Relationship Between Career Challenges Sub Variables and Role Efficiency of Health Sector Employee Performance in Selected Private and Teaching Hospitals in Lagos State, Nigeria

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Abstract

The goal of every organisation is performance achievement through efficient role that is devoid of Career challenges (CB). However, the presence of some career challenges in some organisations has always hindered employees' role efficiency resulting to little or no performance. This study examined the relationship between career challenges sub variables and role efficiency of health sector employee performance in selected private and teaching hospitals in Lagos State, Nigeria. The study adopted a cross sectional research design on the population of 2,886 employees of the selected hospitals. A purposive and stratified sampling technique method was adopted for the selection of 349 sample size. With primary source of data collection via a reliable and validated questionnaire, 78% response rate was achieved. Multiple linear regressions was employed for data analysis. Findings revealed that removal of career challenges positively correlated to medical sector employee performance in the following dimensions: Role efficiency in the dimension of: $\beta= 10.043$ Adj $R^2 = 0.153$. $f(5343)= 13,599$, $P< 0.05$. The study concluded that removal of career challenges and promotion of employees' role efficiency through adequate monitoring of employees activities have very strong correlation with the performance of employees in the selected teaching and private hospitals. The study recommends that stake holders of these hospitals should initiate policies that would remove career challenges, promote employees' role efficiency and adequately remunerate employees of these hospitals to enhance their performance.

Keywords: *Adaptive learning challenges, Career advancement challenges, Career challenges, Career transitioning challenges, Employee role efficiency, Hazard Challenges, Performance*

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Background to the Study

Corporate organisations were fast realising that employee performance helped organisation survival, promoted business continuity of operations; improved organisation revenue earnings and boosted their positive public image. Employee performance therefore remained one of the most quintessential indicators of how well an organisation, sector or industry is performing in terms of service delivery.

Consequently, several organisations had come to realize the need for a greater reliance on human assets as most vital tool for improving organisation performance (Anastarious and Chatzogu, 2018). Vital as the role of employee is in an organisation, Asikhia (2015) noted that employee core competence can deteriorate to core rigidity. Perhaps, in confirmation of Asikhia (2015) observations, various global bodies such as the United States Bureau of Labour Statistic (2020); International Labour Organisation ILO (2020) and scholars such as Mertens, Schollaert, and Anseel (2021), observed a downward trend in employee performances due to issues of stress, poor-organisational safety and low rewards for performance.

In France, Festing and Berzanty (2018), posited that employees' performance in construction and manufacturing sectors are hampered with issues of employers' strong emphases on acquisition of basic education and unwillingness of many employees to do on the job training. In Germany, Festing and Berzanty (2018), noted that employment situation is besieged with issues of rigid legal environments, complex labour laws and regulations. In Rome, Buinetts and Sayoc (2015), inferred poor compensation packages as one of the major issues leading to low level of employees' performance. The phenomenon of declining employees' performance also extended to developing countries in Africa and Asia. Abdullahi, Manean, and Nurul (2019), observed that in many Asian countries such as Pakistan, India and China, new work structures were emerging in several service sectors and these often lead to career adaptation challenges and mismatch of employee's capabilities with work demands. Barsula, Makopondo, and Fridaya (2019) asserted a high turnover tendency of employees in Kenya due to poor rewards.

In Nigeria, Ezeamama (2019), asserted that employee performance in manufacturing, civil service and other service sectors were besieged with the challenges of low productivity, wide differences in salaries payments, poor employees safety, under-employment, constant delays in salaries payments, and poor job commitments. Still in Nigeria, Ezeamama (2019), observed that task requirements from employees vary from sectors to sectors, and these often resulted in dimension of performance issues. Haynasha (2019), asserted that in the Nigeria's manufacturing sector, despite the huge investments of stakeholders on development of infrastructural facilities; the sector is still confronted with issues of poor employee's productivity. This is particularly true of the Nigerian medical sector. The International Centre for Investigative Reporting ICIR (2020) observed that the Nigeria's the medical sector's employee's performance was constrained by several challenges. These included job hazards such as dealing with infectious diseases, stress, heavy workloads, prolonged night shifts and constant sleep disruptions. Other challenges faced by the Nigerian health employees' performance as highlighted by Kanmodi and Adebayo (2019) included poor career

transitioning of newly qualified doctors, inter-professional rivalries, constant job burn-outs, lack of basic facilities, clinical practice dissatisfaction and employee-employer conflict issues. Based on the foregoing, the study evaluated the relationship between career challenges sub variables and role efficiency of health sector employee performance in selected private and teaching hospitals in Lagos State.

Hypothesis

The hypothesis that was proposed to achieve the objective for this study:

$H_0 1$: There is no significant relationship between career challenges sub-variables and role efficiency of health sector employee performance in selected private and teaching hospitals in Lagos State.

