Influence of Work Motivation, Information Sharing and Information Use on Career Fulfilment of Health Information Managers in Teaching Hospitals, Nigeria

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ABSTRACT

The career fulfillment of health information managers in Nigeria's teaching hospitals are a critical factor in sustainable healthcare delivery. Previous studies largely focused on job satisfaction, career success, employee motivation, and information sharing in organizations without adequate attention to health information managers. This research was conducted to investigate how work motivation, information sharing, and utilization affect the career satisfaction of health information managers in Nigeria. The study employed a descriptive survey design with a correlational approach and utilized total enumeration sampling to include all participants from teaching hospitals. Data collection involved the use of questionnaires, and analysis was conducted using descriptive statistics, Pearson product-moment correlation, and multiple regression analysis. The findings indicated that work motivation and information sharing were notably high, whereas information utilization and career satisfaction were moderately rated. Moreover, the study revealed that when combined, work motivation, information sharing, and utilization collectively accounted for 48% (Adj. R2 = 0.479) of the total variance in career satisfaction among the personnel. However, the federal teaching hospital management board needs to intensify efforts in providing an enabling environment, improving workers' incentives, and being consistent in workers' motivational programs.
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KEYWORDS: Career fulfillment, Information use, Information sharing, Health information, Teaching hospitals.

INTRODUCTION

During the activities of medical practitioners and services to hospital patients in teaching hospitals, health information managers work assiduously in the accuracy of health information to enhance the effectiveness of the hospital administration and service-oriented health to all patients. The health information managers, according to Mohammed, Tetteh & Azumah (2018), serve as the information linkage of healthcare delivery activities. Health information is, however, essential to the daily management of patients' health, as well as to the administration of the

hospitals. As a result, it functions as a hospital's livewire for the fact that it contains historical, legal, administrative, and monetary values. It subsequently serves as the basis for referral service in a bid to improve patients' medical care delivery (Yaya, et al. 2015). It as well aids planning, decision-making, and controlling of various hospitals, hence health information as stored in records contains vital information that relates to patients' healthcare that could be a deciding factor between life and death (Oweghoro, 2019).

The accuracy of health information goes a long way in enhancing the effectiveness of teaching hospital administration. Thus, amid the activities of medical practitioners and patients' care in teaching hospitals are the health information managers working efficiently by sharing health information for its judicious utilization. This category of personnel serves as the information nerve that links all the essential activities in the healthcare field. There is, therefore, a need for the personnel to be fulfilled on the job through the provision of adequate motivation, such as good condition of service, adequate provision of working tools, reward for outstanding performance, good workers' welfare, prompt and adequate promotion, among others.

Saheed, et al (2015) defined career fulfillment as the satisfaction experienced by workers as soon as their wants are realized. Sambo (2014) considered career fulfillment as the key radiant that leads to recognition, income, promotion, and the achievement of other benefits. Chen (2010) saw career fulfillment as an approach for workers to accomplish their needs for achievement. Going by the various definitions of career fulfillment, it is clear that it assists the individual workforce in developing different applicable strategies toward advancing their career and enjoying satisfaction. These researchers, therefore, agreed that personnel's professional roles and identification with the roles, good supervision, opportunity for self-development, greater responsibilities, and feedback on performance are a few factors that enhance career fulfillment and inspire workers, especially health information personnel, to share information for its appropriate usage.

Good conditions of service, staff training and re-training, availability of information and communication technologies will contribute to health information managers' career fulfillment. Also, the fair and prompt payment of workers' wages and salary, treating workers with respect and care, praise, accomplishment of tasks, clear communication, sharing of information, and recognition and reward of outstanding performance through promotion and training, are some of the motivating factors in an organization (Idiegbeyan-Ose, et al. 2019). Work motivation therefore directs and sustains the performance of health information management personnel in hospital sectors.

Salleh et al. (2016) observed that work motivation plays a crucial role in determining employees' productivity and effectiveness. It is viewed as a managerial approach to influencing behavior by understanding what factors contribute to employees' productivity. Therefore, strong and effective motivating plans at various levels of workers must endeavour to be more comprehensible to satisfy and encourage workers to be committed to their respective tasks. Work motivation is thus described as the stimulus of work behaviour that channels worker's endeavor to achieve the organisation's target (Baljoon, Banjar & Banakhar, 2018). Kamdron (2015) described work motivation is the psychological process that directs, energies and sustains workers' action in an organization, as well as an inner desire to make an effort towards attaining a goal. In this sense, work motivation could be referred to the human drive to work to gain physical emotional, social, or monetary rewards. The motivation of health information management

personnel varies with their psychology because a great number of these personnel work specifically for monetary gains, whereas some work as a result of the love for the profession, the mission of the organization, or for different personal reasons.

