



**THE INFLUENCE OF WORK DISCIPLINE AND
JOB SATISFACTION ON THE JOB
PERFORMANCE OF MEDICAL RECORDS
MANAGERS IN FEDERAL MEDICAL CENTRES IN
NORTH-CENTRAL, NIGERIA**

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Abstract:

The paper highlighted the influence of work discipline, and job satisfaction on the job performance of medical records managers in federal medical centres in North-Central, Nigeria. The study was guided by five objectives, five corresponding research questions and three null hypotheses. Survey research design method was adopted for the study. The target population of the study was 376 medical record managers in five federal medical centres in North-Central, Nigeria. Total enumeration or census was used because the population size was manageable. Questionnaire was the only instrument used for data collection. Descriptive statistical tool involving frequency counts and percentages, mean and standard deviation were used to analyse the data. The study concluded that variables which improve the level of job satisfaction of medical record managers should be looked into such as remuneration, leadership style, working environment and policy, training and development of members of staff for effective output. The study recommended among others that comfortable working environment should be made available should be made available to medical records managers in order to be able provide effective service to Federal Medical Centres.

Keywords: *Federal Medical Centres (FMCs), Job Performance, Job Satisfaction, Medical Records Managers, Work Discipline*

INTRODUCTION

Federal Medical Centre deals with the life and health of their patients. Good medical care relies on well-trained doctors and nurses and on high-quality

facilities and equipment. Without accurate, comprehensive up-to-date and accessible medical records, medical personnel may not offer the best treatment or may in fact misdiagnose a condition, which can have serious consequences. Information from medical records provide the essential data for monitoring patient care, clinical audits and assessing patterns of care and service delivery. Patients' medical records are vital asset in ensuring track of details documented as a result of cases revealed by medical workers to the extents it gets to record management department for safe keeping.

Medical records management refers to a system of procedures and protocols responsible for governing patient information throughout the entirety of the data lifecycle (Faisal, 2014). From the moment a patient record is created, it must be appropriately stored, secured, and maintained. After it has been retained for the necessary amount of time, the record must be properly destroyed. There is a complex set of rules and regulations regarding medical records management, and for good reason. When health records are mismanaged, patients are put at risk. The medical record managers are shouldered with the responsibilities of proper handling of medical records in Federal Medical Centres.

Medical Records Managers maintain patient data within the medical records department. They manage and secure all written and electronic data within a facility's medical records department, and ensure that information contained in each record is complete, accurate, and secure. They retrieve patient records and data for physicians and medical personnel, as needed. The effective performance of medical records managers in Federal Medical Centres is important for the effective and smooth running of the Federal Medical Centres, as medical practitioners depend on medical records for decision making processing.

The performance shown by the medical record managers is an indicator of the effectiveness of the achievement and productivity of the Federal Medical Centres. Medical records managers job performance is an indication of the success of the medical practitioners in carrying out institutional tasks and other specific tasks demanded by the nature of their job (Habib, 2017). Efforts to improve job performance can be done by increasing work productivity, work quality, work efficiency, job satisfaction, work discipline, work excellence, and work development.

Job performance may be described as the value that medical records manager behaviour contributes, either positively or negatively to accomplishment of

the goal of the organisation. According to Ehiane (2014), job performance is the process of consolidating goal setting, assessment and performance development into a single shared system, which aims to ensure medical records managers performance, supports the institution strategic objectives. In addition, job performance directly affects the level of institutional growth and productivity. However, job performance of medical records managers is affected by work discipline, motivation, satisfaction and leadership style. Similarly, job performance is the total expected value to the organization of the discrete behavioural episodes that an individual carries out over a standard period of time. In particular, it is an aggregated property of multiple, discrete behaviours that occur over some span of time. The distinction is based on how much the sets of behaviours are likely to contribute to or detract from organizational effectiveness. In a word, variance in performance is variance in the expected organizational value of behaviour.

One of the most common problems found in various institutions and agencies about employees is a matter of work discipline. As seen in reality, the most prominent problem is the problem of work discipline. From the phenomenon that occurs, there are many medical records managers who violate the discipline, whether it does not come to work for any apparent reason, do not follow the morning resumption time, and leave the office during working hours. Therefore, Work discipline can be seen as something of great benefit, both for the benefit of the organization and for members of the organization Mangkunegara, and Octorend (2015). For medical records managers', discipline of work will ensure the maintenance of order and smooth implementation of the task, so as to obtained optimal results, and targets will be achieved.