Literature Review

Career Challenges

Cusseu, Semesin, and Nicolau (2020), career challenges is an unbalanced fit of an employee to a complex and fast changing phenomenon associated with work. However, Evans (2020) described career challenge as problems employee encountered that created job dis-satisfaction. However, the construct had evolved in more recent years to include job and professional dis-satisfaction of employees. Orediano, Colon, Mountain, Rosano, Aleyedo, and Trado (2017) explained career challenges as factors inhibiting employees from achieving a desired level of participation in their chosen occupational endeavors. Some of these challenges are:

Adaptive learning Challenges

Alqahtani, Kaliappen and Alqahtani (2021), defined adaptive learning challenge as non-provision of suitable instructional trainings for employees to meet emerging challenges employee encounter on their job. Murray and Perez (2015) defined adaptive learning as a construct that has broader duties that can impact to both individual employees and corporate organisation positively if properly executed. Mirata, Hirt, Benjamin, and Weehizen (2020) stated that adaptive learning challenges included high cost of imparting specialized training diversity or students as well as paucity of learning opportunities.

Career Transitioning Challenges

Skorikov (2007), identified four main dimensions of career transitioning challenge. These were inability of an employee to look ahead to one's future (concern), not knowing what career to pursue (control), not looking for options (curiosity) and lacking self-efficacy to undertake activities needed to achieve career goals (confidence). Savickas (2009) explained that career transitioning challenges characteristics included lack of readiness of an employee to cope with unpredictable tasks, and participate in unpredictable adjustments prompted by changes in work conditions.

Career Advancement Challenges

Career adaptive challenges as a construct has attracted diverse opinions from scholars such as Baer, Luft, and Simmons (2008); Linge, Rensburg, and Sikaleh (2010); Agba, Ogaboh, Nkpeoyen and Ushie (2010); Adamu, Daddie and Ebikeseye (2017), Adewoye, Abioro and

Adele (2017). According to Greenhaus (2003) career advancement challenge is non-availability of processes through which employees could gather relevant information about values, skills, strengths and weaknesses, identify a career goal and engage in career strategies that can bring about increase in the possibility that their set career goals will be achieved. However, Baer, Flexer, Luft and Simmons (2008) differed slightly by explaining that career advancement challenge occurred as lack of a lifetime process that encompasses the growth and changes processes that could persist throughout an employee working life. This difference could be due to choice of sectors worked upon by the various researchers.

Hazard Challenges

Job hazard challenge as a construct has attracted different definitions from scholars such as Bahn (2012); Rajan (2014). Omosiowho (2014) explained health hazards as another form of job hazards that is very prevalent in the health sector. Effective control of job hazards provides employees with safe work environments improved employees' productivity. World Health Organisation (2009) defines hazards as dangerous phenomenon, substances, human activity or conditions that can cause damages and loss of earning power to employees. Bahn (2012) had a similar view by explaining that hazards constitutes harmful workplace conditions in form of exposures to equipment, dusts and chemicals that could constitute harm to employees. Phillips and Miltner (2015) linked hazards to medical employees performance by asserting that health workers especially doctors who are stressed are often prone to exhibit high levels of errors of judgement.

Role Efficiency

Wadar and Aminabhavi (2012), suggested that employee's role efficiency is reflected in two characteristic dimensions. First is demonstrated through an employee efficient execution of what is required by the organisation, second is through employee' volunteering actions that would further benefit the employer. Teo and Low (2016) defined employee Role efficiency as level of employee performance that would lead to higher productivity. The researchers likened employee's efficiency to ability to use minimum resources to achieve maximum results. Teo and Low (2016) inferred that efficiency has to do with quality service. A role efficient employee should exhibit self-confidence when confronted with challenging task. Wei and Taormina (2011) insist that the more self-confidence an employee has, the more efficient he or she would be.

Career challenges and role efficiency

Sinha and Achan (2017), study confirmed that efficiency decreased amongst Indian employees due to stress. Lilin and Wang (2018) study found positive relationship between employees self-efficacy and organisation commitment. Sawislak, Alves, Gamarra, Barbieux and Reichert (2011) explored and identified steps necessary to affect an effective innovation that can enhance role performance. Tao, Cheng, Qi, Zhang, Zhang and Sui (2018) study found the steps to include; Identification of a service gap; build an operational set of routines and techniques that would create a new service procedure to fill those gaps, test run the procedures to assure its effectiveness; and deliver the procedures to the market to achieve a successful business transaction. Soltani and Izquierdo (2019) revealed that various schools and institutions have their own forms of adaptive learning challenges. Hence the peculiarity of adaptive learning is specific to individual sectors or organisations.

Theoretical Review

Role theory underpinned this research. Role theory was promulgated in 1934 by Mead George. The theory evolved from an individual set of duties, expectations and behaviours. The assumption of the theory is that individuals have definite roles in an organization; two individuals are expected act or execute the role appropriately, third, a role is a set of rights, duties, expectations, norms and behaviours that an employee is expected to fulfil in the course of their duty; and lastly, the individuals in executing these roles must demonstrate some behavioural inclinations. Further, the theory states that in a work relation there is division of labour and employees are in specialized positions to fulfil specific roles. In fulfilling these roles, employees are permitted to exhibit some specific behaviours guided by social norms.