Meanwhile, to ensure that vital health information is organized, timely, and accessible to the right individuals, it is imperative to adequately incentivize personnel within teaching hospitals. This involves providing opportunities for promotion, fair and competitive salary packages, comprehensive training, and other measures necessary to fulfill their career aspirations and encourage them to contribute valuable health information. Effective sharing of health information is essential for optimizing the performance of personnel in health information management across federal teaching hospitals. Consequently, fostering the ability to share critical health information is pivotal in advancing efforts to improve interoperability among health information management personnel in these hospitals in Nigeria, a pursuit with substantial potential for enhancing patient care, as suggested by Omar et al. (2010). Information sharing, as defined by Lotfi et al. (2013), entails the dissemination of valuable information among various systems, individuals, or organizational units. Similarly, according to Mashiloane, Mafini, and Pooe (2018), information sharing involves direct communication and the exchange of information among stakeholders involved in problem-solving, fostering integration, collaboration, and the continuous enhancement of healthcare quality. This exchange can take place through electronic channels, interpersonal communication, as well as through workshops, conferences, seminars, and meetings, all geared towards improving the quality, safety, and efficacy of healthcare, as highlighted by Hatala and Lutta (2009). However, it is important to note that information sharing alone is not sufficient to fulfill workers' career aspirations; rather, its effective utilization is crucial as it helps reduce uncertainties and the cost of demands, as emphasised by Pujari and Kant (2015).

The utilisation of information by health information management personnel in federal teaching hospitals in Nigeria involves the process of interpretation, which evolves into inquiry and discussion, ultimately leading to effective management of health information and patients' well-being. In evolutionary psychology, Spink & Cole (2006) describe information used as the process through which data obtained from the environment are employed to alter the perspective of the hunter-gatherer, enabling adaptation of behavior for survival in the environment. Wilson (2000) views information used as the physical and mental actions employed by humans to integrate acquired information into their knowledge base, while Savolainen (2006) conceives it as a sequential process following information seeking, where the usefulness of information sources is assessed to solve problems or make sense of situations. Consequently, the appropriate utilization of health information among health information management personnel will empower them to strengthen information sharing, analysis, and utilization within a localized system.

However, health information sharing and use among health information management personnel are both seen as the crux of the overall building blocks of health information management strengthening power which availability encourages workers to utilise the same for better policymaking, planning, implementation, monitoring and career fulfillment to achieving a qualitative healthcare system.

Career satisfaction is a pivotal aspect influencing an employee's career selection, representing a sense of personal fulfillment achievable when an employee experiences happiness and fulfillment in their work environment.

However, possibilities abound that there may be obstructions to the desire for such joys from the workplace. Against this background, previous investigations have revealed low levels of career fulfillment, especially as it relates to health information managers. Environmental factors that include poor safety conditions, as well as low salaries, poor fringe benefits, and job insecurity has been shown to influence motivational levels of health information managers (Vinokur, Jayaaratne & Chess, 1994; Colvin, 1998; & Osa, 2014).

Difficulties in the sharing and use of information have stifled the flow of support among health information managers, which in turn has hindered the effective discharge of their duties and ultimately reduced productivity levels at various lines of duty in health circles. Though further the literature revealed the varied advantages of information sharing to include service innovation and improvement of user services (Yin & Law, 2012), still the challenge of sharing information to reduce work stress and increase career fulfillment persists (Gray, 2015). More importantly, there is an ever-increasing need for motivation to give dedicated service in the health information workplace. These factors among others justify the reason to investigate the influence of work motivation, information sharing and information use in career fulfillment of health information managers in teaching hospitals, in Nigeria.

The primary aim of this research is to examine the impact of work motivation, information sharing, and information use on the career satisfaction of health information managers in teaching hospitals in Nigeria. The study addressed the following research inquiries derived from its objectives: (1) what are the levels of work motivation, information sharing, information use, and career satisfaction among health information managers in teaching hospitals in Nigeria? and (2) What is the comparative influence of work motivation, information sharing, and information use on the career satisfaction of health information managers in teaching hospitals in Nigeria?

REVIEW OF RELATED LITERATURE

During the information age, employers of health information managers should have aimed to fulfill the needs of their employees; otherwise, they may find that some of their talented and innovative staff is drawn to other hospitals that are prepared to address their needs and demands. This tendency is common among employees seeking better opportunities or greater fulfilment elsewhere. Objective career satisfaction is influenced by external factors such as lateral or vertical movement within or between organisations, as perceived by society.