Work discipline can be seen as to when the medical records managers come to the workplace regularly and on time, when they are dressed neatly in the workplace, when they carefully use the supplies in the workplace, when they produce a satisfactory amount and quality of work by following the rule of work defined by the institution, and when they finished their duty and work morale. This is in accordance with the opinion of Mangkunegara, and Octorend (2015) that work discipline is an attitude of respect, complying and obeying the regulations in force, both written and unwritten, and able to run and do not swerve to accept sanctions.

In general, work discipline is defined as the act in which medical record manager execute it duties promptly, and possessed sense of responsibility (Putri, *et al.*, 2019). High work discipline is expected to improve the medical records managers performance. When a Federal Medical Centres own a highly work-discipline medical records managers yet did not provide good performance, the advanced technology owned by the company would not produce qualified products optimally. Therefore, in order to achieve increased medical record managers performance, Federal Medical Centres should also enforce discipline of the medical records managers, because the discipline of the medical records managers will lead to getting higher performance shown by the medical records managers, it can be seen from the level of their craft to carry out its responsibilities as a medical records manager.

Job satisfaction is a measure of medical records managers contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction may be measured in cognitive, affective, and behavioural components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job or cognitions about the job (Apalia, 2017; & Ehiane, 2014). Therefore, job satisfaction is the situation where medical records manager feel comfortable, and possessed positive attitudes towards their duties. Job satisfaction is also the extent to which medical records manager are free from discomfort, fear, duress, intimidation while discharging their services (Ehiane, 2014). Therefore, in order to enhance the performance of medical records managers, Federal Medical Centres need to focus on the interests of its workers who have a wide range of needs. The desire to meet this requirement will affect the job satisfaction of the existing work on each individual to do everything better than the other in their efforts to achieve the goal.

Work discipline and job satisfaction may influence the performance of medical records managers. However, the decline in the performance of medical records managers is influenced by low work discipline and job satisfaction, such as late coming to duty, indifference attitude to the responsibilities, low productivity, and mortality of patients (Mangkunegara, & Octorend, 2015). Improved overall performance of medical records managers in Federal Medical Centre will impact the smooth process of the

work, which will as well facilitate the attainment of the objectives of the Federal Medical Centres concerned.

Statement of the Research Problem

Work discipline and job satisfaction are strategies or systems used by employers to communicate with employees so that they are willing to change behaviour and as an effort to increase one's awareness and willingness to comply with all company regulations and applicable norms. Work discipline is a person's awareness and willingness to obey all health institutions regulations. In addition to work discipline, job satisfaction is also one of the factors that can affect medical records managers performance. Job satisfaction will make medical records managers feel comfortable at work. Job satisfaction and work discipline will certainly have an impact on improving medical records managers performance.

Preliminary investigation by researcher showed that medical records managers in Federal Medical Centres in North-central Nigeria exhibited negative attitude to their job. There is the problem of punctuality and commitment to job by staff and even when jobs are performed, it seems to be at a low level or below expectation. One begins to wonder factors that are responsible for this situation.

Similarly, lack of work discipline, and less job satisfaction by the medical records managers can be fatal, namely the decline in the performance of the employee itself and the health institutions (Apalia, 2017). It is due to this need that this study is geared towards to assessing the influence of work discipline and job satisfaction on the performance of medical records managers in Federal Medical Centre North-Central Nigeria.

Aim and Objectives of the Study

The aim of the study is to investigate the influence of work discipline and job satisfaction on the job performance of medical records managers. However, the specific objectives were to:

- I. Determine the factors influencing work discipline among medical records managers
- II. Determine the level of job satisfaction of medical records managers on job performance in Federal Medical Centre
- III. Find out the influence of job satisfaction on job performance of medical records managers in Federal Medical Centre

Research Questions

The study was guided by the following research questions: -

- What are the factors influencing work discipline among medical records managers?
- What is the level of job satisfaction of medical records managers on job performance in Federal Medical Centre?
- What is the influence of job satisfaction on job performance of medical records managers in Federal Medical Centre?

