Determinants of Job Satisfaction among Healthcare Professionals in Ghana : A Position Paper

Elvis Adu[1], Fanglin Li[1], Lucy Boahemaa[2,] Maxwell Opuni Antwi[2], Ama Boafo-Arthur[2,3]

[1]School of Finance and Economics, Jiangsu University, 301 Xuefu Road, Zhenjiang, Jiangsu, P.R. China

[2]School of Management, Jiangsu University, 301 Xuefu Road, Zhenjiang, Jiangsu, P.R. China

[3]School of Continuing and Distance Education, University of Ghana, P. O Box LG25, Legon, Accra Ghana

Corresponding Author : elvis_adu@ujs.edu.cn

ABSTRACT

There is a growing interest in the health professionals' performance sustenance and work- related attitudes research. This is primarily because health professionals experience on daily basis some undesirable variables like fatigue, `well-being, stress, emotional drain, psychological need frustration and job dissatisfaction which affect performance and its sustenance. Health managers quest to resolve issues of performance sustenance, have resulted in difficulties in their attempt to motivate health professionals to be highly functional and effective to sustain performance. In a lower-middle income country like Ghana, there has not been a lot of success in this regard considering the enormity of psychological challenges and the seemingly disturbing work environment health professionals engage their services in. These continue to affect performance fundamentally because they keep experiencing negative development psychologically. Additionally, it has been documented severally in the extant literature how these negative psychological developments affect the performance of healthcare professionals which unreservedly requires a new dimension in the way work environment is managed. A gap our study intends to address through the incorporation of positive psychological capital which we seek to use in moderating the work related attitudes that has the capacity to address the negativity that has engulfed work environment among healthcare professionals.

Keywords :   Job Satisfaction, Healthcare Professionals, Work Environment, Organizational Policies, Psychological Well-Being, Job Involvement, Affective Commitment, Work Engagement

I.   INTRODUCTION

Scholars have used various means to examine what determines job satisfaction among employees. (Robbins, 1998) for instance saw salary, work environment and co-workers as the determinants of job satisfaction, whereas (Ellickson & Logsdon, 2001) considered sufficient work tools, working capital, teaching opportunities and reasonable workload as the factors that determine an individual's job satisfaction. Further, (Owusu & Owusu, 2014) in their study in the mining industry found that employees and management saw compensation pay as a major determinant of employee job satisfaction. However, (Luthans, Avey, Avolio, Norman, & Combs, 2006) argues that pay, promotion, supervision and co-workers are the major determinants of job satisfaction. It is important not to overemphasise the strength of previous authors' supposition as Malik et al (2010) offers a different opinion as to what

constitutes job satisfaction. To these authors, it is the diversity of tasks, autonomy and the feedback on how great the workers are performing which indicate job satisfaction. More so, (Bhatnagar & Srivastava, 2012) argue that for the clients to be fully and satisfactorily served, hospital personnel need to be satisfied with their job, therefore the happiness of health personnel is directly linked with the clients or patients they attend to. It is therefore incumbent on managers of health facilities to ensure their employees get fully satisfied. Studies have shown that job satisfaction in healthcare organizations is related to factors like possibility to participate actively in the decision-making process, effective communication between employees and supervisors coupled with ideal work arrangements (Malik, Ahmad, & Hussain, 2010). Additionally, healthcare employees have been found to cherish the idea of coming together to find solutions to problems. Subsequently, management's attitude towards staff is established to be one of the essential factors of job satisfaction among healthcare professionals, (Bhatnagar & Srivastava, 2012). Some motivating factors such as ensuring work is enjoying to employees, allowing staff to plan, creating and initiating innovative activities at work tend to increase job satisfaction among healthcare professionals (Dowell, Hamilton, & McLeod, 2000). Therefore, managers who show an understanding of the factors that encourage job satisfaction of staff are more likely to get healthcare professionals to improve performance, (Lambert, Goldacre, & Evans, 2000).

Many studies have established the impact of job satisfaction on the development of the organization, its effect on the job performance of employees, employee relations, physical and mental satisfaction, (Dowell et al., 2000). Essentially, when employees are satisfied with their job, it reflects in their productivity and creativity. For this reason, how satisfied healthcare professionals are, reflects in their relationship with their clients' satisfaction (Mahmoud, 2008).Accordingly, in a survey by (Maissiat, Lautert, Pai, & Tavares, 2015), job satisfaction was found to be related to factors like professional accomplishment, level of education, years of service and level of income (Atif, Khan, & Maqbool, 2015). Other factors like gender, urban vs rural setting and professional knowledge (Al Jazairy et al., 2014; Pérez-Ciordia, Guillen-Grima, Brugos, & Aguinaga, 2013); (Pérez-Ciordia et al., 2013) were also found to be related to job satisfaction.