Methodology

The study adopted a cross sectional research design on the population of 2,886 employees of the selected hospitals. A purposive and stratified sampling technique method was adopted for the selection of 349 sample size with the application of Cochran Formular. With primary source of data collection via a reliable and validated questionnaire, 78% response rate was achieved. This study adopted descriptive and inferential statistics. Multiple linear regressions were employed for data analysis.

Descriptive Statistics on Career Challenges

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Work-Life Balance	15.5%	18.1%	24.9%	17.8%	6.0%	4.6%	13.2%	3.53	1.878
Dangerous Ailments Vulnerability	8.9%	15.8%	21.2%	21.2%	12.0%	5.7%	15.2%	3.10	1.832
Career life conflict	6.0%	15.8%	21.8%	24.4%	11.5%	6.3%	14.3%	3.04	1.747
Work life conflicts	5.2%	18.1%	19.5%	24.4%	10.6%	7.7%	14.6%	3.01	1.767
Time pressures management	11.2%	17.2%	23.2%	15.2%	10.3%	5.7%	17.2%	3.18	1.945
Average								3.17	1.833

Source: Field Survey, 2022

Interpretation

Table 1 displayed the results of career challenges in relation with question on work-life balance with 15.5% of the respondents specifying that work-life balance is very high, 18.1% admitted it is on a high range, while 24.9% rated it moderately high. Others shared their views on the same item, with 17.8% indicated it was moderately low, 6.0% rated it as low and 4.6% of the respondents indicated very low on work-life balance, 13.2% of the responses were missing.

However, the mean score of 3.53 upheld that respondents agreed to the fact that moderately high work-life balance maintained by the respondents and a standard deviation of 1.878 showed high variations in responses.

Secondly, on the aspect of dangerous ailments vulnerability, the results also indicated that 8.9% of the respondents evaluated it very high, 15.8% rated high, 21.2% adjudged it to be moderately high; while 21.2% rated it as moderately low, 12.0% indicated it as low,5.7% perceived that it was very low, about 15.2% of the responses were missing. The mean value of 3.10 explained that respondents were on the average agreed to a low disposition as regards impact of dangerous ailments vulnerability on career challenges despite the standard deviation of 1.832 which revealed a high variation from the mean.

With regards to item on career life conflict, 6.0% of the respondents specified very high, 15.8%rated it high, 21.8%agreed it was moderately high. However,24.4% rated it moderately low, 11.5% indicated it was low, and 6.3% of the respondents indicated very low, and a total of 11.43%of the responses was missing. Furthermore, the mean score of 3.04 explained that respondents on the average agreed to moderately low disposition as concerned effect of career life conflict on career challenges and the standard deviation of 1.747 demonstrated that variations occurred in responses.

The result of the descriptive analysis on work life conflicts as it related with career challenges have 5.2% of the respondents rated it was very high, 18.1% indicated high, 19.5% indicated moderately high. On the other hand,24.4% indicated with moderately low, 10.6% rated it low, 7.7% of the respondents indicated very low, but 14.6% of the responses was missing. As regards average, the mean is 3.01 clarified that respondents on the average; approved of moderately low scale while standard deviation of 1.767 showed high variations existed in responses.

The table also revealed the respondents' opinion that 11.2% rated very high on the effect of time pressures management with 17.2% considered it high,23.2% indicated it was moderately high; while 15.2% rated it moderately low, 10.3% indicated as low, 5.7% of the respondents rated it very low, but 17.2% of the responses was missing. To this end, averagely, the mean = 3.18 justified that respondents affirmed that time pressures management was moderately low with standard deviation of 1.945 that showed divergence in respondents' views on the item.

The grand average score of the statements was 3.17 which was indicative of a moderately low rate of agreement among respondents as related with the items under career challenges; while an overall standard deviation of 1.833 shows a high divergence from the mean. This means that on the average respondents' responses diverge from the mean.

Table 2: Descriptive Statistics on Career Transition Challenges

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
High Work Experience	24.4%	33.5%	25.2%	9.2%	2.6%	1.7%	3.4%	4.49	1.405
High Work Knowledge	23.8%	31.5%	27.5%	10.9%	1.7%	0.3%	4.3%	4.47	1.395
Job Competence	24.1%	34.7%	27.2%	7.7%	1.4%	1.1%	3.7%	4.54	1.363
Frequent Job Exposure	15.2%	30.7%	33.5%	11.2%	4.3%	1.1%	4.0%	4.22	1.379
Work Duty Adaptation	17.8%	26.4%	36.7%	10.6%	4.3%	0.6%	3.7%	4.26	1.355
Average								4.39	1.379

Source: Field Survey, 2022

Table 2 shows the descriptive analysis of respondents' opinion on career transition challenges. The table shows that 24.4% of the respondents indicated that their level of high work experience is very high, 33.5% indicated high, while 25.2% shows that it is moderately high. However, 2.6% indicated that it is low, 9.2% reported that it is moderately low, while 1.7% indicated that it is very low and 3.4% missing. The mean score of 4.49, proves further that majority of the respondents indicated that the level of level of high work experience is moderately high while the standard deviation of 1.405 revealed some disparity in opinions of the respondent.

