

## **Employment Security and Employee's Job Satisfaction in Selected Hospitals in Benin City**

**Alika Rhoda & Idubor, Enaruna Ph.D**

Department of Human Resource Management  
Faculty of Management Sciences  
University of Benin, Benin City, Edo State, Nigeria  
Email: rhoda.alika@uniben.edu

### **Abstract**

*This study empirically examined the connection between employment stability (EMS) and nurses' level of job contentment in specific hospitals in Benin City. The research examined the effect of employment security on job contentment among nurses in a selection of Benin City hospitals, investigating how secure employment influences their work experience. Cross-sectional survey research design was utilised in this study. The population of the study comprised all registered nurses in active employment either full or part time in University of Benin Teaching Hospital (UBTH), Central Hospital and St Philomena Hospital in Benin City, Edo State. A sample size of 300 nurses was taken and copies of questionnaire administered to them. Out of the questionnaire retrieved, 286 copies were found to be valid and usable. Data collected were analysed using descriptive statistics to ascertain the nurses' perception on the variables of interest while Pearson's correlation coefficients and multiple regression analysis were used to analyse the relationships among the research variables. All tests were performed at a 5% level of significance using Statistical Package for Social Sciences (SPSS version 24) software. Job contentment is strongly and significantly impacted by employment security in selected private and public hospitals in Benin City. The study therefore concludes that employment security could significantly improve work satisfaction. It is recommended that hospital management and administrators should ensure that employees are well treated through strengthening of workforce planning and regulatory standards, and promoting continuous professional opportunities.*

**Keywords:** Employment Security, Job Satisfaction, Nurses, Health Care Sector.

### **Introduction**

It is important for organisations to utilise a high-performing system which can potentially foster the best management and development of workers and their competitiveness (Abutayeh, 2017). Generally speaking, high performance work system refers to a set of human resource (HR) practices aimed at enhancing staff skills, commitment and productivity, thereby transferring human capital into a source of

sustainable competitive advantage (Park & Kim 2016). High performance work system is important as it helps organisation to achieve higher flexibility, higher product quality and higher performance while remaining cost competitive by inducing workers to work harder and using the skills and information available (Dorta-Afonso, Gonzalez, Garcia & Romero, 2021).

High performance work systems (HPWS) consist of a number of HR practices that can be used in different combination according to situations and provides a strong framework for organizational commitment and productivity (Aqdas & Ab Halim Nik Abdullah, 2019). Although different HRM authors have emphasized slightly different features and management practices in describing HPWS, the essential characteristics are the seven key dimensions identified by Pfeffer (1998). These are employment security, discriminatory hiring practices, teams and decentralized decision making, comprehensive training, work design and just compensation, and information sharing. Employment security is the employees' emotions regarding the loss of a job or desired aspects of a job such as good working conditions, promotions, or desired long-term career prospects (Jyoti, & Rani, 2019). Based on a study by Kwabiah, Hodibert, & Robert (2016), job security is an important factor in employee job satisfaction. The study indicates that when employees are content with their positions, it can lead to better job performance and increased commitment towards achieving organizational goals and objectives. Lack of employment security is a common and costly problem in health-care settings which are majorly associated with poor condition of services, low level of commitment and performance among the healthcare workers.

An organization's ability to function effectively is mostly reliant on the welfare of its employees. It was talked about that work satisfaction associated with the well-being of employees is very essential in gathering worker inspiration and effectiveness as greater work satisfaction define better worker efficiency and high-quantity of patients contentment (Akinwale and George, 2020). Job satisfaction relates to how employee expresses their happiness on the assignment, responsibilities or task given to them (Boamah, Laschinger, Wong & Clarke, 2018). In the opinion of Li, Zhang, Yan, Wen, and Zhang (2020), job satisfaction enables employees to satisfy customers/patients. However, studies in Nigeria on the relationship between employment security and employee job satisfaction are done in different sector such as Education (Akpan, 2013; Ayodele, Abu, & Issa, 2022); library (Ogunbanjo, 2021); and SMEs (Ogunyomi & Bruning, 2016) but few within the healthcare system such as Mahmoud and El-Sayed (2016); Osibanjo, Abiodun, & Adeniji (2014), and all the studies concluded that to a great extent there is a relationship between employment security on job satisfaction. Thus, a comprehensive investigation into the degree to which employment security impact nurses' job satisfaction in Benin City's healthcare system is necessary.