This notwithstanding, lack of job satisfaction on the part of healthcare employees reflect negatively on the organizational system in the area of employees' refusal to respect organizational policies, rise in organizational accidents and conflicts (Hoogendoorn et al., 2002). Conversely, lack of job satisfaction also has the capacity to derail the activities of the health facility by way of putting the lives of patients in danger (Kaur et al, 2009) leading to higher employment cost (Kinzl et al., 2005) and shortages of healthcare staff (Goetz et al., 2011). In effect, for the constant maintenance of healthcare professionals and the recruitment of new ones, job satisfaction of healthcare professionals should be paramount (Kaur, Sharma, Talwar, Verma, & Singh, 2009).Fundamentally, some of the factors that determine job satisfaction tend not to give true meaning of satisfaction. Correspondingly, employees need to appreciate their value when they are afforded the opportunity to exercise their skill on a variety of tasks. Thus, they become fulfilled when appreciated with a feedback of how well they are doing (Lu et al., 2012). In all these, little consideration has been given to the satisfaction of the basic psychological need that we believe is very fulfilling to the individual thus need for competence, autonomy and relatedness.

II. METHODS AND MATERIAL

① Effects of Job Satisfaction on Healthcare Professionals

Issues in Job satisfaction of healthcare professionals has been widely researched by many scholars. Indeed

many factors have been found and to be the contributing factors of job satisfaction (Lu et al., 2012). Significantly, it has been acclaimed as one of the prominent concerns of healthcare professionals globally, (van der Doef, Mbazzi, & Verhoeven, 2012). One of the key factors that has been cited as influencing the job satisfaction of healthcare professionals is the structure of the hospital or health facility, (Liu et al., 2012). Also, personnel shortages, lack of equipment, intention to leave and occupational conditions are some of the factors that affect job satisfaction of healthcare professionals (Hamama et al., 2014), (Kinzl et al., 2005) or ethics (Goldman & Tabak, 2010). Hence, healthcare professionals' job satisfaction has been established to have effects on both the clients and employees.

This notwithstanding, (Boateng, Adam, Okoe, & Anning-Dorson, 2016; Khamlub et al., 2013) observed in their research that job satisfaction had a positive and significant effect on work place relationship and team culture. This finding goes to indicate the long-term outcome on the organisation when a worker is kept happy by the management, because it extends to fellow workers as teamwork is enhanced.

It is worth observing that studies have shown that when job satisfaction is improved among staff, it reduces the turnover effect (Ahmed et al., 2010), and increase the level of service delivery (Kvist, Voutilainen, Mäntynen, & Vehviläinen-Julkunen, 2014). In addition, healthcare staff who experience low job satisfaction experience many medical issues (Fahrenkopf et al., 2008). The bad health status of healthcare professionals can be detrimental to the smooth running of the health facility and employees who are not satisfied with the provisions of the job may decide to take a leave. Job dissatisfaction has the capacity to affect the overall work attitude of employees and can lead to counter-productive behaviour like for improper handling of equipment or intentionally destroying tools for work (Samad, 2006).

② Job Satisfaction and Work Engagement

The concept of work engagement has been defined by (Bakker & Demerouti, 2007), as positive, fulfilling, work-related understanding of employee that has the characteristics of vigour, dedication and absorption. In Vigour, there is an increasing energy level with mental pliability when working, and in dedication, there is a strong will for employees to emotionally, or intellectually bind themselves in their line of work. This, raises some level of passion, good feeling and the desire to achieve more; where as in absorption, employees immersed themselves happily in the work, making it difficult in shedding from work of which is been part of the organization essence to being strongly involved in one's work (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Engaged employees do show physical, cognitive and emotional components in their line of duty. It is essential for employees to express physical, emotional and psychological resources as it helps in finding an identity in their work and enabling job completion.