With regards to the high work knowledge of the respondents, the table further revealed that 23.8% of the respondents indicated very high, 31.5% showed that it is high while 27.5% indicated that it was moderately high thus, representing majority, however only 10.9% of the total respondent indicated that it was moderately low, 1.7% indicated low and 0.3% indicated very low while 4.3% of the whole responses were missing. On a very high scale, the result from the table showed that majority of the respondents indicated that respondents' high work knowledge is moderately high (mean = 4.47, STD = 1.395).

Also, on the level of job competence, 24.1% of the respondents agreed that the level of level of job competence is very high, 34.7% indicated that high and 27.2% showed that it was moderately high, although 1.4% indicated that it was low, 7.7% indicated moderately low while 1.1% indicated it was very low. The mean score of 4.54 indicated that most of the respondents agreed that the level of job competence was high; the standard deviation of 1.363 revealed a level of divergence in the opinions of the respondents.

The study further showed that 15.2% of the respondents indicated that frequent job exposure every high, 30.7% indicated that it is high, 33.5% indicated it is moderately high, 11.2% indicated that it is moderately low,4.3% indicated that is low while 1.1% indicated it as very low and 4.0% missing. On average, the majority of the respondents indicated that the frequent

job exposure was moderately high (mean = 4.22, STD = 1.379). Likewise, the results showed that 17.8% of the respondents indicated that the level of work duty adaptation was very high, 26.4% of the respondents indicated high while 36.7% indicated moderately high, although 10.6% showed moderately low, 4.3% indicated low while 0.6% rated it very low and 3.7% were missing. Averagely, the majority of the respondents indicated that the level of work duty adaptation was moderately high (mean = 4.26, STD = 1.355). The standard deviation a level of divergence in the opinions of the respondents. The grand mean of 4.39 shows that majority of the respondents indicated level of work duty adaptation was moderately high, and the standard deviation of 1.379 shows an immense variation from the mean.

Table 3: Descriptive Statistics on Career Advancement Challenges

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Career process	19.2%	25.2%	31.2%	13.5%	5.4%	3.4%	2.0%	4.21	1.402
Career training opportunities	12.6%	25.2%	30.1%	17.5%	7.2%	4.6%	2.9%	3.93	1.446
Specialists' trainers	11.2%	25.8%	31.5%	14.9%	7.7%	5.4%	3.4%	3.88	1.481
New discoveries exposures	9.5%	20.1%	28.7%	26.6%	7.2%	5.4%	2.6%	3.71	1.399
Career development equipment	10.9%	16.9%	25.5%	26.1%	8.9%	6.3%	5.4%	3.54	1.567
Average								3.85	1.459

Source: Field Survey, 2022

Interpretation

Table 3 shows the descriptive analysis of respondents' opinion on career advancement challenges. The table showed that 19.2% of the respondents indicated that the level of career process is very high, 25.2% indicated high while 31.2% showed that it was moderately high. However, 5.4% indicated low, 13.5% reported that it was moderately low, 3.4% indicated very low and about 2.0% of the responses were missing. The mean score of 4.21 proved that majority of the respondents indicated that the level of career process was moderately high while the standard deviation of 1.402 indicated a divergence from the mean. With regards to the level of career training opportunities, table 4.7 revealed further that 12.6% of the respondents indicated very high, 25.2% showed that it is high while 30.1% indicated that it was moderately high, thereby representing majority, however about 7.2% of the respondents indicated low, 17.5% indicated moderately low, 0.5% as low, and 4.6% indicated it as very low. The result of 2.9% of the respondents was missing. On a very high scale, the result from Table 4 showed that majority of the respondents indicated that career training opportunities in the selected hospitals were moderately high (mean = 3.93, STD = 1.446). Also, on the degree of the specialists' trainers, 11.2% of the respondents agreed that the level of specialists' trainers

was very high, 25.8% indicated high and 31.5% showed it as moderately high, although 7.7% indicated that it was low, 14.9% indicated moderately low, and 5.4% as very low. The result of 3.4% of the respondents was missing. The mean score of 3.88 indicated that most of the respondents agreed that the level of specialists' trainers was moderately high; the standard deviation of 1.481 showed a slightly high disparity from the mean.

The table further showed that 9.5% of the respondents indicated that the new discoveries exposures was very high, 20.1% indicated high, 28.7% indicated moderately high, on the other hand, 7.2% indicated low, 26.6% indicated moderately low while 5.4% as very low and 2.6% were missing. The mean score of 3.71 indicated that the response of the respondent tends towards moderately high of the new discoveries' exposures while the standard deviation of 1.399 shows a moderate disparity in the response. The responses of the respondents with regards to the level of career development equipment as shown on Table 4 indicated 10.9% very high, 16.9% of the respondents indicated high while 25.5% indicated moderately high, although, 8.9% indicated low, 26.1% indicated moderately low and 6.3% indicated very low and 5.4% were missing. The mean score of 3.54 proved that majority of the response tends towards "moderately high" while the standard deviation of 1.567 indicated a high disparity in the response of the mean. The grand mean of 4.76 shows that majority of the respondent indicated a "high support" on career advancement challenges, although the standard deviation of 1.459 showed a high variation from the mean.

