The Psychological Capital Effect on Job Autonomy and its Corresponding Upshot on Healthcare Employee Job Satisfaction

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ABSTRACT
Employee job satisfaction has been established to be one of the important factors that work towards addressing the subject matter of productivity in organizations. Healthcare professionals deserve some level of basic psychological need satisfaction in the area of job autonomy. Reasons that lead to employees achieving job autonomy and Job satisfaction have been researched by industrial and organizational psychologist but very few of such studies have directed their attention towards the role psychological capital can play. And so, this study sought to find out how much of an impact positive psychology can make on the job autonomy of healthcare employees leading to the fulfilment of job satisfaction. Data was collected from 385 healthcare professionals from the public sector. Structural equation model was performed to analyze the relationship that exists between the constructs of psychological capital and job autonomy leading to job satisfaction on the part of the employees. Results showed both a direct and indirect positive relationship between hope and job satisfaction and indirect through job autonomy. Apart from self-efficacy that had a very low positive relationship, optimism largely influenced job autonomy of the healthcare professionals. Results also showed that psychological capital positively related to job autonomy while job autonomy minimally influenced job satisfaction.

Key words: job autonomy, psychological capital and job satisfaction

INTRODUCTION
A lot of studies on the affective perception of employee job satisfaction have been done by various authors (Millán, Hessels, Thurik & Aguado, 2013; Spector, 1997). This has been made possible as a result of the level of interest employers attach to the satisfaction or otherwise of employees jobs. It has been established by some researchers that the lack of this job satisfaction has serious repercussions on issues like productivity, stress and turnover intentions (Lambert, Hogan & Barton, 2001) which has the capacity to affect both the organization and the individual employee. This notwithstanding, when employees attain job satisfaction it also has its effect on their behaviour which reflects in their level of commitment to the organization, their attitude to work engagement and organizational citizenship behaviour (Nadiri & Tanova, 2010; Zeinabadi, 2010; Saks, 2006; Faragher, Cass, & Cooper, 2005). Opportunities, managerial support, social support systems, self-esteem attainment and the like are also some of the variables that have the capacity to predict job satisfaction of employees. Spector, 1997 posits that one of the offshoots of job satisfaction is the attainment of job autonomy on the part of employees and job autonomy is seen in the amount of independence and freedom individual employees experience in the execution of task in the organization, Humphrey, 2006. Issues about job
autonomy has become an area of interest in the body of knowledge because of the level of relationship autonomy has with job satisfaction, Taylor & Bradley, (2003). Fulfilment of job autonomy relieves some level of pressure on the part of management since it enables employees to explore, innovate, create and make more important decisions that concern their area of work. There is a strong perception that employees who achieve job autonomy have a higher percentage of exhibiting positive attitudes towards work, Grant and Ashford (2008). In the sector of Human Resources, extant literature indicates the extent scholars have researched into the concept of performance and job satisfaction among healthcare employees. Employee job satisfaction has been established to be one of the important factors that work towards addressing the subject matter of productivity in organizations. With regards to healthcare productivity, their main objective is to provide professional and quality healthcare services which is widely supported by the public and achievement of this requires well motivated employees who experience job satisfaction for peak performance. Healthcare institutions have both the private and public ones in the country Ghana. However, the general perception among the people is that, it is expensive assessing private health facilities so majority of the people patronize public health facilities. This has led to a lot of pressure on both the amenities and the workers in these public health care services.