Conversely, subjective career satisfaction is evaluated based on an individual worker's personal perception of their career, which is influenced by their own preferences for development, needs, and values, rather than solely focusing on financial rewards and promotion. This category of career satisfaction suggests that fulfilment in one's career is determined by internal standards and the perception of contentment. Therefore, career satisfaction encompasses more than just monetary rewards or job advancement; it also includes self-development leading to a fulfilling work life and achieving desired career outcomes, which may vary for each individual. This concept is closely linked to a set of desired outcomes such as advancement, job security, personal enrichment, improved quality of life, and the desire for promotion, as highlighted by Seema and Sujatha (2017).

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Research has indicated significant correlations between career satisfaction, wages, job satisfaction, goal attainment, recognition, and working conditions conducive to self-development and the utilisation of talents. Bakotic and Babic (2013), in their empirical analysis of the impact of working conditions on job satisfaction, concluded that there was no significant distinction in overall job satisfaction between employees working under challenging conditions and those in normal working conditions. They suggested that employees in normal working conditions tend to be more satisfied with their work environment compared to those facing challenges. However, for employees working under difficult conditions, the working environment becomes a crucial factor in determining their overall job satisfaction. Similarly, Sare, Bales, and Neville (2012) examined the career attitudes of librarians and the relationship between their age, career satisfaction, and career identity. Their findings indicated that over time, academic librarians tend to become more content with their profession and show greater commitment to their career path.

Similarly, Osibanjo, Salau, and Falola (2014) investigated the connection between motivating factors, employee retention, and job satisfaction within the Nigerian banking industry. These organizations strive to employ various methods to ensure employee satisfaction to retain talent and maintain relevance in the industry. The study delves into the correlation between motivation factors such as salary, promotion, incentives, awards, interpersonal relationships, and benefits, and their impact on employee retention and job satisfaction within the banking sector. The researchers concluded that remuneration and promotion notably contribute to employee retention and job satisfaction, highlighting the positive effects of incentives and benefits on the career satisfaction of health information managers. Therefore, discussions on career satisfaction are deemed incomplete without addressing the component of motivation.

The concept of motivation pertains to the notion of incentives or rewards just as Parreno (2016) describes incentives and rewards as stimuli resulting from specific behaviours that encourage employees to respond in ways that encompass not only monetary or recognition-based aspects but also include enjoyment, satisfaction, or opportunities for learning new things. Abah and Nwokwu (2016) observed that workplace motivation is extended to employees in various forms, encompassing comprehensive training, favourable policies, opportunities for promotion, salary increases, acknowledgment of staff contributions, conducive work environments, and additional incentives such as bonuses and leave allowances. These measures are aimed at addressing diverse employee needs to enhance productivity. Therefore, teaching hospitals aiming to achieve organizational objectives of delivering high-quality healthcare must consider individual employee needs in alignment with overall organizational goals. This approach is likely to foster employee commitment and determination to ensure the success of such hospitals. It is essential to recognize that individual health information managers constantly seek improvement and differ significantly from one another. Moreover, the management's ability to employ suitable motivational strategies to meet each employee's needs can significantly enhance organisational performance.

Atambo and Ayaga (2016) noted that motivation stems from recognising a deficiency in needs a realisation that health information managers have certain unfulfilled needs and aspirations. This recognition creates tension in employees and prompts them to take specific actions toward meeting those needs. When these desired needs and aspirations are fulfilled, employees experience a sense of fulfillment that translates into increased performance and productivity. This explains why individuals exhibit various behavioural patterns in the workplace at different times.

The work motivation of health information managers could, therefore, be achieved by giving incentives in the form of monetary through which these personnel feels they are supported and have their rights in place of the organisation. Coupled with other behavioural indicators like learning, perception, motivation and thinking, work motivation is considered the most important factor in determining the behaviour of workers in any establishment. It is all about individuals' feelings of what is perceived of their jobs and loyalties to the job that shows workers' commitment toward the organisation. The commitment of individual health information manager thus, shows their psyche, the attributes and the behavioural patterns that show how much they are motivated. Consequent upon this, it is inferred that the main feature of health information managers is motivated toward health information sharing and some value contingencies drive their involvement in sharing.