The connection between employment security and worker job contentment is crucial to the success of any establishment by providing invaluable understanding of how

an organisation can manage the motivation of their employee. The significance of job satisfaction of nurses on patients' care, patient satisfaction, patient outcome and general health-care delivery cannot be over-emphasized, as employee's job satisfaction is essential in the daily life of the workforce (Tang, Yu, Cooke, & Chen, 2017). It has been established that low job satisfaction is the main basis of employee's turnover among health-care service workers (Chamal & Dilina, 2018). Despite a large literature establishing links between employment security and employees' job satisfaction in Nigeria; none has been done to the best of my knowledge in the healthcare system in Benin City. Considering the vital role that nurses play in assessing the quality, sustainability, and productivity of the healthcare system, this research aims to assess the level of contentment and employment security among nurses within a subset of Benin City hospitals.

## **REVIEW OF LITERATURE**

### **Concept of Job satisfaction**

Job satisfaction of employees has been a contentious issue (Shaukat, Vishnumolakala, & Al Bustami, 2019) even among teachers of learners with special needs in some developing (Mocheche, Bosire, & Raburu, 2017) and developed countries (Tsakiridou & Kolovou, 2018). For employees to be motivated and encouraged to do better, job satisfaction is a crucial component. Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is about (Yilmaz, Çelebi, & Çakmak, 2014). Authors and scholars in the fields of human resource management are of the opinion that the conceptual framework of satisfaction is complex, indescribable and mythical and as such there is no general definition for job satisfaction (Tang, Yu, Cooke, & Chen, 2017).

Job satisfaction relates to how employee expresses their happiness on the assignment, responsibilities or task given to them (Boamah, Laschinger, Wong & Clarke, 2018). Shobe (2018) argued that job satisfaction should comprise of multidimensional psychological responses such as cognitive, affective and behavioural components (Mumu, Tahmid, & Azad, 2021). Job satisfaction is a worker's sense of achievement and success on the job which represents the extent to which the job they labour hard for meets their expectations through all forms of rewards (Rbehat, & Amirah, 2018). Job satisfaction is the vital component that leads to employer's and fellow employees' recognition, income in form of salary and wages, promotion, and the achievement of other goals that lead to a feeling of fulfilment on the part of the employee (Odiaka & Chang, 2019).

Pradhan, Dash, and Jena (2019) opined that highly motivated employee will exhibit positive attitude towards the organisation while dissatisfied employee will show negative disposition towards the organisational life. According to Ohunakin, Adeniji, Oludayo, Osibanjo, and Oduyoye (2019), there are other elements that contribute to job

satisfaction such as the physical and social environment, relationship with co-workers and supervisors, leadership styles, organisational culture, and employment compensation. Thus, Dabara, Soladoye, Omotehinse, Lawal and Asa (2019) revealed that condition for job satisfaction and dissatisfaction depends on employee expectation and position not on the job benefits and managerial behaviour. In support of this, Mohsen and Shari (2020) opine that job satisfaction can be seen as a major factor when it comes to efficiency and effectiveness of organizational outcomes. According to the new managerial paradigm, employees must first and foremost be recognised and treated as human beings, whose needs, wants, and personal inclinations are good indicators of how important job satisfaction is to the organization's objectives.

### **Employment Security**

Employment security is response to more flexible work arrangements arguing that the important question for employees is no longer the security of their current job, but their employment security in the labour market (Bernstrom, Mamelund, & Drange, 2018). Wagner III and Hollenbeck (2010) refer to job security as a need which has its roots in the second level of Maslow's hierarchy of needs (i.e. safety and security). Every employer's desire is to retain or find new employees (Berisha & Lajçi, 2020). Every time there are fewer employment openings, there is always a commensurate rise in job loss.