In this paper, we believe that in spite of the pressure, the desire to provide an effective healthcare services makes it imperative that these health institutions are well equipped with employees who have the right attitude to work with positive psychology, job autonomy, well trained, motivated and very satisfying employees to provide quality services and under proper management for better performance. Professional autonomy over systems and the nursing environment has been found to be associated with job satisfaction and low turnover¹ whereas job dissatisfaction leads to high turnover in the hospitals². People who held contrary views with regards to performance been part of the human resources development in the 1990s, felt it was just a ploy to repudiate people’s self-determination and a panacea to reducing intrinsic motivation³, and the realization of peak performance from the basis of every institution⁴ posits that believers of HRD who argue on the inclusion of performance into the Human resources development seek to grant empowerment to people that enable them to grow, mature and develop which is beneficial to both the organization and the individual⁵. For growth, maturity and development of healthcare employees to be fully realized and be beneficial, there is the need to develop in employees’ positive psychology. “Positive psychology got started just a few years ago when research psychologist Martin Seligman challenged the field to change from a preoccupation with what is wrong and dysfunctional with people to what is right and good about them⁶. Psychological capital emphasizes personal psychological sources with their basic four components (self-efficacy, hope, optimism, and resiliency).⁷ Psychological capital or positive psychological capital emphasize positive approaches, meanings and results, and are described as “a common underlying capacity considered critical to human motivation, cognitive processing, striving for success, and resulting performance in the workplace”⁸. For healthcare employees’ job performance to reach its peak, the environment they work in plays critical role in satisfying them. Employee job satisfaction depends partly on work characteristics that occur as a result of the feeling of self-control in decision making. Job satisfaction is defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs⁹. The definition explains the extent individuals affectively perceive their job which seem to take a general perception. The various factors that enable employees to be satisfied or not about the job they engage in have been looked at from different angles by various authors in terms of supervisors’ impact, salary structure, teams’ individuals work with, level of job autonomy and the like¹⁰. In a more restricted environment, there is the likelihood of employees been unable to express themselves thereby limiting innovation and creativity, therefore, job autonomy among healthcare professionals is proposed. One of the key factors that has been established to lead to high job performance and satisfaction is Job Autonomy. In the healthcare industry, autonomy of professional Healthcare employee is very essential for confidence, competitiveness, task performance and job satisfaction. However, professionals in this industry deal with the lives of people so the question that arises is should healthcare employees be granted complete job autonomy in the execution of their duties? In this 21st century global world, should healthcare managers in a developing and lower middle-income nation not create a supportive environment capable of generating a more positively psychological healthcare employee for developing the needed autonomy? And if they should, what should be done to help them attain the needed autonomy capable of attaining job satisfaction? The purpose of this study was to find out the role of
PsyCap in the relationship between job autonomy and job satisfaction among healthcare professionals in a developing country. In a developing country like Ghana, the pressure on public healthcare services and to a large extent seemingly appalling working conditions healthcare employees work in demands that managers of such facilities inject into their employees’ a certain level of positive psychology. This represents an alternative way healthcare facility manager can help reduce factors such as job burnout, improve confidence and reduce high migration. We believe that an assurance of employees’ job autonomy is a way of instilling in them intrinsically autonomous motivation. Current managerial practices and forms of leadership have been found to be supporting the building of confidence and which undoubtedly promote effects such as job satisfaction. Research by established that when managers were prevailed upon to demonstrate more of autonomy supportive environment in managing by way of understanding employee issues, opinions and behaviour, their subordinates in return demonstrated more positive work related attitudes. Further, managers’ autonomy support has been found to lead to better satisfaction for the needs for competence, relatedness, and autonomy, which further lead to increased job satisfaction, greater performance evaluations, greater persistence, greater acceptance of organizational change, and better psychological adjustment.