Organisations have an urgent need to pay specific attention to effective information-sharing among workers; which is important for their success, as well as for achieving competitive advantage over rival organisations. In addition to this, information sharing could materialise in written form through information technology systems or via face-to-face communication. Ghobadi & D'Ambra (2011) averred that the cooperative benefits of information sharing refer to the joint use of the shared information in pursuing collective interests, whereas the competitive benefits refer to the use of the shared information for private gains in an attempt to outsmart other colleagues. As a result, they concluded that individuals who possess certain information may experience advantages and hold unique positions that could be compromised when the information is shared. Therefore, the types of information exchanged among workers within an organization often arise from informal interactions, which are the most common and spontaneous conversational exchanges that occur when workers encounter each other in person or within a shared workplace environment. Wang, Wakkary, Neustaedter, and Desjardins (2015) perceive this form of information sharing as typically facilitated by informed awareness, a naturally acquired comprehension of who is present and what activities they are engaged in. Asrar-ul-Hag & Anwar (2016) examined another form of information sharing is in the form of meetings and workshops where workers generally have training on ways to use programming tools and equipment. Meanwhile, health information management collects, processes and holds health information in both manual and electronic formats about patients. Adebayo, Balogun& Kareem (2013) asserted that the application of information technology will enhance the sharing of health information by enabling personnel to access and share information quickly, and by so doing assisting organisations to make effective decisions. Therefore, teaching hospitals in both global and developing African countries like Nigeria should encourage health information sharing among health information managers for the success of the workers and for the existence and continuity of teaching hospitals.

As a matter of fact, the use of information involves among others, the development of documents in a variety of forms, which includes papers and reports, training manuals and action plans. Information use must, therefore, have evidence to show its usage. Bates (2005) asserted that the most used information is generally those that are easy to use, available at low cost and which seekers are used to. For health information to have these values, it must be used, and the users must have confidence in its source and usage. Shi, Rui & Whinston (2010) demonstrated that if information sharing and its use are inspired among workers, mostly health information managers, it will cut back errors in managing hospital records that might lead to increased organisational productivity. From the foregoing, developing positive information sharing and use behaviours among health information managers may lead to

qualitative healthcare delivery in teaching hospitals. These health information managers in teaching hospitals could speed up information flow, efficiency and workers' effectiveness, and invariably lead to quick patient response or rather the personnel changing needs, as well as a fulfilling career.

METHODOLOGY

This study employed a descriptive survey design of a correlational nature. This method was chosen because it is commonly used for examining the distribution and relationships among various variables, thus deemed suitable for obtaining reliable information on how work motivation, information sharing, and information use influence career fulfillment among health information managers in teaching hospitals in Nigeria. The study population consisted of 631 health information managers employed across the ten federal teaching hospitals located in the southern region of Nigeria. A questionnaire was administered to all 631 health information managers in these hospitals, employing a total enumeration approach (refer to Table 1). An adapted questionnaire with five sub-scales was utilised to collect data on the different variables. The data collected for the study were analyzed using frequency counts, percentages, means, standard deviations, and Pearson Product Moment Correlation.

Table 1: Response rate of the respondents

S/N	Hospital	Total Administered	Total Responded	% Rate of Response
1.	University of Nigeria Teaching Hospital, Enugu State	47	39	83.0
2.	Federal Teaching Hospital, Ebonyi State	151	123	81.5
3.	Nnamdi Azikiwe University Teaching Hospital, Anambra State	51	33	66.7
4.	University of Port Harcourt, Rivers State	62	43	69.4
5.	University of Benin Teaching Hospital, Edo State	40	29	72.5
6.	University of Calabar Teaching Hospital, Cross River State	100	74	74.0
7.	University of Uyo Teaching Hospital, Akwa Ibom State	64	57	89.1
8.	University College Hospital, Oyo State	51	45	88.2
9.	Obafemi Awolowo University Teaching Hospital, Osun State	36	27	75.0
10.	University of Lagos Teaching Hospital, Lagos State	29	23	79.3
	Total	**631**	**493**	**78.1**

Results

Analysis on the level of work motivation on health information managers in teaching hospitals, Nigeria is as reflected in Table 2 , which shows that majority of the personnel ($\bar{x}$ = 3.05, SD = 0.88) acknowledged that a well-motivated staff has a positive attitude towards work; and that fat salary are the tools with which to motivate staff ($\bar{x}$ 3.02, SD = 0.88). Other members of the personnel ($\bar{x}$ = 2.70, SD = 0.43) agreed that inter-personal

relationship between top management and staff be encouraged; that rewarding good work and excellence could lead to healthy contribution ($\bar{x}$ = 2.69, SD = 0.42); and that receiving credit for work done affects their morale at work ($\bar{x}$ = 2.50, SD = 0.38).

Nevertheless, the test norm scale for the respondents' work motivation categorizes scores of 1 – 36 as indicative of low motivation, scores of 37 – 73 as moderately motivated, and scores of 74 – 108 as highly motivated personnel. The average score for work motivation among these respondents is ($\bar{x}$ = 77.54). This indicates that the respondents were motivated in their various places of work.