Shoss (2017) defined employment security as the hope an employee has concerning the continuity and stability of their employment. It is about the feelings that workers have when they lose their jobs or when they do not get the benefits they want from their jobs such as promotions, or long-term career opportunities. Lack of employment security is a common and costly problem in health-care settings which are majorly associated with poor condition of services, low level of commitment and performance among the healthcare workers. Shoss (2017) opine that job insecurity not only has adverse effects on people's health and well-being; it also negatively affects employees' job satisfaction and commitment, and reduces their work-related health and well-being.

### **Empirical Review**

Odiaka and Chang (2019) did a research on high performance work practices and their impact on workers' productivity in the hotel industry in Nigeria. This study emphasized the importance of effective workplace strategies and their effect on worker participation and output among employee in Nigeria Hotel. According to the survey, when employees are more dedicated to their job, they are more prone to support HPWS, acknowledging its significance and exhibiting innovative performance.

Singh (2019) carried out a study on high performance work system and job satisfaction as determinants of organisation citizenship behaviour in FMCG Industry. Digitization has replaced traditional business methods, leading to a situation of

vulnerability and disruption. Change-ready organizations are embracing Volatile, Uncertain, Complex, and Ambiguous (VUCA) models to assess and address business risks by revisiting and reshaping their business approaches. In such an environment, employees' attitude and behaviour have a profound influence regarding the organisation's ability to meet its targets and goals. Studies show that when employees encounter a fair, transparent culture and a satisfying work environment, they tend to exhibit greater job satisfaction toward the organisation. It is also noted that these employees exhibit discretionary efforts and behaviours in the workplace, which are assessed through Organisational Citizenship Behaviour (OCB).

Akpan (2013) investigated the extent to which job security and job satisfaction predicted organizational commitment of university teachers in Cross River State, Nigeria. A research questionnaire was employed in this investigation, with a group of 290 faculty members selected from two institutions of higher learning using a targeted selection approach. Two hypotheses directed the research, and information was gathered through a standardized survey tool. The information was examined using statistical models, including regression analysis and t-test procedures." The research findings revealed that employment stability and contentment jointly exerted a substantial influence ( $F = 9.87$ ;  $P < .05$ ) on the dedication of university faculty members to their institution. A notable association was also found between the combined predictor variables and organizational commitment" ( $R = 0.593$ ;  $P < .05$ ), which was "stronger than the relationship between employment security alone" ( $t = 2.75$ ;  $P < .05$ ). Based on these results, it is suggested that both institutional administrators and state authorities strengthen existing incentive programs to boost employment contentment among faculty members, thereby enhancing their dedication to their institution. Government and university authorities should avoid actions that may threaten employment stability for academic members; as such measures could undermine their feeling of dedication.

### **Theory Underpinning the Study**

The theory that underpins this study is Herzberg two-factor theory. The two-factor theory was postulated by Fredrick Herzberg (1959). Frederick's theory proposed that the elements influencing employee contentment are clearly different from those leading to discontent, and that employee needs are divided into two distinct categories. Thus, the theory emphasizes two categories of factors that can impact worker satisfaction or dissatisfaction, as a result, impacting their output and efficiency in either a beneficial or detrimental manner. One category focuses on employees' aspirations for self-improvement and career advancement; whereas the other category involves expectations for equitable treatment in aspects like remuneration, leadership, work environment, and organizational policies Herzberg categorized the first group as "motivator factors" and the second group as "hygiene factors". He argued that these elements elucidated the connection between motivation and employee contentment. Herzberg contented that

hygiene elements do not inherently drive employees to exceed performance levels; however their absence is likely to lead to demotivation and dissatisfaction.

These elements are mainly external and include aspects like compensation and benefits, employment stability, work environment, managerial quality and support, and organizational regulations. Herzberg suggested that the lack of motivating elements does not automatically cause disengagement or discontent, their presence can significantly enhance employee motivation, thereby improving work performance and productivity. He argues that for organizations to enhance employee productivity, they need to include and monitor these factors as rewards to employees. These factors are predominantly intrinsic and encompass elements such as achievement, recognition, opportunities for growth and career advancement, and increased responsibilities. Herzberg (1964) pointed out that accomplishment, the job itself, advancement, responsibility, recognition and growth are the strongest factors that lead to the satisfaction of employees, which in turn leads to improved performance on the part of employees.