Job Autonomy is a degree to which the job provides substantial freedom, independence and discretion to the employee in determining the procedures to be used in carrying it. It has been defined in other ways as a person’s feelings of satisfaction on the job which acts as a motivation to work. Lyor (2000) see job satisfaction as the employee’s general attitude towards the job. It has been found that jobs that have high degree of autonomy builds a sense of responsibility and greater job satisfaction among employee(s). Healthcare professional managers influence and increase the autonomy of nurses when they are involved in decision making process and their opinions accorded the needed acknowledgment, Garon, 2012. There is a strong relationship existing between personal attainment and job satisfaction (Van Bogaert, Clarke, Willems and Mondelaers, 2013) (Khan, Musarrat, Aleem, and Hamed, 2012). Rapid changes in the healthcare services coupled with complexity of health professions require modern ways of managing employee (Hussain, Rivers, Glover, and Fottler, 2012), and to deal with the course of psychological effects (Wang, Tao, Ellenbecker & Liu, 2012) incurred by the nursing work (Van Bogaert, Clarke, Willems and Mondelaers, 2013), through the development of psychological capital in the healthcare professionals. Modern-day form of managing is of the view that management has a crucial role to play in guaranteeing the needed job satisfaction that is so desired of by nurses and other healthcare professionals. This has been found to correlate strongly with effective leadership and motivation strategies that give satisfaction to nurses as a result of rational management, (Giallonardo, Wong, Iwasiw, 2010) leadership and job engagement (Wong & Laschinger, 2013). Job satisfaction of nurses has been established to have a high correlation with specific issues such as occupational conditions (eg infectious diseases) (Hamama, Tartakovsky, Eroshina, et.al. 2014) (Kinzl, Knotzer, Traweger, et.al., 2004), or ethics (Goldman and Tabak, 2010).

LITERATURE REVIEW

The self-determination theory describes job autonomy in the perspective of autonomous motivation (Deci & Ryan 2015). The authors make an indication that Self-determination theory (SDT) is basically a macro theory of human motivation, personality development and well-being. Its main concentration is on personal preference that revolves around self-determined behaviour (Deci and Gagne 2005) and the social and cultural situations that support it. Self-determination theory also proposes a set of basic and universal psychological needs, namely those for autonomy, competence and relatedness, the fulfilment of which is considered necessary and essential to vital, healthy human functioning regardless of culture or stage of development. (Deci and Gagne 2005) The concept of autonomy is shaped by sociocultural factors. A developing nation that practices democracy like Ghana, its workers have the feeling that they have the right and the free will to make their own decisions with regards to their task.

Job Autonomy need of Healthcare professionals

Autonomy is seen as the level at which a particular job gives an employee the opportunity to be independent in terms of how the work should be done, (Hackman and Oldham 1976). It has been established that employees who experience greater levels of job autonomy also experience job satisfaction (Thompson and Prattas 2006). Autonomy in a more traditional organization is enjoyed by the toplevel class employee or managers but the question this study also seeks to ask is should health care professionals especially nurses not be granted the
needed professional autonomy to perform their duties as some studies have established that job autonomy leads to increased job satisfaction? (Garon, 2012). In a sub Saharan Africa where WHO has made it clear in their report (2008) that lack of motivation has propelled lot healthcare professionals from developing countries to seek greener pastures or drift away from the rural to urban or urban to urban migration. Gagne and Deci (2005) in their self-determination theory emphasized that autonomy leads to intrinsic motivation which enables employees to gain job satisfaction. Flatter organizations that have made it possible for lower level employee to enjoy job autonomy has resulted in job satisfaction. (Adams and Bond 2000) Job autonomy is seen as the amount of effect employee have on the decisions they make regarding their job. (Liu et al., 2005), It is established as one of the factors that essentially leads to employee satisfaction, (Katerndahl et al., 2009), Job autonomy has been found to be linealy related to job satisfaction in the comparison of other professions (Busis et al., 2017; Jerkovic Cosic et al., 2012; Katerndahl et al., 2009; Scheurer et al., 2009). Among healthcare employees, job autonomy is regarded in high esteem as it shields them from some of the stress related issues in their work (de Jonge, 1998). De Jonge study established that healthcare professionals valued job autonomy since it relieved them of job burnout. Autonomy of leaders and their followers is mostly determined by the traditions and structure of the organization, those organizations that follow procedures do not have lot of this autonomy however, flatter organization depend on autonomy, empowerment, and participation to succeed. The level of autonomy that employee exercises or enjoys break the gap between higher and lower authority in the organization, gives people the independence to perform their duty. Given employee the autonomy seeks to make them more creative and innovative in problem solving and formation of new ideas which also establishes confidence in employees and it encourages quality relationships with a greater degree of trust between management and employees. This notwithstanding, there is a school of thought that also argues that the more autonomy given to employee the more it creates dichotomy in the work practices and rules. There is also bound to be deviation from the norm in the case of an increased autonomy. Does given nurses an increased autonomy requisite for causing an increased unethical behaviour or makes them more responsible and satisfying? Autonomy has been established as one of the ingredients for employees, managers, teams to increase motivation and satisfaction. Theories on how jobs are planned, has it that when autonomy increases, the expectation is that employees will experience a certain level of increased responsibility in their work which in turn lead to work motivation. Extant literature shows that the greater the autonomy the stronger the effect on their job performance. In effect, when employees have their autonomy, it reflects in their performance. Some authors have argued that when there is an increased autonomy, employees are likely to be in some level of discontent. This stems from the fact that individual employees have different psychological needs in their area of work. In terms of the level of autonomy they want to have, some employees who may luck self-efficacy in their ability and capability will prefer working under an authority in the form of a manager and may feel discomfort taking responsibilities. Whereas those with an increased confidence will prefer been given their job autonomy to work since it brings the best in them when they are given the free will to operate. Healthcare employees who are well trained to exercise their psychological capital in terms of having an increased self-efficacy, hope, develop resilience when they faced with challenges in their area of work to develop optimism will experience less tension at the work place thereby improving performance.