Literature Review

Work discipline can be interpreted as an attitude to respect, obey, and comply with the applied regulations both of written and unwritten. Work discipline is also the ability to perform work and accept the consequences if there were violation in the discharge of the duty and authority, (Ivancevich, 2012). Work discipline is the ability of an employee to act in accordance with the laid down rules and regulations of an organisation and also face the consequences when he/she faults. The disciplinary actions usually taken on any employee who violates the rules and regulations of any organisation includes: suspension, dismissal, reduction of employee wages or salaries to mention but a few resulting to low production or productivity. A good discipline will naturally grow and emerge from human conscience. The discipline which does not grow out of human conscience usually leads to weak and non-lasting discipline. Discipline will grow and can be built through educational training or habitual refinement with certain examples. It must be started in the family environment, starting from childhood and it will keep growing and create strong discipline.

Apalia (2017) discovered that work discipline, employee promotion, incentive, work environment, and management commitment are the key factors in influencing the employee performance, motivation, tools and equipment, and other resources as the second factor, and effective disciplinary policies can help control employee behaviour and teamwork within a company. The majority of employee agreed that the procedure of work discipline to improve company performance and disciplinary action within a company could improve the employee performance. The researchers added that the provision of conducive work environment such as staff quarters, staff buses, free medical service and other fringe benefits including salary advance, is likely to positively influence employees'

performance in civil service. Therefore, it only the provision of conducive work environment that can ameliorate pocket droppings for civil servants. Other findings reveal that discipline standard should not be considered as punishment but as a means of improving and implementing the standard of performance within a company (Suledan and Ilesanmi, 2015). The real purpose of discipline is to encourage employees meet standards of job performance and to behave sensibly and safely at work. The researcher further stated that employees who cannot stay in line or measure up to standard are severed in such a way that they can clearly learn what acceptable performance and behaviour are, individuals and workforce adherence to constituted organizational standards in terms of job performance and personal behaviour influenced and maintained by discipline must be sacrosanct. Disciplinary actions based on set rules, regulations, policies and procedure must be enforced strictly.

Motivation is a condition or energy which drives the self-directed or directed employees to achieve organizational goals of the company. Elqadri, Wardoyo, and Priyono (2015) posited that mental attitude and positive pro employees to work situation is strengthening his motivation to achieve maximum work motivation. Motivation is a process that will determine the intensity, direction, and persistence of individuals in an effort to reach the target. High productivity can be achieved if employees who are motivated and disciplined in carrying out their duties and obligations. Motivation enables employees to work together thereby increasing organisational productivity.

Motivation is a process which needs to encourage a person to perform series of events that lead to job satisfaction. (Alshmemri, Shahwan-Akl, and Maude, 2016) maintained that Motivation encompasses six factors which include: advancement in the job or career, the work itself, the possibility for growth and development, the responsibility given to the worker, feeling recognised and a sense of achievement When needs of medical records managers are met, it will foster job satisfaction of the employee. The study recommended that nurses who perform well should be encouraged by providing them with formal recognition at work, job promotion and higher duty opportunities, educational incentives, continuing educational programs, and financial incentives. Such incentives and recognition will assist in increasing the retention rate and job satisfaction of the nursing staff. A group of unsatisfied needs will cause tension, so there should be a series of

activities to look for in the achievement of specific objectives that can satisfy the needs of the group, so that the tension will be reduced. Work motivation is something that raises morale and is influenced by several factors, such as leadership style, physical facilities, policies, rules, rewards and non-cash money services, type of work and challenges.

Methodology

The research design for the study was descriptive survey as the study deals with the population and data collection instrument. Descriptive survey design was adopted to accommodate the influence of work discipline, job satisfaction and job performance among medical records managers. This is because survey research design method has the advantage of wider application as it allows data to be collected on a large population. The population of the study study consisted of 376 Medical Records Managers in five Federal Medical Centres in North-Central, Nigeria. Total enumeration or census was carried out because the population size was manageable. Data was organized and analysed using standard deviation, mean, frequency counts and descriptive statistics.

Data Analysis and Discussion

Table 1: Factors influencing work discipline among medical records managers in the federal medical centres.

S/ N	Statements	SA	A	SD	D	\bar{x}	SD
1	Work methods influence my work discipline	77(25.1)	185(60.3)	30(9.8)	15(4.9)	3.00	0.83
2	My job design influences my work discipline	78(25.4)	169(55.0)	32(10.4)	55(17.9)	2.912	0.94
3	The leadership style of my boss influences my work discipline	80(26.1)	140(45.6)	32(10.4)	55(17.9)	2.87	0.91
4	The policy of the Federal Medical Centre influences my work discipline	77(25.1)	91(29.6)	48(15.6)	91(29.6)	2.64	1.02
5	The stress level of the task influences my work discipline	48(15.6)	128(41.7)	43(14.0)	88(28.7)	2.59	0.91

