in the sector. The reasons adduced for the low motivation include lack of appreciation on the part of the employer, unreasonable workload, unfair payment compared with other employees, shortage of staff problem, and long working hours. The result of the finding of (32) on health worker and healthcare quality in Ghana revealed low level of staff motivation as a result of staff impatience to patients, absenteeism, patients long waiting hours, illegal fee charging, and increased labor strike actions as some of the contributing factors to poor healthcare service.

It is established from the study that a positive significant relationship exists between self-esteem and career fulfillment of the respondents. This shows that self-esteem of health information management personnel is key to their career fulfillment and that every improvement in the self-esteem of the health information management personnel would lead to improvement in their career fulfillment. This is in line with the result of (33) findings that revealed that a better and more fulfilling career among workers will improve the perception of self-esteem for the workers, such that workers considered to have fulfilled careers would command more prestige and
respect, since a career that pays well allows workers to do more for their family. The finding is also in line with the findings of (34) that revealed that personnel’s attitude towards self is capable, significant, and worthy to their fulfilling career. Same with (21) findings that healthy relationships among workers in an organisation is as a result of purpose, accomplishments and progress of fulfilling career for a resultant basic desire.

This study has also established positive relationship between work motivation and self-esteem. The positive relationship implies that work motivation of health information management personnel has positive association with their self-esteem. This finding corroborated the report of (20) that established work motivation incentives such as salary, fringe benefits, bonuses and life insurance, and non-financial rewards; such as job recognition, decision making and appreciation from the organisation, as having the tendency to boost the self-esteem of workers in any organization. The result of this study further strengthened the finding of (35) study that established a positive correlation between self-esteem and work motivation whether intrinsic or extrinsic.

5. Conclusion

This study established the fact that health information management personnel in federal teaching hospitals in Southern Nigeria are highly motivated in their profession, while their level of self-esteem is also high. All of these have contributed to the moderate level of career fulfilment established among the health information management personnel.

It was also discovered from the findings that health information management personnel with high motivation and self-esteem would be satisfied with the work environment and fulfilled in their job.

6. Recommendations

In view of the findings of this study, the following recommendations were proffered:

1. The management of the federal teaching hospitals in Southern Nigeria should endeavor to give due consideration to self-esteem when planning to recruit people for health information management work.
2. Federal teaching hospitals could provide proper and consistent work motivation program to boost the morale of their health information management personnel so as to improve their career fulfillment and by extension, to increase organizational productivity.

References

[1] Wilner, J. (2015). How to find career fulfillment? Retrieved from http://www.workhappynow.com/2010/09/how-to-find-career-fulfillment/

[2] Moon, J. S. and Choi, S. B. (2016). The predictors of subjective career success: an empirical study of employee development in a Korea financial company. International Journal of Training and Development, 14.1.

[3] Gomelskaya, I. (2012). Career fulfillment-finding work you love. Career Advancement and Management. Retrieved from www.nybar.org/images/stories/pdfs

[4] Akporhonor, B. A. and Iwhiwhu, E. B. (2007). The management of staff records at Delta State University library, Abraka, Nigeria. Library Philosophy and Practice.

[5] Okorley, E. N. A. and Boohe, R. (2012). Determinants of bank staff motivation in the Cape Coast Metropolis. International Business and Management, 4.1: 121-125.

[6] Popoola, S. O. (2009). An investigation of records management practices in government secondary schools of Ogun State, Nigeria. Ibadan Journal of Education Studies, 1.1.

[7] Marjaana, G., Edward, J. L., Birgitta, W. and Li, F. (2007). Gender-specific effects at work: an empirical study of four countries. Gender, Work and Organisation, 14.1: 56-79.

[8] Busari, A. O. (2013). Bolstering self-esteem as intervention technique in the management of symptoms of gender identity disorder among adolescents. Gender and Behaviour, 11.2.

[9] Chen, Y. (2010). Career success of knowledge workers: the effects of perceived organisational support and person-job fit. International Business, 2: 389-394. Retrieved from http://www.scirp.org/journal/ib

[10] Jimoh, A. M and Odere, U. M. (2015). The predictive influence of demographic factors, emotional labour and conscientiousness on career fulfilments of nurses in Ibadan. International Journal of Nursing, Midwife and Health Related Cases, 1.1: 1-13. January.

[11] Schmidt, S. W. (2017). The relationship between satisfaction with workplace and overall job satisfaction. Human Resource Development, 18.4: 481-498.

[12] Saeed, R., Lodhi, R. N., Asran, S. L., Noor, F. and Mahmood, T. (2015). Impact of job fulfilment and organisational commitment on employee faithfulness. World Applied Sciences Journal, 26.7: 945-949.

[13] Kozluk, T. and Zipperer, V. (2015). Environmental policies and productivity growth—a critical review of empirical findings. OECD Journal: Economic Studies: 155-185.