**Psychological Capital**

One of the concepts that enable the formation of constructive relationship for organizations and its employees’ job satisfaction and performances is Psychological capital. One of the constructs of Psycap which is self-efficacy has been found to be positively related to the performance of entrepreneurs, Forbes (2005). Psychological capital enables individual motivational predispositions that occur as a result of the positive psychological constructs of self-efficacy, hope, resilience and optimism, and it is developed through cognitive resources that also help the individual to experience rewards from the present moment as well as raising future fortunes (Luthans et al., 2007). Study done by Fu, Sun, Wang, Yang and Wang (2013) found that PsyCap was positively related to job satisfaction and also found to predict job satisfaction. They further stated that medical doctors who showed higher-order levels of PsyCap were confident in their abilities and executed their tasks successfully. Psychological capital and trust help to change the performance of individual performance to job satisfaction, Bitmis and Ergeneli (2013).

**Job Autonomy**

Job autonomy is seen in the amount of freedom individuals command when executing their job, Morgeson & Humphrey, 2006). Employees who
experience levels of job autonomy are able to exercise control on their jobs in terms of decision making. This kind of relationship between autonomy and satisfaction is best explained in the Job Demands- Resources model see (Bakker & Demerouti, 2007). It has been asserted that job autonomy has the capacity to affect employee’s perception on the level of control in the work place. This is emphasized in the work of Grant and Ashford (2008) who posit that individuals are more likely to perform activities that are in the best interest of organization when they are offered job autonomy. Job autonomy of employee has been found to have positive impact on the well-being ((Knudsen et al., 2011; Bauer, 2004; Not only does it affect their well-being but also enhances performance as well as creativity. When the employee is guaranteed job autonomy both the organization and the individual involved benefits. However, if there is pressure on employees to perform, it affects the health status of the employee, (Dejours, 2009) which in turn affects job satisfaction (Green, 2006).