## **METHODOLOGY**

A cross-sectional survey approach was adopted for this research. The research participants comprised all licensed nursing professionals engaged in either full-time or part-time work at the three major healthcare facilities in Benin City, Edo State: University of Benin Teaching Hospital (UBTH), Central Hospital, and St Philomena Hospital. A sample size of 300 nurses was taken and copies of questionnaire administered to them. Out of the questionnaire retrieved, 286 copies were found to be valid and usable.

A questionnaire was utilized to generate first hand information for the research, with the instrument structured around both the dependent and independent variables. The questionnaire contained two major parts starting with the details about the demographic information (gender of the respondents, years of experience and hospital where the nurses are working) of the respondent and the second part focused on questions on both independent (Employment Security) and dependent (Employee Job Satisfaction) variables. The structured questionnaire is adapted to suit the research intended objectives and focus of this study. The questionnaire employed a 5-point Likert Scale, with responses ranging from: Strongly Disagree (SD=1); Disagree (D=2); Undecided (U=3); Agree (SA=4); and Strongly Agree (SA=5).

The collected data was subjected to descriptive statistical analysis to understand the nurses' perspectives on the variables of interest, and subsequent analysis using Pearson's correlation and multiple regression techniques examined the relationships between the research variables. All tests were performed at a 5% level of significance using the Statistical Package for Social Sciences (SPSS version 24) software.

To guarantee the credibility of the study's measurement tool, the investigator conducted a thorough examination of the survey questions to verify their clarity, relevance, and alignment with the research aims and hypotheses being explored. The

consistency of the measurement tool was evaluated by conducting a preliminary test, which involved administering thirty (30) copies of the questionnaire to nurses across the various hospitals. The distribution of the questionnaire is outlined as follows: UBTH: 15; Central Hospital: 10; St Philomena Hospital: 5 to the respective hospitals. After the responses have been obtained, the internal consistency of each question in the questionnaire was evaluated using the Cronbach's Alpha statistic, which resulted in a reliability score of 0.75.

## RESULTS AND DISCUSSIONS

**Table 1: Questionnaire distribution and retrieval**

S/N	Description	Questionnaire		Valid Response Rate (%)
		Administered	Valid Responses	
1	University of Benin Teaching Hospital (UBTH)	241	235	97.5%
2	St Philomena Hospital	18	18	100%
3	Central Hospital	41	33	80.5%
<b>Total</b>	<b>300</b>	<b>286</b>	<b>95.3%</b>	

**Source: Researcher's computation (2023)**

Table 1 shows that 300 copies of questionnaire were administered while 286 copies of the questionnaire were found to be valid and usable. The response rates for the hospitals are: University of Benin Teaching Hospital (UBTH) (97.5%), St Philomena Hospital (100%) and Central Hospital (80.5%). The overall response rate is 95.3%.

**Table 2: Respondents' demographic information**

S/N	Demographics	Category	Frequency	Percent	Cumulative Percent
Q1	Sex	Male	40	14.0	14.0
		Female	246	86.0	100.0
		Total	286	100.0	
Q2	Working experience (years)	Less than 5	167	58.4	58.4
		6 – 10	59	20.6	79.0
		11 – 15	32	11.2	90.2
		16 & above	28	9.8	100.0
		Total	286	100.0	
Q3	Hospitals	UBTH	235	82.2	82.2
		St Philomena Hospital	18	6.3	88.5
		Central Hospital	33	11.5	100.0
		Total	286	100.0	

**Source: Researcher's computation (2023)**

**Sex:** Table 2 shows that 246 of the respondents are female which accounts for 86% of the respondents. The male respondents were 40 representing 14%.

**Working experience:** 167 (58.4%) of the respondents have worked for less than 5 years. This is followed by 59 (20.6%) respondents that have worked for six to ten years and 32 (11.2%) respondents that have worked for eleven to fifteen years. Finally, only 28 (9.8%) of the respondents have worked for sixteen years and above.

**Hospitals:** Table 2 shows that 235 (82.2%) of the respondents are nurses working in University of Benin Teaching Hospital (UBTH). 33 (11.5%) are nurses in Central Hospital while 18 (6.3%) are working in St. Philomena Hospital.