Table 4: Descriptive Statistics on Adaptive Learning Challenges

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Provision of training equipment	15.8%	22.6%	21.5%	24.1%	6.9%	6.3%	2.9%	3.86	1.544
Adequate training techniques	14.0%	19.5%	26.6%	24.4%	6.9%	5.4%	3.2%	3.81	1.496
Adequate practical exposures	14.6%	23.8%	31.5%	16.3%	7.4%	2.3%	4.0%	3.99	1.462
Doctors' frequent brainstorming	17.5%	24.6%	31.2%	14.0%	5.2%	2.3%	5.2%	4.08	1.525
New idea generation	14.6%	22.6%	26.9%	20.9%	7.2%	3.4%	4.3%	3.89	1.516
Average								3.92	1.508

Source: Field Survey, 2021

Table 4 shows the descriptive analysis of respondents' opinion on provision of training equipment. The table shows that 15.8% of the respondents indicated that the provision of training equipment is very high, 22.6% indicated high while 21.5% showed that it is

moderately high. However, only 6.9% indicated low, 24.1% is moderately low, and 6.3% indicated that it is very low, and about 2.9% of the responses were missing.

The mean score of 3.86, proved further that majority of the respondents indicated that the provision of training equipment as moderately high while the standard deviation of 1.544 indicated a divergence from the mean. With regards to the level of adequate training techniques, table 4 revealed that 14.0% of the respondents indicated very high, 19.5% showed that it is high while 26.6% indicated moderately high, thereby representing majority, however about 24.4% of the respondents indicated it as moderately low, 6.9% of the respondent indicated low, and 5.4% indicated very low. The result of 1.5% of the respondent was missing. The result from the table shows that majority of the respondents indicated that the level of adequate training techniques is moderately high (mean = 3.81, STD =1.496).

Also, on the level of adequate practical exposures, 14.6% of the respondents agreed that the level of adequate practical exposures is very high, 23.8% indicated high and 31.5% showed moderately high, although 7.4% indicated that it is low and 16.3% indicated moderately low while 2.3% of the respondents indicated very low and 4.0% abstained from rating. The mean score of 3.99 indicated that most of the respondent agreed that the level of adequate practical exposures is moderately high; the standard deviation of 1.462 showed a moderately high disparity from the mean. Accordingly, the table also showed that 17.5% of the respondents indicated that the doctors' frequent brainstorming was very high, 24.6% indicated high, 31.2% indicated moderately high, on the other hand, about 14.0% indicated moderately low, 5.2% and 2.3% responded low and very low respectively but 5.2% of the responses was missing. The mean score of 4.08 indicated that the response of the respondent tends toward high level while the standard deviation of 1.525 shows a huge disparity in the response.

The responses of the respondents with regards to the new idea generation as shown on the table indicated 14.6% very high, 22.6% of the respondents indicated high while 26.9% indicated moderately high, although, about 20.9% of the respondent indicated moderately low,7.2% as low while 3.4% indicated it very low; the result of 4.3%was missing. The mean score of 3.89 proved that majority of the response tends towards "moderately high" level while the standard deviation of 1.516 indicated a disparity in the response from the mean. The grand mean of 3.92 showed that majority of the respondent indicated moderately high on provision of training equipment, although the standard deviation of 1.508 showed a high variation from the mean.

Table 5: Descriptive Statistics on Job Hazard Challenges

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Contagious diseases exposure	18.9%	17.2%	22.9%	22.1%	8.3%	6.9%	3.7%	3.81	1.633
Patients' aggression transfer	16.6%	16.0%	21.5%	24.6%	10.3%	8.0%	2.9%	3.68	1.604
Frequent sleep interruption	12.3%	15.5%	16.6%	10.9%	6.6%	7.4%	30.7%	2.71	2.224
Constant work injuries	5.7%	9.5%	15.5%	17.2%	13.2%	8.3%	30.7%	2.30	1.947
Dangerous solvents exposure	5.7%	6.9%	12.9%	20.6%	9.7%	13.2%	30.9%	2.15	1.901
Average								2.93	1.861

Source: Field Survey, 2022

Table 5 shows the descriptive analysis of respondents' opinion on job hazard challenges. The table shows that 18.9% of the respondents indicated that the degree of contagious diseases exposure is very high, 17.2% indicated high while 22.9% showed that it is moderately high. However, 22.1% of the respondents rated contagious diseases exposure moderately low, 8.3% rated it low, 6.9% rated it very low and 3.7% abstained from rating. The mean value of 3.81 indicates that respondents agreed to an averagely having moderately high contagious diseases exposure and the standard deviation of 1.633 high showed variation in their responses.

On patients' aggression transfer, 16.6% of respondents rated it very high, 16.0% rated it as high, 21.5% indicated moderately high, (on aggregate, 54.1% rated it high). On the other hand, 24.6%indicated moderately low, 10.3%indicated low and 8.0%of the respondents indicated very low on the subject but 2.9%of the responses was missing. The results revealed mean score of 3.68 indicating that respondents agreed to have an averagely moderately high patients' aggression transfer and the standard deviation of 1.604 showed variation in their responses.