Research in the body of work engagement has established the relationship between engagement and positive organizational outcomes (Donaldson & Ko, 2010). Some of these outcomes include performance, organizational commitment (Demerouti, Bakker, De Jonge, & Janssen, 2001), low turnover intention (Halbesleben & Wheeler, 2008), job satisfaction (Bakker, Albrecht, & Leiter, 2011; May, Gilson, & Harter, 2004) and good health and positive work affect (Rothbard, 2001). Conversely, disengagement is central to the problem of an individual's lack of commitment and motivation (May et al., 2004). Typically, the level of work engagement experienced by employee, determines the level of employee job satisfaction. Job satisfaction has been studied extensively in health psychology as well as organizational behaviour and it is described as a concept, which occurs because of the experience employee, or worker goes through. Further, (Spector, 1997) posits that it is the expression that employee gives to the work they do. In job satisfaction, workers

do personal analysis of their feeling considering their input against the expected outcome. In reference to the equity theory done by (Adams & Freedman, 1976), people aim at harmonizing their inputs with their outputs. The analysis of job satisfaction by employee, take into consideration factors like, the effort they put in their work, the time they spend on the work and the level of dedication attached to the work. Thus, workers expect that it culminates into they been recognized and rewarded accordingly; failure leads to workers becoming dispirited when comparison inputs are not compensated. This ultimately has the propensity of they becoming demotivated leading to them been dissatisfied with their work. Job satisfaction was significantly predicted by work engagement and social support from supervisor and from co-workers. The significant interaction in predicting job satisfaction showed that social support from co-workers enhances the effects of work engagement on nurses' satisfaction, (Orgambídez-Ramos & de Almeida, 2017). Research in the body of work engagement has established the relationship between engagement and positive organizational outcomes (Donaldson & Ko, 2010). Some of these outcomes include performance, organizational commitment (Demerouti et al., 2001) low turnover intention (Halbesleben & Wheeler, 2008). Others include job satisfaction (Bakker & Demerouti, 2007; May et al., 2004) and good health and positive work affect (Rothbard, 2001). Disengagement is central to the problem of an individual's lack of commitment and motivation (May et al., 2004).

③ Work Engagement

Competence need is the psychological state to exert a meaningful effect on one's environment. The need for competence is seen as the conscious propensity to exercise control with one's environment by way of active interrelation, (Deci & Ryan, 2000). The need for competence encourages individuals to try to explore the environment they find themselves in by

entangling themselves in activities that make use of their gained abilities. When individuals attain satisfaction with the competence need, it enables them to engage in complicated activities that bring the best in them. Whereas according to (Deci & Ryan, 2000), failure to attain competence need satisfaction leads to competence need frustration. When a task is mastered perfectly, there is a certain level of effectiveness, which lead to an individual becoming satisfied. Indeed, (Legault, 2017), explains competence need as the perception of effectiveness that occurs in the constant interaction of an individual's social world. The author went further to state that it is the desire in individuals, which encourage them to explore their world and complement their abilities, skills, capabilities, capacity and effort, which eventually leads to them experiencing optimal challenges. The search for competence needs satisfaction is a never-ending process since individuals continually seek to develop themselves and continue to challenge themselves to do better than what they have achieved. New challenges in the world of work require new skills, expertise, capabilities and ideas and for that matter, competence need satisfaction occurs in a continuum. According to (Legault, 2017), when people engage in optimally difficult and complex activities, their talents and skills are stimulated at a developmentally suitable level. Successful implementation of individual's abilities and skills lead to competence need satisfaction. A competently satisfied individual controls his environment thereby becoming well engaged, in their world of work. Work engagement is explained as positive, fulfilling, affective motivational state of work-related well-being that is characterized by vigour, dedication, and absorption, (Bakker & Costa, 2014).

(2) Psychological Well-Being

One of the most important aspects of employee's life in a work environment is Psychological well-being especially in the life of healthcare professionals whose

work is mostly characterized by stress and burnout. Psychological well-being is described as the ultimate psychological functioning and experience. Studies have shown that to be able to enhance and ensure total well-being, it is fundamental to first recognise some important factors that can predict employees' psychological well-being. Extant literature explains that, psychological well-being is affected by several factors which consist of motivation, job satisfaction, self-efficacy, achievement, deindividuation, physical and psychological fatigue, environment and organization identification psychological fatigue, environment, and organization identification (Lin and Li, 2014; Rodwell and Munro, 2013).