**Psychological Capital and Job Autonomy**

Positive psychological capital, or simply PsyCap has been conceptually identified as consisting of four positive psychological resources of self-efficacy, hope, optimism, and resilience (Luthans & Youssef, 2004; Luthans, Youssef, & Avolio,2007). According to Luthans, et al. (2007) Psychological capital has been established to give competitive advantage to firms or institutions through the development of people’s hope, optimism, resilience and self-efficacy. The level of freedom employees experience in terms of decisions making at the workplace is referred to as job autonomy (Hackman & Oldham,1980). Experiencing job autonomy is seen as a factor that promotes work (Cordery & Wall, 1985). Saragih (2012) posits that there is a lot of creativity and accomplishment of tasks when employees experience high job autonomy when their PsyCap is well developed. Further, it has been established that employees who experience job autonomy are well encouraged which pushes them to go beyond their limit to get the best out of them (Shalley & Gilson, 2004).

*Hypothesis 1: Psychological Capital (Hope, Self-efficacy, Resilience and Optimism) will positively influence job autonomy*

**Job Satisfaction**

One of the most important concerns in the healthcare industry around the world is the issue of job satisfaction (Doef, Mbazzi, Verhoeven 2012). Literature shows that the concept of job satisfaction among healthcare employees has been well researched and many dynamics have been mentioned as constituting satisfaction to nurses especially (Lu, Barriball, Zhang, While, 2012). Some of the dynamics mentioned include lack of or indicate equipment, lower motivation, shortage of personnel and lack of hospital equipment to work with, (Liu, Zhang, and Ye, 2012). The argument is also made that modern form of managing healthcare facility shows that the type of organizational structure¹ that operates in the facility work conditions (Hamama, Tartakovksy, Eroshina, et.al. 2014) (Kinzl, Knotzer, Traweger, et.al., 2004), ethics (Goldman and Tabak, 2010), as well as the provision of adequate motivation coupled with transformational leadership (Giallonardo, Wong, Iwasiw, 2010) lead to healthcare professionals attaining job satisfaction. Employees who experience satisfaction helps in organizational commitment, job involvement, improved physical and mental health and better-quality life in and out of the job, Amos, Ristow, and Pearse (2008). According to the findings of Silvia, Planta, Gianfranco (2018) their study indicated that self-efficacy, some agentic capacities (anticipation and self-regulation), job satisfaction, and work engagement showed direct or indirect impact on nurses’ turnover intention, as a result, job satisfaction affected turnover of nurses the more. It has been established in the healthcare industry especially among nurses that job satisfaction directly correlates with job performance (Hanan, 2009) which is no different in other professional bodies as it represents similar observation in the global world (Kahya, 2008; Nabiryie, Brown, Pryor, Marles, 2011). There is a close relationship between job satisfaction and performance in nursing sector (Hanan, 2009) as such in other professional categories (Kahya, 2008) and this phenomenon is observed worldwide (Nabiryie, Brown, Pryor, Marles, 2011).

**Job Autonomy and Job Satisfaction**

There are various determinants of employee job satisfaction and one of them is job autonomy. Hackman and Oldham (1975) defined job autonomy as “the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out” (p.162). The linkage between job autonomy and job satisfaction can best be explained using the J-D-R model. In this model job people engaged in are divided into job demands and job resources. While job demands concern itself with the cost in physiology, social, psychological, or organizational sides of the job like emotional demands, job...
resources lessen the impact of job demands and its costs to stimulate some level of learning, growth and development (Bakker & Demerouti, 2007). In the JD-R model, job autonomy is aligned with job resource which seeks to prevent the negative impact job demands will bring. Therefore, absence of job autonomy raises the negativities of absenteeism, stress, repetitive strain, and ill health whereas presence of job autonomy leads to higher employee job satisfaction (Bakker & Demerouti, 2007). Many researches have established the important relationship job satisfaction has with job autonomy. Nguyen et al. (2003) found that job satisfaction can be explained by autonomy to a great extent. The conclusions by researchers on the influence of job autonomy on job satisfaction has been quite consistent, the findings have been mostly that job autonomy leads to job satisfaction (Morgeson & Humphrey, 2006; Nguyen et al., 2003) on the same assumption, a lack of autonomy will result in higher levels of stress which in turn can lead to dissatisfaction in one’s work (Bakker & Demerouti, 2007).

