

Relationship Between Work Behaviour Sub Variables and Role Efficiency of Health Sector Employee Performance in Selected Private and Teaching Hospitals in Lagos State

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Abstract

Employee work behaviour (WB) as a construct is critical to the task performance of any organisation. In spite of this; little or no attention has been attached to the relevance of WB as it applies to the Nigerian medical sectors employees' performance. Consequently, this study evaluated the relationship between work behaviour 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 to select a sample of 349 respondents using Cochran formula. Primary data sources were adopted via a validated research instrument and collected data were analysed using multiple linear regression. The study also found that work behaviours positively correlated role efficiency in the dimension of $\beta=4.344$ Adj $R^2=0.276$, $F(4,344)$, $= 34,222$ $P<0.05$. The study concluded that work behaviour variables had significant relationship with role efficiency aspect of employee performance, promotion of positive work behaviour through adequate compensation package have very strong correlation with the performance of employees in the selected teaching and private hospitals. The study recommends that stakeholders in the health sector should create policies that would facilitate health employee's innovative behaviour and improve their organizational citizenship behaviour as well to enable enhance efficient role performance.

Keywords: *Attitude disposition, Employee performance, Innovative culture, Job security disposition, Organisational citizenship behaviour, Role efficiency, Work behaviours*

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Background to the Study

Efficient employees' performance through excellent service delivery remains an added value to an organisation operational effectiveness. It aided an organisation efforts to create sustained competitiveness and profitability in an overall service delivery system. Employee performance remained a phenomenon that had gained a lot attention from scholars, researchers and corporate organisation stakeholders. This was because an increase in the performance output of any organisation or sector can only be affected through the performance of its employees. This attention had further been propelled by corporate organisation continual desires to improve productivity and service delivery in today's global business environments characterised by increasing operational costs and intense competitions.

Several scholars such as Anthonio and Alessandria (2018). Carter, Neeshat, Badham, and Parker (2018). Pradhama and Jena (2017) asserted the importance of employee performance towards the fulfillment of organisational goals. Consequently, several organisations had come to realize the need for a greater reliance on human assets as most vital tool for improving organisation performance (Anastarios and Chatzogu, 2018). Vital as the role of employee is in an organisation, Asikhia (2015), noted that employee. The downward trend in global employees' performance according to ILO (2020) was also due to some prevailing issues affecting employee performance on a global basis. These included complex human needs which service organisations are compelled to meet, work-overloads, rapid obsolescence of technology, work place conflicts and poor employees' job satisfaction. This condition remained global. Abdullahi, Manean, and Nurul (2019), asserted that in the United States of America, a lot of organizations are faced with issues of workers inability to cope with rapid development of tasks automation due to application of new technologies. In the United Kingdom, Felstead and Reuschke (2019), noted that employee productivity is declining. Wandiga, Kilika, and James (2019) also posited that the consultancy and facility management sectors in Great Britain, employees were besieged with issues of inability to fulfil organisation goals, poor understanding of organisations values as well as unsatisfactory rewards of high performing employees.

In developing African countries such as Kenya and South Africa, employees work behavioural patterns are changing as a result of career challenges such as slow career advancement and transitioning opportunities, job hazards and poor career adaptation. The situation is further aggravated by perceived lack of interests of many of these countries organizations stakeholders on the welfare of their employees (Coetzee, Ximba, and Potgieter, 2017). In the Nigerian banking industry, Okoye, Omankhanlen, Okoh, Ezeji, and Achugamonu (2019) emphasized that managements were often besieged with the challenges of how to get employees' appropriate services that could meet customers changing tastes and expectations. Omoregie, Addae, Coffie, Ampong, and Ofori (2019) also asserted that the inability of many employees to reach acceptable work standards often created risks of total shut down for businesses. In Nigeria, series of other problems also affected the performance of health employees. These included lack of basic equipment, acute shortage of employees, clashes with work mates due to shift duties, absenteeism, cultural inhibitions, religious inhibitions (some religious sects forbid blood transfusions to patients), work environments that was completely lacking in basic facilities, high illiteracy of many patients, constant stress and possible assaults on health employees from patients' relatives (Ajayi, 2020).

Kanmodi and Adebayo (2019), also observed the persistence of poor leadership problems and power tussles among senior consultants, inadequate opportunities for staff interactions, personality differences, unclear job descriptions and heavy workloads. However, International Centre for Investigative Reporting (2020) asserted that poor career advancement due to acute shortage of specialists responsible for training newly qualified doctors and very poor compensation package remained the most prevalent issue in the Nigerian medical sector. Expectedly, these challenges continue were hampering the performance of many medical employees. Muraili, Basit, and Hassan (2017) Nwanolue, Obiora, and Ezeabasili (2018), Robescu and Lancu (2016), Wawira, Mathew, Machugu, and Wanjala (2015) examined a number of career challenges and work behaviour constructs such as work hazards, job stress, job insecurity and their relationships to employee performance. Available records from Insight Health Consulting Ltd (ICIR) (2020) confirmed that over the years, the sector had been manifesting deteriorating performances in several aspects of its service delivery. Hence the objective of the study;

This study evaluated the relationship between work behaviour sub variables (Innovative culture, Organisational citizenship behaviour, Job scrutiny, disposition and Attitude disposition) and role efficiency of health sector employee performance in selected private and teaching hospitals in Lagos State, Nigeria.