6	Physical condition of work influences my work discipline	29(9.4)	105(34.2)	64(20.8)	109(35.5)	2.32	0.9
7	The compensation system influences my work discipline	45(14.7)	108(35.2)	78(25.4)	76(24.8)	2.39	1.02

Key: SA: Strongly Agreed; A: Agreed; D: Disagreed; SD: Strongly Disagreed

Table 4.4 shows that nine items were listed for medical record managers to respond on factors that influences their work discipline. Six items produced high mean scores which were above the benchmark mean of 2.50. These items include item 1: Work methods influence my work discipline (\bar{x} =3.01; SD=0.83), item 2: My job design influences my work discipline (\bar{x} =2.91; SD=0.94), item 3: The leadership style of my boss influences my work discipline (\bar{x} =2.87; SD=0.92), item 4: The policy of the Federal Medical Centre influences my work discipline (\bar{x} =2.64; SD=1.02), item 9: The types of training given to health information management workers influence my work discipline item (\bar{x} =2.61; SD=0.87), and item 5: The stress level of task influences my work discipline (\bar{x} =2.59; SD=0.92).

On the other, three items produced low mean score below the average benchmark mean of 2.50. These items include item 7: The compensation system influences my work discipline (\bar{x} =2.39; SD=1.02), item 8: The social environment of the institution influences my work discipline (\bar{x} =2.36; SD=0.84) and item 6: Physical condition of work influences my work discipline (\bar{x} =2.32; SD=0.91).

Table 2: Level of Job Satisfaction of medical records managers.

S/N	Statements	VL (%)	L (%)	H (%)	VL (%)	\bar{x}	SD
1.	I feel I am being paid a fair amount for the work I do.	0(0)	104(33.9)	157(51.1)	46(15.0)	2.81	0.67
2.	There is really too little chance for promotion on my job.	61(19.9)	109(35.5)	108(35.2)	29(9.4)	2.34	0.90
3.	My supervisor is quite competent in doing his/her job.	58(18.9)	16(5.2)	138(45.0)	95(30.9)	2.88	1.05

4.	I am not satisfied with the benefits I receive.	109(35.5)	121(39.4)	61(19.9)	16(5.2)	1.95	0.87
5.	When I do a good job, I receive the recognition for it that I should receive.	15(4.9)	103(33.6)	141(45.9)	48(15.6)	2.72	0.78
6.	Many of our rules and procedures make doing a good job difficult.	47(15.3)	104(33.9)	64(20.8)	92(30.0)	2.65	1.07
7.	I like the people I work with.	45(14.7)	32(10.4)	171(55.7)	59(19.2)	4.49	8.37

Key: VH: Very High; H: High; L: Low; VL: Very Low

Table 2 shows that nine items were listed for medical record managers to respond on their level of job satisfaction. Six items produced high mean scores which were above the benchmark mean of 2.50. These items include item 7: I like the people I work with. (\bar{x} =4.49; SD=8.37), item 9: Communications seem good within this organization. (\bar{x} =4.40; SD=6.79), item 3: My supervisor is quite competent in doing his/her job (\bar{x} =2.88; SD=1.05), item 4: I have too much to do at work (\bar{x} =2.8; SD=0.86), item: When I do a good job, I receive the recognition for it that I should receive (\bar{x} =2.72; SD=0.78), item 5: Many of our rules and procedures make doing a good job difficult (\bar{x} =2.65; SD=1.07), item 6: I feel I am being paid a fair amount for the work I do (\bar{x} =2.81; SD=0.67).

On the other, three items produced low mean score below the average benchmark mean of 2.50. These items include item, item 2: There is really too little chance for promotion on my job (\bar{x} =2.34; SD=0.90), item 4: I am not satisfied with the benefits I receive. (\bar{x} =2.32; SD=0.85) and item 8: I sometimes feel my job is meaningless (\bar{x} =2.31; SD=2.12).

Table 3: Influence of job satisfaction on job performance of medical records managers.