Hypothesis 2: Job autonomy will positively lead to job satisfaction.

Psychological Capital and Job Satisfaction
One of the things that form modern administration success is employee job satisfaction, Demir (2007), this ensures that employees attitude have very good impression about the work they do. Demir highlights job satisfaction as a total impact of job on the employees. Job satisfaction is generally related to positive psychology, motivation, efficiency, positive mood and performance. This is corroborated by the assertion of Robbins (2003) that job satisfaction is positively related efficiency, organizational commitment, and performance but negatively related to issues such as absenteeism and alienation. Cherrington (1994) states that been satisfied as a worker does not necessarily lead to workers been efficient all the time. Extant literature indicate that job satisfaction and psychological capital construct of self-efficacy are positively related Skaalvik and Skaalvik (2010). Job satisfaction has also been found to be positively related to psychological capital’s construct of resilience, Britton 2008; Larrabee et al. (2010). It has been established that people who show higher glimpses of psychological capital put up behaviours that indicate vision which helps them to perform creditably compared to people with lower psychological capital (Avey et al., 2011). Studies have shown that psychological capital significantly relate to job performance and (Luthans et al, 2006) identified that psycap predicts performance and satisfaction better.

Hypothesis 3: Hope will be positively related to job satisfaction.

Hypothesis 4: Self-esteem will significantly moderate between Autonomy and Job satisfaction

Research Methodology
Data was collected from nurses and other professionals in the healthcare industry, a cross-sectional survey was conducted in the ten regional hospitals in Ghana. A self-administered anonymous questionnaire was distributed to randomly selected healthcare professionals in the selected hospitals. It was particularly collected from 9 regional hospitals across the whole country. Questionnaire was distributed to 330 healthcare professionals but 230 questionnaires were returned.

Measurement of Psychological Capital
The measurement of PsyCap was the psychological capital questionnaire (PCQ) which was developed by Luthans et al.13 The reliability and validity of PCQ have been demonstrated adequately in foreign populations.14,15,28 It used a six-point Likert-type scale with categories ranging from 1 (strongly disagree) to 5 (strongly agree). All responses for 24 questions were summed and averaged to get an average score as the indicator for total PsyCap. The Cronbach’s alpha was .83.

Measurement of Autonomy
Autonomy was measured using the self-determination theory’s questionnaire. It used a five point Likert type scale that ranged from 1 strongly disagree to 5 strongly agree. Example of the items was I feel a sense of choice and freedom in the things I undertake, I feel that my decision reflects what I really want. The Cronbach’s alpha was .89

Measurement of Job Satisfaction
Job satisfaction was measured with the Minnesota Satisfaction Questionnaire (MSQ), has been widely used in measuring employee job satisfaction. The MSQ used a 5-point Likert-type scale ranging from 1 (very dissatisfied) to 5 (very satisfied). The short form of the MSQ can be seen as a composite of a number of job facets. Scores are created by summing items so as to show each participant’s satisfaction level ranging from 20 to 100. A score of 60 would indicate moderate, a score ranging from 61 to 79 would indicate ‘moderate to not fully satisfied’ and a score of 80 and above would indicate satisfied. The Cronbach’s alpha was 0.87 in this study.

Data Analysis
Descriptive analyses were conducted and all the outcome measurements were assumed to be normally distributed. Analytic analysis was conducted using structural equation. Dimensions of job satisfaction by
demographic characteristics and self-esteem were tested. Correlations among MSQ, PsyCap and PCQ were done by Pearson correlation. Structural equation was used to estimate the relationship of job satisfaction with demographic characteristic, self-esteem and Psychological capital (PsyCap). All data analysis was done by SPSS for Windows Ver. 22.0, and AMOS version 22 software and a two-tailed probability value of <0.05 was considered to be statistically significant.