Hypothesis

Formulated hypothesis for this study:

There is no significant relationship between work behaviour sub variables and role efficiency of health sector employee performance in selected private hospitals in Lagos State.

Literature Review

Work Behaviour

Maki and Rothman (2017), explained work behaviour as attitude, social norms and perceived behavioural control. According to Solaja (2014), work behaviours are reactions of employees to internal or external stimulus within the context of job performance. Solaja (2014), through this definition implied that work behaviour are traits manifested by an employee in the course of a work relationship and is normally more formal than other types of human traits. Work behaviour characteristics consisted of observable (physical) and unobservable mental components geared towards the performance of a task by an employee such as personal resilience and acting as change agents. However, Pradhan, LaLentendo, and Itshere (2016), differed by insisting that job performance is a multi-component concept that involved employee behavioural engagements, this divergent view could be due to the fact that the researchers worked on another sector. Consequently, work behaviour is the attitude or action an employee exhibited generally at work.

Chernyak-Hai, Kim, and Tziner (2018), also identified a few negative aspects or disadvantages of employee behaviour which is termed dysfunctional employees' behaviour. These were behavioural traits that could harm an organisation such as disruption of job procedures and thwarting of goals achievement. Chernyak-Hai *et al* (2018) explained these behavioural traits

to employee personal traits, job experiences, work stress and condition. Ramzy, Bedawy, and Maher (2018), asserted that dysfunctional behaviour could create negative consequences for organisation' employees such as psychological depression, lowering employee self-esteem, and high level of employee 'absenteeism and high rate of employee's attrition.

Innovative Culture

Buisine and Davies (2018), stated that innovative culture characteristics are also manifested through employee consistent discovery of new skills and new methods of work processes, and stressed that it had specific conditions such as presence of innovative managers and presence of innovative individuals. Yuan and Woodman (2010) defined innovative culture as an employee's intentional application of new ideas, products or processes to job roles in an organisation. It includes employees searching out new technology, suggesting new ways to achieve objectives, applying new work methods and investigating new resources to implement new ideas. Sardar and Mahdi (2020) slightly differed by explaining innovative culture as an innovative integration of employees values, concepts, attitudes and beliefs into organisational knowledge. Khan, Ismail, Hussain and Alghazali (2020), enriched the concept further by stating that innovative culture comprises four interrelated attributes of acknowledgement of issues, creation of a concept, promotion and recognition. The enrichment could be due to a wider scope utilized by the researchers for their studies.

Organisational Citizenship Behaviour

Zeb and Asia (2016), defined organisation citizenship behaviour as an extra role behaviour that is exhibited when employees develop an effective association with organisations they work with. According to Liu, Zhou and Che (2019), organisational citizenship behaviour are work related behaviour that contributes indirectly to effective functioning of an organisation. Liu, Zhou and Che (2019) also asserted that organisational citizenship behaviour is discretionary, and may not be directly rewarded by an organisation rewards system. Sugianingrat, Widyawati, Da Costa, Ximenes, Piedade and Sarmawa (2019), also asserted organisation citizenship behaviour is a considered factor that increased employees' efficiency and is an essential component that increases organisations' efficiency and insisted that when employees perform beyond their stipulated job description, their efforts create excellence that improved organisational performance.

Job Security Disposition

Bullock, Hansen, and Houston (2018), defined job security disposition as an employee's expectations of continuity in a job. It also meant employee concerns about the future performance of a job, or a potential threat about employee job insecurity. Bullock, Hansen, and Houston (2018) opined that job insecurity referred to an employee perception of likelihood to loose a job. The traits are manifested through threats to employee's career growth and total help lessens ness in tackling them, deterioration of working conditions, and lack of career advancement and non-payments of salaries. Bernstrøm, Drange and Mamelund (2018), identified that employee job insecurity negative outcomes are manifested through poor job attitudes and manifestation of work – related counter productive work behaviour and intention to resign. Kambayashi and Kato (2017) also asserted good mental health and

physical health decrease in employees because of job insecurity. Hence, instituting policies that can encourage job security encourages employee's commitments.