Challenges about psychological well-being of healthcare professionals has been widely reported in the developed world but developing nation like Ghana has seen minimal attention given to it. It is posited that, the motivation for engaging in psychological well-being research is based on hedonic or eudaimonic. According to Deci and Ryan (2012) hedonic research places emphasis on employee happiness that is the excitement that comes with work while evading discomfort. On the other hand, eudaimonic method places emphasis on helping people to adjust and reach self-realization. It has been established that, there is positively significant relationship between happiness and productivity and that an employee who experiences little or no challenge in adjustment operates at a higher level in their work and are very industrious, Zelenski, Murphy, and Jenkins (2008). Organizations continue to invest in the wellbeing of its employees. Much attention is given to the psychological well-being of employees on the basis that studies have shown there is positive relationship between the performance of employees and wellbeing. This enables managers to adopt programs and policies that seek to promote the psychological wellbeing of employees, Carmichael, Fenton, Pinilla Roncancio, Sadhra, and Sing (2016). A study by Gititmu and Ludban (2015) among 131 college students to examine the effect of psychological

well-being of college students and the factors that impact on it found that gender, age (traditional vs. non-traditional students), support, and financial well-being were the factors that impacted psychological well-being of college students.

Again, Soheila et al (2013) investigated the differences that exist in psychological well-being among 534 graduate students' age, race, gender, and family size. Results of the study observed no significant differences in psychological well-being of graduate students across different races and family sizes. In addition, Harris, Cumming, and Campbell (2006), conducted a study online to find out the impact of Stress and Psychological Well-being among 139 Allied Health Professionals, the authors identified the single significant predictor of psychological distress and life satisfaction was perceived stress. Also, Nielsen, Yarker, Munir, Randall (2009) conducted a study among healthcare professionals to examine the mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in healthcare professionals. The results showed that Self-efficacy fully mediated the relationship between transformational leadership and well-being while team efficacy was found to partially mediate the relationship between transformational leadership and job satisfaction and fully mediate the relationship between transformational leadership and psychological well-being. More so, in a study to assess the factors that affect the psychological well-being of Healthcare Workers, Tomo and Stefania (2017) found that better and healthier work environment, conditions that facilitate intra- and inter- professional relationships were provisions of adequate solutions for the psychological well-being of health professionals. Exploring factors that impact on Psychological well-being of health care workers, Johari and Omara (2019) identified in their review that Occupational stress 2. External occupational recognition 3. Internal career expectation and

occupational value 4. Work engagement 5. Emotional job demands.

(3) Job Involvement Among Healthcare Professionals

For an individual to be involved in a job deeply, much depends on the person having basic needs met. As we have noted, (Kanungo, 1979)functionally defined it, as a "generalized cognitive state of psychological identification with work in so far as work is perceived to be instrumental in satisfying one's salient needs and expectations". Further, it is described as the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay, Alliger, & Stone-Romero, 1994). Essentially, employees' attitude towards involvement, satisfaction with the job and commitment to the employing organization has become a compelling interest to researchers, because of its impact on behaviour at work. Accordingly, employee attitudes reflect in the tendencies to respond to the job, organization and its people with which situations can occur positively or negatively. In this manner, job involvement frequently includes identifying with the job, actively participating in the job, and perceiving job performance to be important to self-worth (Rich, Lepine, & Crawford, 2010). On the other hand, (Chughtai, 2008) in his research observed that job involvement was not related to the overall satisfaction but was related to satisfaction with work and promotion opportunities. An indication that when employees feel recognized with what they do in terms of the feedback; it gets them to be involved in their job. Again, the act of internalizing values of "goodness and importance of working" among people is seen as job involvement.

Additionally, job involvement enables people to dedicate themselves to the type of work they do (Bakker & Oerlemans, 2011). It is further seen as the result of people developing a good feeling mentality that makes them to commit themselves to performing well for their organization, (Best & Kahn, 2016).