**Table 3: Descriptive statistics of employee job satisfaction**

S/N	Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean ( $\bar{X}$ )
Q4	My job sometimes provides me high level of personal responsibility.	133 (46.7%)	127 (44.6%)	11 (3.9%)	6 (2.1%)	8 (2.8%)	4.30
Q5	I am highly satisfied with the welfare facilities provided in my hospital.	19 (6.6%)	163 (57%)	26 (9.1%)	48 (16.8%)	30 (10.5%)	3.33
Q6	I am satisfied with the policies regarding my occupational and health safety.	41 (14.4%)	109 (38.2%)	47 (16.5%)	37 (13%)	51 (17.9%)	3.18
Q7	My hospital provides me with improved the working environment.	40 (14.4%)	126 (45.3%)	44 (15.8%)	41 (14.7%)	27 (9.7%)	3.40
Q8	I am satisfied with the opportunity given to me to be involved in decision making concerning my patients.	34 (11.9%)	130 (45.6%)	47 (16.5%)	18 (6.3%)	56 (19.6%)	3.24
Q9	The hospital has a policy of regular increase in salary and rewards for me based on my performance.	19 (6.6%)	89 (31.1%)	72 (25.2%)	51 (17.8%)	55 (19.2%)	2.88
Q10	The hospital provides opportunity for me to be fully involved in the decision making process.	29 (10.5%)	105 (38.2%)	45 (16.4%)	28 (10.2%)	68 (24.7%)	3.00
Q11	My supervisor provides me opportunity to discuss my challenges on the job.	49 (17.8%)	112 (40.6%)	47 (17%)	13 (4.7%)	55 (19.9%)	3.32
Overall mean							3.33

**Source: Researcher's computation (2023)**



Table 3 shows that a substantial proportion of the respondents (nurses) expressed agreement with the statements employed to assess employee job satisfaction. These include nursing job sometimes provides high level of personal responsibility ( $\bar{X} = 4.30$ ), nurses are highly satisfied with the welfare facilities provided in the hospitals ( $\bar{X} = 3.33$ ), nurses are satisfied with the policies regarding occupational and health safety ( $\bar{X} = 3.18$ ), hospital provides improved working environment ( $\bar{X} = 3.40$ ), nurses are satisfied with the opportunity given to them to be involved in decision making concerning patients ( $\bar{X} = 3.24$ ), hospital provides opportunity for nurses to be fully involved in the decision making process ( $\bar{X} = 3.00$ ), and supervisors provide nurses opportunity to discuss challenges on the job ( $\bar{X} = 3.32$ ). However, the mean score of 2.88 shows that substantial number of the respondent are undecided with respect to the statement that reads “hospital has a policy of regular increase in salary and rewards for me based on my performance”. The overall mean of 3.33 shows that majority of the nurses are satisfied with their jobs.

**Table 4: Descriptive statistics of employment security**

S/N	Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean ( $\bar{X}$ )
Q12	My superior gives me high level of trust when giving me assignment.	58 (20.3%)	159 (55.6%)	52 (18.2%)	8 (2.8%)	9 (3.1%)	3.87
Q13	The quality of leadership styles in my hospital gives me sense of belonging.	82 (28.7%)	109 (38.1%)	28 (9.8%)	17 (5.9%)	50 (17.5%)	3.55
Q14	The level of job security is poor and encouraging	17 (5.9%)	113 (39.5%)	45 (15.7%)	40 (14%)	71 (24.8%)	2.88
Q15	I usually receive the needed respect I deserve from my colleagues and superiors	14 (4.9%)	171 (60%)	27 (9.5%)	28 (9.8%)	45 (15.8%)	3.28
Q16	My job gives me self-esteem	52 (19.3%)	165 (61.3%)	34 (12.6%)	10 (3.7%)	8 (3%)	3.90
Q17	I have defined career progression that is commensurate with my job responsibilities.	46 (16.3%)	163 (57.6%)	47 (16.6%)	18 (6.4%)	9 (3.2%)	3.77
Overall mean							3.54