With regards to the level of frequent sleep interruption, table 5 revealed that 12.3% of the respondents indicated very high, 15.5% showed that it is high' while 16.6% indicated moderately high, thereby representing majority, however about 10.9% of the respondents indicated moderately low, 6.6% of the respondents indicated it is low, while 7.4% rated as very low; the result of 30.7%of the respondent was missing. The result from table 5 showed that majority of the respondents indicated that frequent sleep interruption in the selected hospitals was (mean = 2.71, STD = 2.224).

Also, on the degree of the level of constant work injuries, 5.7% of the respondents agreed that the level of constant work injuries is very high, 9.5% indicated high and 15.5% showed moderately high, although 17.2% indicated that it is moderately low, 13.2% rated it low and 8.3% of the respondents indicated it was very low and 30.7% majority of the responses was missing. The mean score of 2.30 indicates that most of the respondent agreed that the level of constant work injuries is very low; the standard deviation of 1.947 shows a huge disparity with their responses.

Accordingly, the table also showed that 5.7% of the respondents indicated that the level of dangerous solvents exposure is very high, 6.9% indicated high, 12.9% indicated moderately high, on the other hand, about 9.7% indicated low while 20.6% indicated moderately low and 13.2% rated it very low but 30.9% of the responses was missing. The average response (mean = 2.15) showed that the respondents attested to fact that the level of dangerous solvents exposure is very low and the standard deviation of 1.901 showed that many respondents support the opinions.

The grand mean score was 2.93 which indicated that on average, respondents indicated that job hazard challenges in selected hospitals was low with the overall standard deviation of 1.861 which implied that the responses were a seamlessly dispersed from the mean.

In table 6, role efficiency was presented as one of the dimensions of employee performance in the selected private hospitals in Lagos-State. The study sought to establish the perceptions of respondents regarding role efficiency in the selected private hospitals. The percentages, means and standard deviations were computed to provide insight in this respect. The findings were as shown in Table 6.

Table 6: Descriptive analysis of Role Efficiency

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Doctors' skill utilization	24.6%	27.8%	29.8%	8.9%	2.3%	2.3%	4.3%	4.40	1.479
Frequent job exposure	17.8%	28.7%	31.8%	12.0%	2.0%	2.9%	4.9%	4.20	1.484
Employee's initiative usage	12.3%	30.7%	31.5%	15.8%	4.0%	2.0%	3.7%	4.11	1.374
Work methods innovation	11.5%	27.5%	30.9%	18.1%	5.2%	2.6%	4.3%	3.97	1.430
Discharge of duties	18.6%	27.2%	24.9%	14.9%	5.7%	4.0%	4.6%	4.08	1.578
Average								4.15	1.469

Source: Field Survey, 2022

Interpretation

Table 6 shows the descriptive statistics on role efficiency. According to the table above, 24.6% of the respondent indicated that the level of doctors' skill utilization was very high, 27.8% indicated high, while 29.8% showed that it is moderately high. However, 8.9% indicated moderately low, 2.3% reported that it is low, while 2.3%indicated that it is very low and 4.3% of the responses were missing. However, with the mean score of 4.40 sustained that respondents agreed to the fact that doctors' skill utilisation is high and a standard deviation of 1.479 showed some variations in response.

The second item revealed that frequency of job exposure in selected private hospitals as very high as 17.8% of the respondents indicated that it was very high, 28.7% indicated high, and 31.8% indicated that it was moderately high, although 12.0% of the respondent indicated moderately low, 2.0% reported that it is low, while 2.9% indicated that it is very low. About 4.9% of the responses were missing. The mean value of 4.20 explained that respondents were on the average agreed to a high disposition as regards frequency of job exposure despite the standard deviation of 1.484 which revealed a variation from the mean.

Also, the study reveals that 12.3% of the respondents reported that the employee's initiative usage was very high, 30.7% indicated high, while 31.5% showed that it is moderately high, on the other hand, 15.8% indicated that moderately low, 4.0% indicated that low and 2.0% consider it very low. Them mean score (4.11) of the respondent clearly showed that majority of the respondent thinks employee's initiative usage is moderately high, the standard deviation of 1.37*4 shows a disparity in the responses

The responses to work methods innovation shows that 11.5% of the respondents indicated that it was very high, 27.5% indicated high, and 30.9% indicated moderately high, a total of 18.1% of the respondent indicated moderately low, 5.2% is low, 2.6% rated it very low while 4.3% were missing. With the mean score of 3.97, it is rational to state that majority of the respondent's responses shows a moderately high response for work methods innovation, although the standard deviation of 1.430 shows a high disparity from the mean.