Consequently, the development of it enables workers to feel good about the work and save energy, (Bakker et al., 2011). Meanwhile, it has been established that employee who develops job involvement show job satisfaction and organizational commitment (Gruman & Saks, 2011). They also demonstrate organizational citizenship behaviour, emotional attachment, voluntary behaviour that are unimaginable, active participation of organizational decision making which prevents turnover effects (McDonald, Tullai-McGuinness, Madigan, & Shively, 2010). Considerably, studies have shown that job involvement is significantly related with job efficiency and work quality (Snir & Zohar, 2008). However, other authors have observed in their studies that employees who get extensive engagement with work and do overtime suffer negative job involvement effects such as fatigue, dissatisfaction and intention to leave their job (Adib-Hajbaghery, Khamechian, & Alavi, 2012). Of much concern at this stage is that some healthcare professionals due to the shortage of staff engage in a wide range of overtime and overload of duties. There appears then to be an acceleration of fatigue, intention to leave the job and embark on migration where they can reduce the workload and make significant amount of money at the end of the month. Researchers have made many suggestions that, healthcare professionals require a lot more job involvement to develop commitment in the organization (Rahati, Sotudeh-Arani, Adib-Hajbaghery, & Rostami, 2015) and such it behooves on managers to develop the needed strategies to intensify employees' involvement.

(4) Affective Commitment

To begin with, (Meyer & Allen, 1997) describe affective commitment as the emotional attachment an individual has with the organization. In this manner, what makes employees stay in an organization is the strong affective commitment (Allen & Meyer, 1990). This point is sustained by the study of (Meyer & Allen, 1997) which concluded on the basis that when

managers are able to get employees to be satisfied with the rewards provided, they tend to show some level of likeness for the organization. Not only that, they also take responsibility while avoiding turnover, (English et al., 2004) and as such it can be said that manager relations play a major role in motivating employees' to develop commitment to the job.

Alternatively, the construct of commitment has been described as multidimensional (Bansal, Irving, & Taylor, 2004; Fullerton, 2003; Pritchard, Havitz, & Howard, 1999), a concept which includes affective, continuance and economic as forms of individual commitment. Other researchers see it as only economic and emotional commitment (Bansal et al., 2004; Fullerton, 2003). The economic is termed as the calculative while the emotional is termed affective. Our study is interested in the affective commitment since it deals with the emotional attachment of individuals to a product, service or organization as explained by (Meyer & Allen, 1997). Other researchers have expanded the literature on commitment to include continuance (Berry, 2014), which simply explains the desire for an individual to have the motivation needed to continue a particular relationship.

Thus, review of literature shows that the affective aspect of employee commitment plays an important role in ensuring individual's devotion to duty and organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). It continues to argue that the strongest predictor of employee plans to exit an organization is affective commitment. Therefore, affective commitment is referred to as the state where individuals become contented with the organization and get the satisfaction for being a part of the establishment, (Bergman, 2006). Subsequently, affective commitment can be explained in the light of a situation, where an individual form a bond that is emotionally inclined to propel the individual to show feeling of belongingness, affection and loyalty to the organization. Undeniably, (Meyer & Allen, 1997)

believe that when employees recognize and identify with the positive relationship of their bosses, it propels them to be more committed affectively. This stems from the value employees' place on the attention given them by managers. According to (Kaplan & Kaplan, 2018), affective commitment significantly and positively affects job performance. This notwithstanding, all dimensions of organizational commitment have been established to predict the performance of employees both independently and jointly. Many studies have reported on the concept of affective commitment (Boxall & Macky, 2009; Chen, Silverthorne, & Hung, 2006; Hu & Bentler, 1999; Lee & Olshfski, 2002; Meyer & Allen, 1997; Shore, Barksdale, & Shore, 1995; Suliman, 2002) However, very few have looked in the direction of how healthcare supervisors' support influence the development of affective commitment levels and job performance among healthcare professionals in Lower Middle- Income Countries (LMIC). In a study to examine the impact of job motivation and organizational commitment among the health professionals, Altindis (2011) found that Intrinsic motivation of health professionals was explained mostly by affective and normative commitment. Moreno-Jiménez, Gálvez-Herrer, Rodríguez-Carvaja & Verge (2012) studied physicians' intention to quit: the role of burnout, commitment and difficult doctor-patient interactions. Results showed that commitment had a unilateral negative effect, and difficult patients had a positive effect on turnover intentions. Also Chiu, Villareal, Tan, Ong (2019) undertook a study to investigate how quality work life and prosocial motivation could be incorporated to lead to a more positive organizational commitment and a lower turnover intent for public health practitioners. The study found that quality work life and prosocial motivation positively affected organizational commitment, leading to a lesser turnover intent among public health professionals. Finally, Mahmoud (2009) did a study to determine the multiple correlations between the predictors of organizational commitment among nurses (job

satisfaction, perceived organisational support, transformational leadership behaviour and level of education) on the degree of organisational commitment among nurses. Results of the study indicated that of the four independent variables, a multiple regression analysis indicated that job satisfaction and perceived organisational support were most strongly related to nurses' commitment to their organisations.