Table 2: Level of motivation by the respondents

S/N	Items	4	3	2	1	Mean	StdDev
1.	Employees who are properly motivated exhibit a favorable outlook toward their work.	135	106	125	127	3.05	1.88
2.	Generous salaries are the most effective means of incentivizing employees.	158	99	124	112	3.02	1.87
3.	I find the tasks I perform engaging.	156	95	141	101	2.99	0.84
4.	I have a mentor who assists me in remaining enthusiastic and driven in my work.	179	75	127	112	2.99	0.80
5.	I consistently arrive at the office on time and do not leave before the scheduled end of the day.	169	102	114	108	2.98	0.78
6.	I participate in training sessions to improve my skills and abilities.	180	87	115	111	2.95	0.77
7.	Access to hospitals, staff clubs, staff accommodations, and similar facilities is crucial for ensuring optimal employee performance.	183	82	116	112	2.95	0.79
8.	Groups advocating for employee welfare within an organization should be established, encouraged, and nurtured.	180	83	119	111	2.95	0.77
9.	The welfare facilities have played a role in increasing employee morale and improving productivity.	186	88	113	106	2.94	0.75
10.	I often contemplate or dwell on matters.	186	91	109	107	2.94	0.73
11.	Employers should prioritize the well-being of their employees.	176	98	105	114	2.94	0.72
12.	A favorable work environment has helped improve my productivity.	175	104	131	83	2.92	0.69
13.	My organization places a high priority on safety practices to ensure the well-being of employees.	180	100	112	101	2.92	0.64
14.	Effective collaboration between the CEO and staff members is essential.	184	87	122	100	2.92	0.63
15.	Motivation is important within the organization.	184	95	122	92	2.88	0.60
16.	Employees achieve peak performance when they have access	198	86	96	113	2.87	0.58

	to sufficient working equipment and facilities.					
17.	The attitude at work is impacted by the challenges encountered in the job.	195	95	94	109	2.86	0.56
18.	Even in the absence of motivation, some employees still exert their maximum effort.	209	75	93	116	2.85	0.55
19.	Administrative favoritism can have a significant impact on productivity.	204	81	94	114	2.80	0.53
20.	Employees will maintain their effectiveness even when faced with delayed salary payments.	206	77	99	111	2.80	0.52
21.	Employees thrive when they have limited or no supervision.	194	95	99	105	2.80	0.52
22.	There is a health insurance scheme in place to provide coverage for both employees and their dependents.	189	96	114	94	2.79	0.50
23.	The housing provided has heightened my level of comfort.	200	85	109	99	2.79	0.48
24.	Regular payment of employee salaries promotes industrial harmony.	193	95	114	91	2.75	0.46
25.	Encouraging interpersonal connections between upper management and staff is recommended.	208	89	89	107	2.70	0.43
26.	Acknowledging and rewarding outstanding performance can stimulate further excellence and promote positive competition.	209	83	90	111	2.69	0.42
27.	Being acknowledged for one's work impacts morale in the workplace.	206	99	84	104	2.50	0.38
	Grand Mean					77.54	

N = 493

Key: Strongly Agree (SA = 4), Agree (A = 3), Disagree (D = 2), Strongly Disagree (SD = 1).

Also, Table 3 revealed that most of the respondents are in agreement with the statements that supported the level at which health information is shared. Majority of the respondents affirmed their support for the statements that really make work related health information available to their colleagues, 251 ($\bar{x}$= 2.88, SD = 0.89), that often times provide forum to discuss ideas, 264 ($\bar{x}$ = 2.78, SD = 0.84), that share health information with colleagues in exchange for rewards, 258 ($\bar{x}$ = 2.77, SD = 0.82), and that subordinates are encouraged to share health information with them, 266 ($\bar{x}$ = 2.74, SD = 0.77). These statements as well ranked highest on the scale mean with values of 2.88, 2.78, 2.77 and 2.74 respectively, which implied that there is a high level of information sharing among the respondents.

To further support this inference, the fact that the weighted mean of 2.73 is greater than the criterion mean of 2.50 set for high level of information sharing among the respondents. Again, the fact that the mean ranking of most items on the information sharing scale ranked above the weighted mean can also be used to establish the fact that there is a high level of information sharing among the respondents. It can, therefore, be established that there is a high level of information sharing among health information management personnel in federal teaching hospitals in Nigeria. The

test norm for information sharing is a score of the level of 1 – 13 that is considered low, 14 – 27 as moderate, and 28 – 40 as high.

The average score for the level of information sharing among health information management personnel in federal teaching hospitals in Nigeria is 32.12, which falls within the range of 28 - 40 and considered high. Majority of the respondents claimed that work related information are made available to their colleagues, 251 ($\overline{x}$ = 2.88, SD = 0.89); that they often find time to provide forum to discuss ideas, 264 ($\overline{x}$ = 2.78, SD = 0.84); and that information are shared with colleagues in exchange for rewards, 258 ($\overline{x}$ = 2.77, SD = 0.82); among others.