Table 1: Characteristics of the respondents of the study. (N=385)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>120</td>
<td>32.7</td>
</tr>
<tr>
<td>Female</td>
<td>259</td>
<td>67.3</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td>131</td>
<td>34.0</td>
</tr>
<tr>
<td>31-40</td>
<td>136</td>
<td>35.3</td>
</tr>
<tr>
<td>41-50</td>
<td>97</td>
<td>25.2</td>
</tr>
<tr>
<td>51+</td>
<td>21</td>
<td>5.4</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MLSI</td>
<td>27</td>
<td>7.1</td>
</tr>
<tr>
<td>Diploma</td>
<td>153</td>
<td>39.7</td>
</tr>
<tr>
<td>Degree</td>
<td>133</td>
<td>34.5</td>
</tr>
<tr>
<td>Masters</td>
<td>72</td>
<td>18.2</td>
</tr>
<tr>
<td>Years of Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-10</td>
<td>220</td>
<td>57.1</td>
</tr>
<tr>
<td>11-15</td>
<td>140</td>
<td>36.3</td>
</tr>
<tr>
<td>16+</td>
<td>23</td>
<td>6.6</td>
</tr>
</tbody>
</table>

Females constituted 67.3% of the sample and males comprised of 32.7%. Ages spanning from 31-40 dominated the sample with 35.3% with the ages 51+ with just 5.4% of the total population sampled. The study sample had more of a younger population with 57.1% who had worked for a period of 1-10 years. We did a correlation analysis using Pearson r coefficient to check the relationships among the variables. Means, standard deviations and correlation and Cronbach alpha coefficients among the variables are presented in Table 2. The results showed the variables were significantly related. All measures show adequate levels of reliability.

<table>
<thead>
<tr>
<th>Latent variables</th>
<th>Cronbach’s alpha</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hope</td>
<td>0.846</td>
<td>Reflective</td>
</tr>
<tr>
<td>Self-Efficacy</td>
<td>0.866</td>
<td>Reflective</td>
</tr>
<tr>
<td>Resilience</td>
<td>0.836</td>
<td>Reflective</td>
</tr>
<tr>
<td>Optimism</td>
<td>0.843</td>
<td>Reflective</td>
</tr>
<tr>
<td>Autonomy</td>
<td>0.913</td>
<td>Reflective</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.875</td>
<td>Formative</td>
</tr>
</tbody>
</table>

Structural equation Model was used to test the hypothesis for the study’s model. The path analysis coefficients are presented in table 4 and was estimated with the maximum-likelihood method. Model fit and quality indices were used for modifying the model to be of good fit to the data. For us to be able to ascertain the direct positive effects of the variables we conducted a path analysis. We used the following indices; Chi-square, X², Normed Fit Index (NFI), comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA)

<table>
<thead>
<tr>
<th>Path</th>
<th>X²</th>
<th>df</th>
<th>X²/df</th>
<th>NFI</th>
<th>IFI</th>
<th>CFI</th>
<th>P</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Model</td>
<td>330.76</td>
<td>2</td>
<td>165.38</td>
<td>.850</td>
<td>.850</td>
<td>.850</td>
<td>.000</td>
<td>.85</td>
</tr>
</tbody>
</table>

The model fits the study with the various indices as stated in table 4. Path analysis was conducted to test the significance or otherwise of the various hypotheses and details are presented in Table 4.

It could be seen from the table that not all constructs of psychological capital were positively related to autonomy. Self-efficacy was not significant p<0.05 and for this reason we reject the hypothesis. Aside that there was positive relationship in the rest of the paths.