2.3 Job Performance of Healthcare Professionals

Clinical and non-clinical staff form part of the health system and the performance of any health organization pivots greatly on factors like staff motivation and acquisition of skill, accomplishment of tasks, knowledge and ability displayed by the staff. The acknowledgement of a worker's accomplishment and output by an organization is termed as performance (Langton, Robbins, & Judge, 2013). Other authors (Shah, Khan, Bokhari, & Raza, 2011) contend that mathematically performance = Abilities + Opportunities + Motivation. In this manner, the performance of an employee is regarded as results accrued from task engagement at the work place. In performance management, one of the key things that ensure successful execution of plans is the evaluation of employee performance (Lee, Lee, & Wu, 2010). Notably, factors such as organizational design, policies and motivation are used to run the organization coupled with certain practices that go on in the organization. All these put together indicate an organization that is ready to adopt positive human resources management practices that is aimed at helping to accomplish the goals, vision and mission of the organization, (Delery & Doty, 1996). There is also a further point worth considering that managers or supervisors do have much control on the level of behaviour exhibited by employees in an organization. Nonetheless, some employees out of fear diligently work in the presence of the supervisor, while others may genuinely perform their tasks with or without the presence of the supervisor.

Research has shown that empowering employees psychologically, positively influence job performance as perceived organizational support negatively influence job performance, (Chiang & Hsieh, 2012). This suggests that building and developing a strong psyche of employees reflect more on their performance rather than the incentives organization offers to its employees. Thus, the type of leadership managers brings to bear on their employees continues to be a determining factor in the performance matrix of employees. To be able to understand this, manager support was found not only positively but also significantly correlated to job performance when a study was done to assess the effect of supervisor's role in the training of programmes, (Azman, Sieng, Ajis, Dollah, & Boerhannoeddin, 2009). Added to this, (McColl-Kennedy & Anderson, 2002) also observed that when frustration and optimism was used to mediate between transformational leadership and employee performance, there was a direct influence on performance. Furthermore, (Eisenberger et al., 2010), established in their study that leader membership relationship was heavily related to commitment that ultimately led to higher employee extra-role performance. However, findings from the study of (Meyer, Becker, & Vandenberghe, 2004) showed that when employees were committed to their supervisor, their commitment to the organization led to an indirect influence on job performance. Added to this, Nasurdin, Chen, Khan (2018) did a study to examine the effects of psychological capital on nurses' job performance. Analysis of data from 639 staff nurses working in private hospitals in Malaysia revealed that feedback from employers and compensation were two factors that promoted performance and reduced turnover. Gillet, Colombat, Michinov, Pronost, Fouquereau (2013) conducted a study among 500 nurses in France to test a model that links need satisfaction, organizational support, work satisfaction, organizational identification and job performance. Findings of the cross-sectional survey showed that Procedural justice and supervisor autonomy support

significantly and positively influenced need satisfaction and perceived organizational support, which in turn positively predicted work satisfaction, organizational identification and job performance of nurses.

Generally, organizational, social and individual reasons have been articulated as the dimensions of performance. This is explained further, by (Franco, Bennett, & Kanfer, 2002) in a framework which was used to show the work motivation in larger societal/health reform context. The framework shows a multifaceted relationship on organizational factors that occur in the health sector, environment, and work motivation, worker experience, worker capability and work performance. The framework shows that the broader social and cultural context helps in the motivational process of the individual. Proponents of the framework (Franco et al., 2002) suggests that it behooves on the organization to try to get across to its staff, its goals and communicate pathways to achieving such goals. It is to also help know how to improve the abilities of its staff by way of training and provision of appropriate feedback. In this manner, when the motivation of staff to perform reduces in developing countries such as Ghana, quality of healthcare delivery is compromised. Additionally, patients are not treated with the courtesy they deserve, (Bennett, Franco, Kanfer, & Stubblebine, 2001). This framework as explained by Bennett and Franco shows that the major factor that affects the performance of healthcare professionals is motivation.

Similarly, (Sharpley, 2002) formulated a framework of perception, motivation and performance. The model indicates three important factors that serve as the influencers for the intervention of healthcare professionals as perception, experience of work and work outcomes. The perception factors indicated are self-belief, anticipation of success and critical thinking. Experience of work factors included the personal impact, work stress, feedback and discretion.