 Table 6 revealed that 18.6% of the respondents indicated that the discharge of duties in the selected private hospitals by senior staff, the doctors, nurses, medical laboratory scientists; and vital supportive junior employees was very high, while 27.2% of the respondents indicated high and 24.9% indicated that it was moderately high, 14.9% indicated moderately low, 5.7% indicated that it was low, while 4.0% indicated that was very low. About 4.6% of the respondents did not respondents (were missing). The mean score and standard deviation respectively indicate that the responses gotten from the respondents towards the discharge of duties senior staff, the doctors, nurses, medical laboratory scientists; and vital supportive junior employees is moderately high (mean = 4.08, STD = 1.578). The standard deviation of 1.578 proved that variations occurred in responses.

An overall mean of 4.15 implied that averagely, respondents agreed to the statements measuring the role efficiency scale while the overall standard deviation 1.469 indicated that there was a high variance in the responses of the respondents. Combining the result of Tables

4.5 (Career Challenges) and 4.10 (Role Efficency) it is evident that career challenges sub variables (career challenges, career advancement challenges, career transition challenges, adaptive learning challenge) have dissimilar pattern of increase with role efficiency of the selected private and teaching hospitals in Lagos state. The findings further reveal that there is moderately low job hazard challenges and adaptive learning challenges but high role efficiency of career advancement challenges, and career transition challenges. The findings suggest that career challenges sub variables may likely affect role efficiency of the selected private and teaching hospitals in Lagos state. This provided answers to the research question one and enabled the researcher achieve objective one of the studies.

Restatement of the Hypothesis
Ho: There is no significant effect of career challenges sub-variables and role efficiency of health sector employees performance in selected private and teaching hospitals in Lagos State.

Table 7: Summary of multiple regression analysis for effects of Career Challenges on Role Efficiency of health sector employees in selected private and hospitals in Lagos State (n = 349)

Model	B	Sig.	T	F (5,343)	ANOVA (p-value)	R^2	Adjusted R^2
(Constant)	10.043	.000	7.073				
Career Challenges	.053	.222	1.223				
Career Advancement Challenges	.250	.000	3.996	13.599	.001	0.165	0.153
Career Transition Challenges	.170	.017	2.392				
Adaptive Learning Challenge	.088	.209	1.258				
Job Hazard Challenges	-.029	.494	-.684				
Predictors: (Constant), Job Hazard Challenges, Career Advancement Challenges, Career Challenges, Career Transition Challenges, Adaptive Learning Challenge							
Dependent Variable: Role Efficiency							

Source: Field Survey Results (2022)

Table 7 revealed the result of the multiple regression analysis which examined the effect of career challenges sub-variables (job hazard challenges, career advancement challenges, career challenges, career transition challenges, and adaptive learning challenge) on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State. The results showed that career challenges ($\beta = 0.053$, $t = 1.223$, $p = 0.222$) and adaptive learning challenge ($\beta = 0.209$, $t = 3.996$, $p = 0.000$) have a positive but non-significant effect on role efficiency while job hazard challenges have negative and non-significant effect on role efficiency ($\beta = 0.170$, $t = 2.392$, $p = 0.017$) of health sector employees in selected private and teaching hospitals in Lagos State. From the results, career advancement challenges ($\beta = 0.088$, $t = 1.258$, $p = 0.209$) and career transition challenges ($\beta = -0.029$, $t = -0.684$, $p = 0.494$) have positive and significant effect on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State.

The results of the analysis revealed that only two of the sub-variables of the career challenges (career advancement challenges and career transition challenges) have significant effect on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State. This implies that, of all the career challenges sub-variables in the regression model, career advancement challenges and career transition challenges are statistically significant; and thereby had a unique predictive effect on the role efficiency of health sector employees. Therefore, career advancement challenges and career transition challenges are fundamental career challenges that influence role efficiency of health sector employees in selected private and teaching hospitals in Lagos State.

The value Adjusted R^2 is 0.153 indicated that 15.3% of the variance in role efficiency of health sector employees is explained by the independent variables job hazard challenges, career advancement challenges, career challenges, career transition challenges, adaptive learning challenge while the remaining 84.7% could be attributed to other factors not included in this model. Also, the F-statistics ($df = 5, 343$) is 13.599 at $p = 0.001$ (significant) indicated that the overall model is significant in predicting the effect of career challenges on role efficiency. This means that career challenges sub-variables (job hazard challenges, career advancement challenges, career challenges, career transition challenges, adaptive learning challenge) account for a significant amount of variance in the role efficiency of health sector employees.

The established multiple regression model (prescriptive model) is expressed as thus:
RE = 10.043 + 0.053CC+ 0.250CAC + 0.170CTC + 0.088ALC -0.029JHC = 10.575
………… eq. 1a

Where:
CC = Career Challenges
CAC = Career Advancement Challenges
CTC = Career Transition Challenges
ALC = Adaptive Learning Challenge
JHC = Job Hazard Challenges

With regards to the variables that are statistically significant on Table 4.11, the hypothesised equation (predictive model) becomes:
RE = 10.043 + 0.250CAC + 0.170CTC=10.413 …………………………… eq. 2b

Where:
CAC = Career Advancement Challenges
CTC = Career Transition Challenges

The predictive model displayed that taking all the factors into account, that is, career advancement challenges and career transition challenges representing the independent variables, then role efficiency of health sector employees will be 10.413. The findings of the multiple regression analysis indicated that taking all the other independent variables at zero, then a unit change in career advancement challenges will result to 0.250 (25.0%) increase in

role efficiency of health sector employees and the same unit change in career transition challenges increases role efficiency of health sector employees by 0.170 (17.0%). This inferred that career advancement challenges have a great influence on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State followed by career transition challenges.