Fig.2 Path Analysis of the data

All path coefficient from Psychological capital constructs were unchanged, they were all significant except self-efficacy to autonomy and with a lower β=0.03. Hope, Self-efficacy, Resilience and
Optimism had an effect on employee job autonomy need. (Hope=0.12, Self-efficacy=.04, Resilience=.28 Optimism=0.91). The path co-efficient is presented in the model in fig.2. The model also show that Psycap explains 38% of employee job autonomy need with an R²=.38. Job satisfaction is accounted for by 98% of the constructs in the model. With Hope directly influencing for β =.64 of job satisfaction, and resilience β=.76

Fig. 4 Psycap, Autonomy need, Job satisfaction and Self- esteem

We moderated our model with self-esteem and we found a positive relationship that self-esteem positively moderate between autonomy and job satisfaction with a β=.11 and p<.05. The results go to show that when the self-esteem of healthcare workers are strengthened, it gives them the opportunity to exercise their rights which gives them the confidence to execute their task effectively thereby ensuring job satisfaction.

Discussion, Limitations and Suggestion for Future Research

The study tested the conceptual model of the relationship between psychological capital, job autonomy and its effect on job satisfaction of healthcare professionals. In the healthcare management, managers are expected to combine their knowledge, skills, personal relationship, emotional intelligence to motivate and make their employee highly competitive which at the same time bring job satisfaction. This study sought to find out the relationship that exist between and among psychological capital, job autonomy and job satisfaction. Optimism, hope, and resilience had a positive relationship with job autonomy. Optimism was found to be the largest influencer of job autonomy with the highest percentage of the variance. The results showed that an implementation of psycap had both direct and indirect effect of job satisfaction of employees. Our study found that self-efficacy has a direct influence on job satisfaction and our study is supported by Skaalvik and Skaalvik (2010) research that found that there is a positive relation between job satisfaction and psychological capital construct of self-efficacy. Workers who may not be efficient can be satisfied with their job because some of the factors that constitute job satisfaction which benefit them as well includes reward system, workers’ expectations and needs as well as wage and salary emoluments.

This idea will enable firms to establish a cordial and better linkage between employees’ efficiency and job satisfaction so that management can put together managerial actions that will seek to ensure the success of the firm. There are certain decisions like motivating employees that management should execute to be sure that the employees fully experience job satisfaction. When this and other proper decisions are taken it transcends into the employees been committed to the improvement of the organization as well as ensuring a chaos free and productive work environment. Our study found a positively direct relationship between resilience and job satisfaction which is corroborated by studies of Britton 2008; Larrabee et al. (2010). Attaining autonomy by employees is a fertile ground to achieve other psychological needs of relatedness and competence. Autonomy is explained as having the desire to make decisions regarding task execution. We recommend that the autonomy need of healthcare professionals should be satisfied by management of healthcare facilities so as to empower them to have the needed confidence to make important decisions regarding the job and its clients which ultimately results in job satisfaction since the task of making decisions regarding their job are not so much restricted. When this autonomy need is satisfied, it equips them with the prerequisite ability to use their skills and creative abilities to undertake their duties as expected of them as was found in the study of Saragih (2011) that evaluative skills are enhanced with job autonomy which enables creativity and innovation. There was a positive relationship between job autonomy and job satisfaction in our study which is corroborated in the study of Thompson and Prottas (2005). The attainment of autonomy need enables a change in attitude towards work, supervisors and clients since the major problem regarding the behaviour of healthcare professionals in the Ghanaian public health sector has been attitudinal, the implementation of activities associated with psychological capital that has the capacity to imbibe in the employees change in attitude will be a step in the positive direction.

The limitations of the study become the launch pad for other researchers to broaden the discussion and expand the knowledge base regarding the constructs that were studied and to use different approaches and methodologies. First of all, our study was limited with regards to the data as only public health sector hospitals were sampled. Future research can engage in a comparative study between the public and private sectors to help understand the situation better since conditions of service in these two sectors are different. Secondly, more constructs could be added to broaden the scope which will help in expanding the theory of self-determination to see other factors that are associated with autonomy need that has a positive relationship with job satisfaction. This is because it is quite dangerous to have a lot of healthcare employees who are unsatisfied with their jobs as their work involves the lives of others, turnover intentions can increase which will worsen the already polarized situation of increase in the brain drain and affective commitment to the organization will suffer thereof.

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