**Source: Researcher's computation (2023)**

Table 4 shows that majority of the respondents (nurses) agreed with the statements used in measuring employment security. These include superior gives high level of trust

when giving assignment ( $\bar{X} = 3.87$ ), the quality of leadership styles in hospital gives sense of belonging to nurses ( $\bar{X} = 3.55$ ), nurses usually receive the needed respect they deserve from colleagues and superiors ( $\bar{X} = 3.28$ ), nursing job gives self-esteem ( $\bar{X} = 3.90$ ), and nurses have defined career progression that is commensurate with job responsibilities ( $\bar{X} = 3.77$ ). However, the mean score of 2.88 shows that substantial number of the respondent are undecided with respect to the statement that reads “The level of job security is poor and encouraging”. The overall mean of 3.54 shows that the level of employment security in the hospitals investigated is perceived to be high.

<b>Table 5: Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.624 <sup>a</sup>	.389	.387	.7520560	1.908
a. Predictors: (Constant), EMS					
b. Dependent Variable: EMJ					

Table 5 presents the results of a regression analysis of the independent variables (employment security (EMS)) on employee job satisfaction in hospitals. The calculated coefficient of determination (R<sup>2</sup>) value of 0.389 indicates that the independent variables account for 38.9% of the variation in the dependent variable. Taking into consideration the number of predictors in the model, the Adjusted R<sup>2</sup> value of 0.387 indicates that the independent variables explain 38.7% of the variation. Furthermore, the Durbin-Watson statistic of 1.908 reveals that there is no serial correlation in the dataset.

Table 6: ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	102.201	1	102.201	180.698	.000 <sup>b</sup>
	Residual	160.627	284	.566		
	Total	262.828	285			
a. Dependent Variable: EMJ						
b. Predictors: (Constant), EMS						

**Source: Researcher's computation (2023)**

The statistical significance of the study model is indicated by the accompanying analysis of variance (ANOVA) in Table 6. The F-statistic, with a value of 228.667, is significant at the  $p = 0.000$ . This indicates that the dependent variable (employee job satisfaction) and the independent variables (employment security (EMS)), as a group have a statistically significant association.

**Table 7: Coefficients<sup>a</sup> showing the relationship between EMS and employee job satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.397	.223		1.779	.076
EMS	.833	.062	.624	13.442	.000

a. Dependent Variable: EJS

**Source: Researcher's computation (2023)**

Results in Table 7 show that positive and significant relationships exist between employee job satisfaction and high work performance system (HWPS) variables. The details of the relationship between the dependent variable and independent variable are shown as follows: employee job satisfaction and employment security (EMS) [ $\beta = .833$ ,  $p = 0.00$ ].

Hair, Black, Babin, and Anderson (2010) created a criterion for determining the absence of multicollinearity in a dataset: the tolerance value should be considerably greater than 0.10, and the variance inflation factor (VIF) should be less than 5. Table 7 shows that the tolerance values varied from 0.446 to 0.686, suggesting significant scores much over the minimal criterion. Furthermore, the VIF values varied from 1.458 to 2.2431, which is less than the maximum allowable level of 5.

### **Discussions of Findings**

This study investigated the relationship between employment security (EMS) and employee job satisfaction. This research revealed a strong and statistically significant correlation between job stability and nurses' satisfaction with their work in selected private and public hospitals in Benin City. This finding agrees with the outcome of previous studies such as Greenhalgh and Rosenblatt (1984), Vander-Elst *et al.* (2017) and Dhamija, Gupta and Bag (2019). Greenhalgh and Rosenblatt (1984) investigated the link between job security and job satisfaction among American workers and discovered a positive association between perceived job security and job satisfaction. Vander-Elst *et al.* (2017) performed a longitudinal research among Belgian employees to examine the association between employment stability and workplace contentment. The findings revealed that perceived employment stability positively influenced work satisfaction. Dhamija, Gupta and Bag (2019) did a meta-analysis of research that looked at the association between quality of work-life and job-related variables such as job satisfaction. The findings revealed a link between employment stability and workplace contentment. This shows that employment stability gives employees a sense of stability, lessening their