Table 3: Information sharing among the respondents

S/N	Items	4 (%)	3 (%)	2 (%)	1 (%)	Mean	SD
1.	I really make work related information available to my colleagues	163, 33.1%	88, 17.8%	103, 20.8%	139, 28.2%	2.88	0.89
2.	I will always hoard information that is very important to problem solving	159, 32.3%	98, 19.9%	97, 19.7%	139, 28.2%	2.81	0.86
3.	Often times, I provide forum to discuss ideas	147, 29.8%	117, 23.7%	106, 21.5%	123, 24.9%	2.78	0.84
4.	I will share information with my co-workers in exchange for a reward	159, 32.3%	99, 20.1%	113, 22.9%	122, 24.7%	2.77	0.82
5.	I encourage my subordinates to share information with me	158, 32.0%	108, 21.9%	103, 20.9%	124, 25.2%	2.74	0.77
6.	I do not let personal disagreement interfere in my duty to make vital information available	154, 31.2%	119, 24.1%	104, 21.1%	116, 23.5%	2.70	0.75
7.	I do not place restrictions on information	170, 34.5%	99, 20.1%	105, 21.3%	119, 24.1%	2.68	0.73
8.	Most frequently, I request information from my co-workers	164, 33.3%	112, 22.7%	102, 20.7%	115, 23.3%	2.66	0.70
9.	Sharing information with my co-workers make me lose my power	178, 36.1%	96, 19.5%	100, 20.3%	119, 24.1%	2.62	0.68
10.	I enjoy sharing processed data with people for achieving corporate goals	181, 36.7%	105, 21.3%	93, 18.9%	114, 23.1%	2.61	0.66
	Weighted Mean					**2.73**	
	Grand Mean					**32.25**	

N = 493

Key: VTM = 4 (Very True of Me), TM = 3(True of Me), OTM = 2 (Occasionally True of Me), NTM = 1(Never True of Me)

However, Table 4 presents the results of the level of health information use by the respondents. The respondents claimed that they used health information to perform difficult tasks; that the use of information helps them to ensure jobs are done; and that its use helps them to adapt and work with others. The inference to be drawn from the foregoing is that the respondents made use of health information mainly for the purposes of performing difficult and technical tasks, as well as helping to influence others to translate the organizations' visions into actions, etc.

Test norm was used in determining the level of health information use among health information management personnel in federal teaching hospitals in Nigeria. The test norm is considered at three levels; 1 – 16 considered low use, 17 – 33 as moderate use, and 34 – 50 as high use. The overall mean score (32.12) of the level of health information use among the respondents falls within 17 – 33, which indicates moderate use of health information among the health information management personnel in federal teaching hospitals in Nigeria.

Table 4: Level of health information use by the respondents

S/N	Statements	5	4	3	2	1	Mean	SD
1.	With information, I perform difficult tasks	85, 17.2%	130, 26.4%	93, 18.9%	93, 18.9%	92, 18.7%	3.31	0.87
2.	Information use help me to perform technical or professional tasks	86, 17.4%	130, 26.4%	87, 17.6%	100, 20.3%	90, 18.3%	3.29	0.84
3.	The use of information helps me in ensuring that jobs are done	97, 19.7%	139, 28.2%	71, 14.4%	90, 18.3%	96, 19.5%	3.27	0.80
4.	Utilizing information enables me to persuade others to turn vision into action.	96, 19.5%	141, 28.6%	76, 15.4%	92, 18.7%	88, 17.8%	3.23	0.78
5.	Information use helps me to consider and respond appropriately to the needs and feelings of different people situations	91, 18.5%	147, 29.8%	78, 15,8%	89, 18.1%	88, 17.8%	3.23	0.77
6.	With the help of information, I came up with unique ideas	103, 20.9%	137, 27.8%	72, 14.6%	80, 16.2%	101, 20.5%	3.23	0.79
7.	Information use helps me to adapt and work with others	93, 18.9%	154, 31.2%	64, 13.0%	88, 17.8%	94, 19.1%	3.22	0.77
8.	Information helps me to exercise good judgments by making sound and well informed decision	92, 18.7%	153, 31.0%	78, 15.8%	80, 16.2%	90, 18.3%	3.18	0.75
9.	Information use help me in creative thinking	124, 25.2%	124, 25.2%	64, 13.0%	78, 15.8%	103, 20.9%	3.08	0.73
10.	Information use helps me in ensuring that work output is of quality	102, 20.7%	136, 27.6%	87, 17.6%	89, 18.1%	79, 16.0%	3.08	0.72
	Weighted Mean						**3.21**	

N = 493

Key = Strongly Agree (SA = 5), Agree (A = 4), Disagree (D = 3), Strongly Disagree (SD = 2), Undecided (UN = 1)

On the level of career fulfillment by the respondents; the grand mean score (Table 5) of the response to which the respondents are fulfilled in their career ($\bar{x}$ = 41.02) falls within the range of 22 – 43 is considered moderate. This shows that, the respondents are moderately fulfilled in their career. This is an indication that health information management personnel in federal teaching hospitals are moderately fulfilled in their career.