S/ N	Statements	SD (%)	D (%)	A (%)	SA (%)	\bar{x}	SD
1.	Effective communication between superior and subordinate influence my job performance	45(14.7)	29(9.4)	127(41.4)	106(34.5)	2.96	1.01
2.	Professional development and continued educational programs enhance my job performance	13(4.2)	59(19.2)	128(41.7)	107(34.9)	3.04	0.84

3.	Adequate workshop, seminar and conference keeps me abreast of current trends in my profession leading to better job performance	47(15.3)	40(13.0)	93(30.3)	127(41.4)	2.97	1.08
4.	Good working policy enhances my performance	72(23.5)	45(14.7)	80(26.1)	110(35.8)	2.74	1.18
5.	Good working environment does not influence my job performance	142(46.3)	88(28.7)	61(19.9)	16(5.2)	1.84	0.92
6.	Provision of adequate facilities/equipment does not influence my job performance	184(59.9)	45(14.7)	78(25.4)	0(0)	1.65	0.86
7.	Good salary package in accordance with the performance of duties influences my performance	75(24.4)	77(25.1)	32(10.4)	123(40.1)	2.67	1.23

Key: SA: Strongly Agreed; A: Agreed; D: Disagreed; SD: Strongly Disagreed

Table 4.6 shows that nine items were listed for medical record managers to respond on the influence of job satisfaction on job performance. seven items produced high mean scores which were above the benchmark mean of 2.50. These items include item 2: Professional development and continued educational programs enhance my job performance (\bar{x} =3.07; SD=0.84), item 3: Adequate workshop, seminar and conference keeps me abreast of current trends in my profession leading to better job performance (\bar{x} =2.98; SD=1.08), item 1: Effective communication between superior and subordinate influence my job performance (\bar{x} =2.95; SD=1.01), item 4: Good working policy enhances my performance (\bar{x} =2.74; SD=1.18), item 8: Adequate allowances do not lead to better job performance (\bar{x} =2.71; SD=2.17), item 7: Good salary package in accordance with the performance of duties influences my performance (\bar{x} =2.67; SD=1.23), item 9: Safe working conditions enhances my job performance (\bar{x} =2.56; SD=1.17).

On the other, two items produced low mean score below the average benchmark mean of 2.50. These items include item 5: Good working environment does not influence my job performance (\bar{x} =1.84; SD=0.92), item 6: Provision of adequate facilities/ equipment does not influence my job performance (\bar{x} =1.65; SD=0.86).

Discussion of the Findings

The result showed that work methods, job design, leadership style, policy, stress, and recurrent training of personnel influence the work discipline of medical records managers. The findings are supported by Maseda, et al. (2019) and Wahyuningsih, et al. (2021). The authors asserted that work discipline of employees is influenced by motivation, work satisfaction, stress level, physical condition of work, compensation system, job design, commitment to the company, and economic, technical, and behavioral aspects. Similarly, the findings showed that physical condition, compensation system, social environment of the institution does not influence the work discipline of medical records managers. The findings are against the assertion of hakim (2019).

Similarly, the study revealed that the level of job satisfaction of medical record managers was influenced by the amount paid, chance of promotion, recognition, rules and regulations, social system, perception about job, communication system, attitude of superior, organisational goal, equity and justice system, workload, and dignity of labour, empathy in the feelings of others by superior. The findings are in consonants with the findings of Chizoba (2021). Except for compensation and employee job performance, the author found a positive association between job satisfaction components such as promotion, work itself, supervision, and co-workers.

The study equally revealed that good communication between superiors and subordinates, professional development through workshops and seminars, working policies and environments, supply of facilities, remuneration and allowances all help medical record managers perform better. The findings corroborate that of Mwiti (2019). Employee job satisfaction was shown to be influenced by the supervisor, working colleagues, qualities, collaboration, training and development, advancement of opportunities, empowerment, working conditions, involvement in decision-making, and financial benefits, according to the study's findings.

Conclusion

Medical record managers at Federal Medical Centres in North Central Nigeria perceived their work discipline and job satisfaction influenced their job performance. Work discipline of medical record managers affect their job performance, which in turn implies that increase in the work discipline of medical record managers will be followed by increased job performance.

The study concluded that job satisfaction of medical record managers in Federal Medical Centres, influenced their job performance. The increase in the level of job satisfaction of medical record managers, the better the job performance.

Based on these findings, this study offers the following recommendations:

1. Comfortable working environment should be made available to medical records managers in order to be able provide effective service to Federal Medical Centres in North-Central, Nigeria.
2. Job satisfaction is requisite to the job performance of medical record managers, therefore factors such as remuneration, and recognition should be harnessed by Federal Medical Centre in order to increase the level of job satisfaction of medical records managers
3. There should be effective communication channel between the superior and subordinate, in such a way that implementation of organizational policy can be executed easily by the medical records managers in Federal Medical Centres, thereby increasing their job performance.

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