anxiety of losing their job. This reduced fear of job loss can lead to lower stress levels and higher overall job satisfaction. Employees are more inclined to invest in their job and acquire a feeling of devotion to their firm when they feel safe in their employment. This dedication may contribute to increased work satisfaction since employees feel appreciated and part of a solid work environment. Employment security can foster a setting where employees can concentrate on their career growth. Individuals may be more inclined to take on new tasks, seek greater responsibility, and engage in personal growth when they feel safe in their professions. It is also important to emphasize that a safe workplace fosters a sense of mutual trust among employees and management. Employees tend to create favourable relationships with their colleagues and bosses when they trust in the stability of their employment. Job satisfaction and general well-being are enhanced by positive interactions and a supportive work environment.

### **Conclusion and Recommendations**

Understanding the link between employment security and employee job satisfaction is critical for organisations. Given the essential role nurses play in maintaining the efficiency, efficacy, and sustainability of healthcare systems, it is clear that investigating the relationship between EMS and nurses' work satisfaction necessitates extensive research. The satisfaction of nurses plays a vital role in healthcare, as it directly impacts the quality of patient care, patient experience, health outcomes, and the overall effectiveness of healthcare services. Drawing from the research findings of this study, this study has therefore demonstrated a strong and positive correlation between employment security and job satisfaction among nurses in selected private and public hospitals in Benin City, underscoring the importance of secure employment in enhancing their job satisfaction. The study therefore concludes that employment security could significantly improve work contentment.

Based on the research findings of the study, it is recommended that stakeholders, including healthcare organisations, regulatory authorities, and government agencies could sustain and improve employment security for nurses by strengthening workforce planning and regulatory standards, expanding healthcare infrastructure and promoting continuous professional development opportunities.

### **REFERENCES**

Abutayeh, B. K. (2017). The role of high-performance work system on career success: Evidence from Jordan. *International Journal of Business and Management*, 12(10), 203.

- Akinwale, O. E., & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, 14(1), 71-92.
- Akpan, C. P. (2013). Job security and job satisfaction as determinants of organizational commitment among university teachers in cross river state, Nigeria. *British Journal of Education*, 1(2), 82-93.
- Ayodele, M. S., Abu, Z., & Issa, A. (2022). Job security strategy and job satisfaction of non-teaching staff in public universities in Lagos State. *Journal of Strategic Management*, 6(3), 21-36.
- Aqdas, R., & Ab Halim Nik Abdullah, N. (2019). High performance work system and export performance. *Pakistan Journal of Humanities and Social Sciences*, 7(2), 245-256.
- Berisha, G., & Lajçi, R. (2020). Fit to last? Investigating how person-job fit and person-organization fit affect turnover intention in the retail context. *Organizations and Markets in Emerging Economies*, 11(2), 407-428.
- Bernstrøm, V. H., Drange, I., & Mamelund, S. E. (2018). Employability as an alternative to job security. *Personnel Review*.
- Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing outlook*, 66(2), 180-189.
- Chamal, G. S., & Dilina, H. (2018). Employee satisfaction and related factors among public health workers in Sri-Lanka: a case study on regional directorate of Hambanthota. *JOJ Nurse Health Care*, 8(4), 1-7.
- Dabara, D. I., Soladoye, J. O., Omotehinse, O. J., Lawal, O. K., & Asa, O. A. (2019). Work environment and lecturers' productivity in selected higher institutions in Osun Nigeria. In *Proceedings of 74th Researchfora International Conference, Hamburg, Germany*.
- Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F. J., & Romero-Domínguez, L. (2021). Effects of high-performance work systems (HPWS) on hospitality employees' outcomes through their organizational commitment, motivation, and job satisfaction. *Sustainability*, 13(6), 3226.
- Herzberg, F. (1959). *The motivation to work*, p. ix.
- Jyoti, J., & Rani, A. (2019). Role of burnout and mentoring between high performance work system and intention to leave: Moderated mediation model. *Journal of Business Research*, 98, 166-176.