Whiles the work outcomes were given as job satisfaction, work stress, empowerment and motivation. In a study to determine factors that affect performance of professional nurses in Namibia among 180 nurses, Awases, Bezuidenhout and Roos (2013) observed in their study that factors that affected the performance of nurses negatively were, lack of recognition of employees who were deemed to have performed well, quality performance outcomes and an absence of a formal performance appraisal systems as well as poor working environment and conditions. Odoom, Opoku-Mensah and Aduo Adjei (2015), examined the impact of intrinsic motivating factors on the work performance of health workers. The study identified Job satisfaction, logistic provision, and an enabling work environment as intrinsic motivating factors that affect the work performance of health workers.

2.3.1 Types of Performance Process

In their review of literature, work performance was categorized into three separate designs by (Koopmans et al., 2011). The categories were in-role performance i.e. task performance, extra-role performance i.e. contextual performance and counter-productive work behaviour i.e. setbacks.

(1) **In-role performance** is described by the level of capability or technical know-how an employee brings to bear in the execution of task at work. It is also seen as the main task behaviour of employee, (Zhu, 2013) Task performance is connected with the amount of goods produced or service rendered in the organization. Mostly, the individual is given specific task that is defined by the objective incorporated into the job design. This is seen as a major consideration that is made when assessing performance of employee (Reijseger et al., 2013). It is worth mentioning that, most of the reviews done in extant literature involve task performance as one of the measures of performance. However, it can be said that job description in various organizations differ in terms of

what managers consider as task well performed. Typically, managers should go beyond the measuring one's performance based on the achievement of objective set for the individual employee. Various organizations see task well performed differently. Performance that merit mentioning in one organization could be overlooked in other organization. In-role performance measurement tends to limit the capability of employee because there could be more to the employee's talent than just achieving the outcome of task set.

(2) Extra-role performance is seen as activities employees engage in to help achieve the organizational goals which is not part of the defined work composition of the employee (Organ & Podsakoff). According to Griffin, Neal, and Parker (2007), there is more to the amount of work done by employees than just meeting and achieving goals set for him. Employees engage in activities like helping new recruits when they face challenge in their task operation, in the health facility, nurses for instance tend to lend a helping hand to patients who have difficulty locating wards, extra role like training nursing students that come on rotation and respecting clients that visit the facility all help to enhance the image of the hospital facility. Extra-roles performed by employees get noticed sometimes but are usually not rewarded though the organization benefits indirectly.

(3) Counterproductive work behaviour: This is explained as work behaviour that deviates from the norm, which hurts the development of the organizational goals according to Koopmans et al. (2011). It includes behaviors such as absenteeism, being late for work, engaging in off-task behavior, theft, and substance abuse. Counter-productive acts are mostly deliberate to derail organizational progress which could be as a result of need frustration, unfulfilled promise, job dissatisfaction or sabotage.

2.3.2 Performance Sustenance

The concept of sustainability is documented to be one of the crucial aspects of the running of an organization that serves as a panacea to both cost savings and value creation in the organization. Whilst many organizations already have a strategy in place, there is a growing need to make this more business focused, in terms of operational excellence, risk management, product innovation, growth and governance and employee wellbeing. Consequently, Pojasek (2012) proposed an operationalized definition, which considers sustainability as "the capability of an organization to transparently manage its responsibilities for environmental stewardship, social wellbeing, and economic prosperity over the long term while being held accountable to its stakeholders" Sustainable Performance is seen as the harmonization of financial, environmental and social objectives in the delivery of core business activities in order to maximize value. In literature, however, it is widely accepted to present sustainability as the balance between the dimensions of environment, society and economy, (Salvadó, Lauras, & Comes, 2017).

(1) Economy or "Profit": relates to cost and productivity considerations. An organization has to use its resources so that it can consistently produce an operational profit, and sustain its activities. In HSC specifics, the operational profit corresponds to alleviating suffering of affected populations by responding to their humanitarian needs.

(2) Social, or "People": relates to proper and favorable business impact for employees, population, and the area in which the organization conducts its activities.

(3) Environment or "Planet": relates to environmental impact. It attempts to benefit the natural setting as much as possible or at least do no damage and decrease the environmental effect. The macro-economic definition of sustainability, and the three categorical dimensions can explain the sustainable development. In our study we consider performance sustenance as the consistency with which employees

combine their social, economic and environmental gains to maintain performance

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