Table 5: Level of career fulfillment of the respondents

S/N	Statements	4 %	3 %	2 %	1 %	Mean	SD
1.	I frequently find my job tedious.	183, 37.1%	105, 21.3%	105, 21.3%	100, 20.3%	2.94	0.98
2.	I am reasonably content with my current job.	169, 34.3%	101, 20.5%	104, 21.1%	119, 24.1%	2.77	0.95
3.	I am content with the acknowledgment I receive for my good work.	173, 35.1%	85, 17.2%	112, 22.7%	123, 24.9%	2.72	0.93
4.	I am content with the opportunities for advancement.	155, 31.4%	104, 21.1%	108, 21.9%	126, 25.6%	2.66	0.92
5.	I am consistently frustrated to admit that I work as a health information management professional.	146, 29.6%	108, 21.9%	116, 23.5%	123, 24.9%	2.62	0.90
6.	I am content with the level of diversity in my job.	139, 28.2%	116, 23.5%	118, 23.9%	120, 24.3%	2.61	0.87
7.	On most days, I am eager about my work.	151, 30.3%	93, 18.9%	125, 25.4%	124, 25.2%	2.60	0,85
8.	I am someone who offers critique of the health information management profession.	126, 25.6%	98, 19.9%	141, 28.6%	128, 26.0%	2.57	0.83
9.	I would be content to dedicate the remainder of my life to a career in health information management.	153, 31.0%	90, 18.3%	117, 23.7%	133, 27.0%	2.53	0.82
10.	I derive genuine pleasure from my work.	144, 29.2%	92, 18.7%	129, 26.2%	128, 26.0%	2.53	0.80
11.	I am delighted to be part of the health information management profession.	131, 26.6%	102, 20.7%	131, 26.6%	129, 26.2%	2.47	0.78
12.	I am someone who attempts to conceal my association with the health information management profession.	133, 27.0%	112, 22.7%	106, 21.5%	142, 28.8%	2.47	0.77
13.	I have a strong connection with fellow members of the health information management team.	125, 25.4%	111, 22.5%	128, 26.0%	129, 26.1%	2.47	0.75
14.	I am an individual who views the work of health information management as significant.	119, 24.1%	104, 21.1%	116, 23.5%	154, 35.0%	2.43	0.73
15.	I strongly identify with the health information management profession.	137, 27.8%	109, 22.1%	113, 22.9%	134, 27.2%	2.32	0.71

16.	I am someone who rationalizes being part of the health information management profession.	116, 23.5%	105, 21.3%	126, 25.6%	146, 29.6%	2.31	0.68
	Grand Mean					**41.02**	

Meanwhile, in terms of their relative impacts on career fulfillment among respondents, Table 6 indicates that information use has the most substantial effect (β = .482 or 48.2%), followed by work motivation (β = .190 or 19.0%) and information sharing (β = .183 or 18.3%). From these findings, it can be inferred that the combined contributions of work motivation, information sharing, and use significantly influence the career fulfillment of the respondents. Hence, work motivation, information sharing, and use exert significant relative influence on the career fulfillment of health information managers in teaching hospitals in Nigeria.

Table 6: Effects of work motivation, information sharing and use on career fulfillment of the respondents

Variable	Unstandardized regression coefficients		Standardized regression coefficients		
Model	(B)	Std. Error	Beta	T	Sig. P.
Constant	4.303	1.185	-	3.89	.009
Work motivation	.314	.030	.180	2.42	.003
Information Sharing	.386	.101	.163	3.82	.014
Information Use	.449	.078	.412	5.76	.018

DISCUSSION OF THE FINDINGS

Level of career fulfilment

This study indicates that health information managers in teaching hospitals in Nigeria generally experience moderate levels of career fulfillment. This is evidenced by findings that the majority of respondents frequently feel bored with their job (mean = 2.94), express moderate satisfaction with their current job (mean = 2.77), feel satisfied with the recognition they receive for good work (mean = 2.72), and are content with opportunities for promotion and goals achieved (mean = 2.66), among other factors. Notable reasons for this moderate level of fulfillment include feelings of boredom, moderate satisfaction, and excuses for belonging to the profession, lack of identification with the profession, and limited connections with other members of the professional team. These findings diverge from those of Chirdah et al. (2009), who reported high levels of career fulfillment among health workers in state-owned factories in Northeastern Nigeria. However, they align with the notion that non-monetary factors significantly influence health workers' fulfillment in their work. As such, hospital management should strive to provide all necessary facilities to motivate workers and enhance their fulfillment.