This result also explained that if the inhibiting factors against employee's efforts to update their skills are removed or worked upon, it would increase their role efficiency and subsequently improve performance of health sector employees in selected private and teaching hospitals in Lagos. The result also showed that when health sector's employees are able to transit their previously acquired skills into new employment challenges by removing the inhibiting factors such as lack of adequate facilities, their role efficiency will increase.

The result showed an overall statistical significance with $p<0.05$. The result suggested that management of selected private and teaching hospitals in Lagos should reduce career advancement challenges and career transition challenges in order to increase role efficiency of health sector employees. Therefore, the null hypothesis (H_{01}) which expressed that there is no significant effect of career challenges sub-variables on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State was rejected.

Discussion of Findings
The results of multiple regression analysis for the effect of career challenges sub-variables (job hazard challenges, career advancement challenges, career challenges, career transition challenges, and adaptive learning challenge) on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State presented an overall significance perspective. The predictive results were statistically significant in predicting role efficiency of health sector employees. The findings showed that a unit change in the scores of career advancement challenges and career transition challenges would lead to would lead to 0.231 and 0.158 changes in the role efficiency of health sector employees in the selected private and teaching hospitals in Lagos State.

This means that an increase in career advancement challenges and career transition challenges would lead to corresponding changes in the role efficiency of health sector employees in the selected private and teaching hospitals in Lagos State. The study findings are in agreement with the past research findings that found out that career challenges influence role efficiency of workforce. This concurred with the study by Ashok (2012) who conducted a study to examine eemployees occupational hazards among women employees in Jamunadu, Central Africa. The study found that poor equipment, job overloads, health hazards such as sleep disorder, depression, and mental stress were prevalent among the employees and these conditions had negative consequence on employee's performance. The study on the factors influencing work efficiency in China by Wei and Taormina (2011) disclosed findings that encompassing career growth and change positively influence employee's performance.

The results of the descriptive statistics on role efficiency found that 82.2% of the respondents indicated that there is a high utilization of doctors' skill in the selected private and teaching hospitals; 78.3% of the respondents believed that there is frequent job exposure in the in the selected private and teaching hospitals; a majority 69.9% of the respondents opined that work methods innovation is high in the selected private and teaching hospitals. These suggest that role efficiency of health sector employees in selected private and teaching hospitals is moderately high despite the challenges they encountered in the performing their roles in the hospitals.

Theoretically, findings of this study present credibility to the theoretical assumptions of Role theory that underpinned this research. The assumption of the theory is that individuals have definite roles in an organization; two individuals are expected act or execute the role appropriately, third, a role is a set of rights, duties, expectations, norms and behaviours that an employee is expected to fulfil in the course of their duty; and lastly, the individuals in executing these roles must demonstrate some behavioural inclinations. Further, the theory states that in a work relation there is division of labour and employees are in specialized positions to fulfil specific roles. In fulfilling these roles, employees are permitted to exhibit some specific behaviours guided by social norms.

Therefore, career challenges such as career advancement challenges and career transition challenges should professionally solved to enable employees carry out their roles in the course of their duty without obvious decline in their overall performance. Hence, findings of this study suggest that management of selected private and teaching hospitals in Lagos State should initiate clear-cut policies to address career advancement challenges and career transition challenges of their workforce to improve their role efficiency thereby attaining higher employee performance.

Conclusion and Recommendations
The results of multiple regression analysis for the effect of career challenges sub-variables (job hazard challenges, career advancement challenges, career transition challenges, adaptive learning challenge) on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State presented an overall significance perspective
The result showed an overall statistical significance with $p<0.05$. The result suggested that management of selected private and teaching hospitals in Lagos should reduce career advancement challenges and career transition challenges in order to increase role efficiency of health sector employees. Therefore, the null hypothesis (H_0) which expressed that there is no significant effect of career challenges sub-variables on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State was rejected.

Based on the study findings, it is recommended that stakeholders in the health sector should create policies that would facilitate employee's career advancement. This include creating policies that would facilitate employee's trainings such as scholarship awards, residency and internship arrangements with high-performing hospitals such as the United States Mayo Clinics. Other career advancement incentives in form of financial grant awards for medical researches, procurement of modern medical equipment and training of early career doctors on how to utilize them should also be done by health sector' stakeholders.

Adequate provisions should also be made for availability of basic facilities such as oxygen fitted ambulances and working generators for provision of constant power supplies. The Lagos state government should encourage possible privatization of some sections of Lagos-State University Teaching Hospital practices such as the laboratory, pharmaceutical and nephrology sections. Funds derived from these privatizations exercises should be used to upgrade the available facilities.

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