- Kwabiah, A., Hodibert, V. A., & Amankwa, R. (2016). Job security, job satisfaction and organizational commitment as correlates of job performance among workers in Takoradi, Ghana. *ADRRJ Journal (Multidisciplinary)*, 25(7), 18-30.
- Li, X., Zhang, Y., Yan, D., Wen, F., & Zhang, Y. (2020). Nurses' intention to stay: The impact of perceived organizational support, job control and job satisfaction. *Journal of advanced nursing*, 76(5), 1141-1150.
- Mahmoud, G., & El-Sayed, N. (2016). High performance work systems that promote nurses' job performance at main Mansoura University Hospital. *Public Policy and Administration Research*, 6(9), 59-67.
- Mocheche, E. K., Bosire, J. N., & Raburu, P. A. (2017). Influence of gender on job satisfaction of secondary school teachers in Kenya.
- Mohsen, A., & Shari, S (2020). Job satisfaction and its impact on employee performance in the education sector. *Journal of Educational Management*, 34(1), 45-60.
- Mumu, J. R., Tahmid, T., & Azad, M. A. K. (2021). Job satisfaction and intention to quit: A bibliometric review of work-family conflict and research agenda. *Applied Nursing Research*, 59, 151334.
- Odiaka, K., & Chang, K. (2019). HPWP (High Performance Work Practices) and its role on promoting the employee performance in the Nigerian hotel industry. *Journal of Organizational Psychology*, 19(6), 23-36.
- Ogunbanjo, B. (2021). Effect of job security and job satisfaction on the commitment of library personnel in academic libraries in Ogun State Nigeria. *Library Philosophy and Practice*, 1-17.
- Ogunyomi, P. and Bruning, N.S., 2016. Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. *The international Journal of Human Resource Management*, 27(6), pp.612-634.
- Ohunakin, F., Adeniji, A. A., Oludayo, O. A., Osibanjo, A. O., & Oduyoye, O. O. (2019). Employees' retention in Nigeria's hospitality industry: The role of transformational leadership style and job satisfaction. *Journal of Human Resources in Hospitality & Tourism*, 18(4), 441-470.
- Osibanjo, A. O., Abiodun, A. J., & Adeniji, A. A. (2014). Impact of job environment on job satisfaction & commitment among Nigerian nurses. *Journal of South Africa Business Research*, 2(6), 1-11.
- Pak, J., & Kim, S. (2018). Team manager's implementation, high performance work systems intensity, and performance: a multilevel investigation. *Journal of Management*, 44(7), 2690-2715.

- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.
- Pradhan, R. K., Dash, S., & Jena, L. K. (2019). Do HR practices influence job satisfaction? Examining the mediating role of employee engagement in Indian public sector undertakings. *Global Business Review*, 20(1), 119-132.
- Rbehat, A. M., & Amirah, N. A. (2019). Job satisfaction among hospital doctors: A review of literature. *Saudi Journal of Business and Management Studies (SJBMS)*, 271-275.
- Shaukat, S., Vishnumolakala, V. R., & Al Bustami, G. (2019). The impact of teachers' characteristics on their self-efficacy and job satisfaction: A perspective from teachers engaging students with disabilities. *Journal of Research in Special Educational Needs*, 19(1), 68-76.
- Singh, T., Kaur, M., Verma, M., & Kumar, R. (2019). Job satisfaction among health care providers: A cross-sectional study in public health facilities of Punjab, India. *Journal of Family Medicine and Primary Care*, 8(10), 3268.
- Shobe, K. (2018). Productivity driven by job satisfaction, physical work environment, management support and job autonomy. *Business and Economics Journal*, 9(2), 1-9.
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911-1939.
- Tang, G., Yu, B., Cooke, F. L., & Chen, Y. (2017). High-performance work system and employee creativity: The roles of perceived organisational support and devolved management. *Personnel Review*, 46 (7), 1318-1334.
- Tsakiridou, E., & Kolovou, E. (2018). Exploring the relationship between teacher motivation and job satisfaction. *Educational Management Administration & Leadership*, 46(3), 406-423.
- Wagner, J. III and Hollenbeck, J. (2010), *Organizational Behaviour*, Routledge, New York, NY
- Yılmaz, S. M., Çelebi, Ç. D., & Çakmak, E. (2014). Job satisfaction level of academicians in faculty of education. *Procedia-Social and Behavioral Sciences*, 116, 1021-1025.