Level of work motivation

The study findings indicated that the respondents exhibit high levels of motivation. The factors contributing to this high motivation include: a majority of respondents expressing a positive attitude towards work (mean = 3.50), the belief that a high salary serves as the most effective tool for motivating workers (mean = 3.02), finding the work they do to be interesting (mean = 2.99), having a mentor who keeps personnel alert and motivated in their work

(mean = 2.99), among other factors. These findings are consistent with the results of Mujah et al. (2011), which investigated motivation levels at work and factors that could enhance workers' motivation. The study reported a high level of work motivation among the workers in the organization studied, with earning income being the primary motivation for work, indicating that money is a significant motivator in the workplace. Some of the reasons identified in this study for the high motivation of health information managers include finding the profession interesting, maintaining a positive attitude towards work, earning a substantial salary, receiving mentorship, fostering interpersonal relationships, participating in training and enjoying a conducive work environment, and practicing safety measures. Money and rewards are some of the major motivating factors used in an organisation as sources of livelihood and backbone by employees to be able to support qualitative healthcare services.

Level of information sharing

It can be established from the analyses of the study that there is a high level of information sharing among the respondents. The reasons being that majority of the respondents claimed they make work related information available to their colleagues, 251 ($\bar{x}$ = 2.88, SD = 0.89); that they will always hoard information that is important to problem solving, 257 ($\bar{x}$ = 2.81, SD = 0.86); that they often time provide forum to discuss ideas, 264 ($\bar{x}$ = 2.78, SD = 0.84); that they share information with colleagues in exchange for rewards, 258 ($\bar{x}$ = 2.77, SD = 0.82); among others. This finding is consistent with the study carried out by Dessie (2017) on knowledge sharing practice among health care workers in Ethiopia where knowledge sharing among the workers was found to be high as a result of educational level, work experience, job satisfaction, intrinsic motivation, trust on colleagues knowledge, access to technology, and familiarity to technology. Organisations have the need to pay more attention to effective information sharing among their employees in order to have competitive advantages over others.

Level of health information use

The research findings indicate that health information management personnel in federal teaching hospitals in southern Nigeria utilize health information to a moderate extent. Primarily, they employ it for handling complex and technical tasks, as well as for persuading others to translate vision into action, generating innovative ideas, and collaborating with others to deliver high-quality healthcare to patients. This finding partially corroborated the result of Choo, et al. (2008) study which established the purposes of information used in organisations to include: enlightenment, problem understanding, projective, motivational, and personal or political, and Runo (2013) result which reported the major purpose of use of information as that of effective decision-making.

CONCLUSIONS AND RECOMMENDATIONS

This study confirmed that health information managers in teaching hospitals in Nigeria exhibit high motivation in their work. The degree of information sharing among the respondents is significant, although the utilization of information remains moderate. Together, these factors have contributed to the observed moderate level of career fulfillment among health information managers. Also, the various purposes for which health information has been put to use by the respondents are very important for effective service delivery.

Furthermore, the study has confirmed that information use was a potent factor that determined the extent of career fulfillment of the respondents. The findings also revealed that health information managers who display high levels of motivation and engage in information sharing is likely to experience satisfaction with their work environment and demonstrate increased productivity and fulfillment in their job roles. Thus, this study offers empirical evidence regarding the factors influencing the career fulfillment of health information managers in teaching hospitals in Nigeria.

Based on the findings of the study, the following recommendations were made:

1. The administration of federal teaching hospitals in southern Nigeria should implement effective and consistent motivational initiatives, including improving the work environment, ensuring adequate remuneration, sponsoring staff training programs, and offering salary increases. These measures are essential for boosting the morale of health information managers and ultimately enhancing their career fulfillment.

2. The management of teaching hospitals in Nigeria should endeavor to encourage health information managers to share job-related information among themselves and other concern members of the hospital for qualitative healthcare.

3. The health information managers in teaching hospitals in Nigeria should make intensive use of information to boost their career fulfillment.

Contributions of the study to knowledge

This study will contribute to the body of knowledge immensely in the following ways:

1. The study is unique in the field of health information management because no research has been carried out on the topic; work motivation, information sharing, information use and career fulfillment among health information managers in teaching hospitals, Nigeria.

2. This study would contribute significantly to the body of literature through empirical and theoretical substances.

4. Findings from this study would assist the management of teaching hospitals to device appropriate strategies that could help health information managers to achieve career fulfillment in their chosen profession

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