[14] Tella, A., Ayeni, C. O. and Popoola, S. O. (2007). Work motivation, job satisfaction and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. Library Philosophy and Practice.

[15] Parreno, E. (2016). Exploring work motivation: the case of a government-owned and controlled corporation in Davao City Philippines. University of Mining International Research Journal, 12: 56-62.

[16] Atambo, W. N. and Ayaga, L. K. (2016). The impact of motivation on employee performance: a case study of health workers at Kisii teaching and referral hospital. Imperial Journal of Interdisciplinary Research, 2.5: 353-360.

[17] Panday, Ackah, D. (2014). The impact of motivation on employee performance in the manufacturing industry in Ghana. Global Journal of Management Studies and Researches, 1.5: 291-310.
[18] Salleh, S. M., Zahari, A. S. M., Said, N. S. M. and Ali, S. R. O. (2016). The influence of work motivation on organisational commitment in the workplace. *Journal of Applied Environmental and Biological Sciences, 6.*5S: 139-143.

[19] Mujah, W., AbdulSamad, R. R. Singh, H. and D'Cruz, O. T. (2011). Meaning of work and employee motivation. *Terenggananu International Management Journal, 1.*2: 18-26.

[20] Haider, M., Aamir, A., Hamid, A. B. A. and Hashim, M. (2015). A literature analysis on the importance of non-financial rewards for employees' job satisfaction. *Abasyn Journal of Social Science, 8.*2: 341-354.

[21] Zoabi, K. H. (2012). Self-esteem and motivation for learning among minority students: a comparison between students of pro-academic and regular programmes. *Creative Education, 3.*8: 1397-1403.

[22] Hein, V. and Hagger, M. (2007). Global self-esteem, goal achievement orientations, and self-determined behavioural regulations in a physical education setting. *Journal of Sports Sciences, 25.*2: 149-159.

[23] Inkson, K., Dries, N. and Arnold, J. (2015). Understanding careers, 2nd ed. SAGE Publication Ltd; London.

[24] Deusson, R., Jaskiewicz, W., Dwyer, S and Tulenko, K. (2012). Holding health workers accountable: governance approaches to reducing absenteeism. *Technical Brief, 3.*

[25] Dulle, F. W., Minish-Majanja, M. K. and Cloette, L. M. 2010. Factors influencing the adoption of open access scholarly communication in Tanzania public universities. *Retrieved 15th February, 2017 from: http://www.ifla.org/files/hg/papers/ifla76/138-dulle-en.pdf*

[26] Chirdan, O. O., Akosu, J. T., Ejembi, C. L., Bassi, A. P., Zoakah, A. I. (2009). Perceptions of working conditions amongst health workers in State-owned facilities in north-eastern Nigeria. *Ann Africa Medicine, 8:*243-249.

[27] Drayi, F. A. (2019). The impact of hospital bed and beddings on patients: the Ghanaian healthcare consumer perspectives. *International Journal of Innovative Research and Advanced Studies (IJIRAS), 6.*1: 138-145.

[28] Kumar, R., Ahmad, J., Shaikh, B. T., Hafeez, R. and Hafeez, A. (2013). Job satisfaction among public health professionals working in public sector: a cross sectional study from Pakistan. *Human Resources for Health, 11:*2. doi: 10.1186/1478-4491-11-2.

[29] Weldegebriel, Z., Eijigu, Y. and Woldie, M. (2016). Motivation of health workers and associated factors in public hospitals in West Amhara, Northwest Ethiopia. *Patient Prefer Adherence, 10:*159-169.

[30] Munyeka, W. (2014). The levels of motivation among employees in a selected public service department. *Mediterranean Journal of Social Sciences, 5.*2: 959-969.

[31] Ackah, D. 2014. The impact of motivation on employee performance in the manufacturing industry in Ghana. *Global Journal of Management Studies and Researches, 1.*5: 291-310.

[32] Alhassan, R. K., Spieker, N., Ostenberg, P., Ogink, A., Nketiah-Amponsah, E. and Wit, T. F. R. (2013). Association between health worker motivation and healthcare quality efforts in Ghana. *Human Resources for Health, 11.*7.

[33] Garofalo, C, Holden, C. J, Zeigler-Hill and Velotti, P. (2016). Understanding the connection between self-esteem and aggression: the mediating role of emotion dysregulation. *Aggressive Behaviour, 42 *(1): 1-13.

[34] Soureshjani, K. H. and Naseri, N. 2011. An investigation into the relationship between self-esteem, proficiency level, and the reading ability of Iranian EFL language learners. *Journal of Language Teaching and Research, 2.*6: 1312-1319.

[35] Sari, I., Ekici, S., Sayer, F. and Eskiler, E. (2015). Does self-confidence link to motivation? a study in field of hockey athletes. *Journal of Human Sport and Exercise, 10.*1: 24-25.