Attitude Disposition

Weiber (2021), inferred attitude disposition as individual psychological complexes involving his or her tendency inclination and integration of cognitive and affective state of mind. Attitude is an individual fixed way of orientation, commitment, emotional disposition and feelings over a phenomenon. Razak and Sabri (2019) explained that attitude is a factor that affects employees' behaviour and is an individual employee's disposition (positive or negative) towards an organisation. From this definition it could be asserted that an attitude is a settled way of thinking of an employee about a phenomenon. Mabasa and Ngirande (2015) linked employee attitude to job satisfaction. Janye (2017) defined attitude as a complex mental state involving beliefs feelings, values.

Role Efficiency

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. Waddar and Aminabhavi (2012), identified features of employee' role efficiency: First is Centrality: that is focus of attention to specific employee needs; second is Helping Relationship: that is desire to help other employees' whose job is overlapping; Superordinate: that is creation of additional values in performance; Influence: that is employee ability to impact positively or negatively. Growth: this is employee's positive progression in career experience and impact within an organisation; and lastly is confrontation handling: this is ability to resolve issues no matter how emotionally exacting it may be. Wei and Taormina (2011) also identified attributes of employee Role efficiency. These are - Creativity: A role efficient employee should create new ways to solve problems or challenges that may arise in the course of employment. Resilience means an employee' ability to survive stressful conditions or situations.

Work Behaviour and Role Efficiency

Cohen and Morse (2014), also confirmed that employees who demonstrate higher level of commitment through organisational citizenship behaviour often exhibit greater performance on their jobs. Similarly, Kerdpitak and Jermstittiparsert (2020), confirmed that when organisations give monetary benefits to their workers, workers would reciprocate with greater dedication to their work. Such compensated employees demonstrate greater emotional responsibility, committed task-related actions, and extra job executions. Pradhan and Jena (2019) study found that attitude of a sector or an organisation have significant influence on employee innovative work behaviour. Kerdpitak and Jermstittiparsert (2020), asserted further proved that sectors or organisations that failed to support their employees usually fail to have their loyalty. Mingchuan, Mai, Tsai, and Dai (2018) study findings revealed that innovative behaviour is a key resource. The study also found positive attitudes and behaviours of employees significantly affect their performance in role efficiency, task efficiency, service delivery and productive aspects, which in turn give an organisation a competitive edge.

Theoretical Review

Attribution theory was propagated by Fritz Heider in 1958, the theory was later expanded by Harold, Kelley, and Weiner Barnard in 2000 (Hardisty, Johnson and Weber, 2010). The theory states that human actions or behaviours has underlying reasons, hence attribution theory explained human behaviours as being influenced by internal stimulus as well as situation they may be experiencing. The assumptions of the theory according to according to Heider (1958) are that human beings have motives which are based on intentions and sentiments. The theory assumed that people make inferences on the basis of three factors which are degree of choice, expectedness of behaviours and consequence of a behaviour. The theory further assumed that human attribution could be broken into external and internal attributions. External attribution according to the theory's assumptions refered to interpretation of human behaviours as being caused by his or her environment; while internal attribution or disposition is assigning human behaviour to individuals own ability personality, mood efforts attitudes and disposition. Expanding the theory further in 1960, Kelley and Barnard argued that attribution theory explains the processes which individuals explains the causes or flow of their behaviours.

Methodology

Survey research design was adopted for this study. The population of the study was 2886 employees of the selected hospitals. Cochran Sampling formular was used to generate 349 as simple size. A purposive and stratified sampling technique method was adopted for the respondents' selection with the application of primary source of data collection via a reliable and validated questionnaire, after the questionnaire administration, 78% response rate was achieved. This study adopted descriptive and inferential statistics. Multiple linear regressions were employed for data analysis.

Data Analysis

Work Behaviour Sub Variables (Innovative culture, Organisational citizenship behaviour, Job scrutiny, and disposition and Attitude disposition) were all analysed against Role efficiency.as shown in below:

Table 1: Descriptive analysis of Innovative Culture

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
New services introduction	16.0%	20.9%	27.2%	20.6%	9.5%	3.4%	2.3%	3.94	1.454
New ideas development	12.9%	21.8%	34.1%	18.6%	9.2%	1.7%	1.7%	3.99	1.312
New ideas implementation	10.3%	22.6%	27.2%	21.8%	10.0%	4.9%	3.2%	3.74	1.463
Tasks' performance development	14.0%	19.8%	32.7%	22.3%	6.9%	1.7%	2.6%	3.96	1.352
Innovative medical techniques	11.2%	18.1%	31.5%	17.2%	12.0%	5.4%	4.6%	3.64	1.544
Average								3.85	1.425

Source: Field Survey, 2022

Interpretation

Table 1 shows the descriptive analysis of respondents' opinion on Innovative culture. The table displays the results of respondent's views in relation with question on new service introduction. 16% of the respondents specified that new service introduction is very high, 27.2% admitted it is on a high range, while 20.9% rated it moderately high. Others shared their views on the same item, with 20.6% indicated it as moderately low, 20.6 % rated it low and 3.4 % of the respondents indicated it as very low, while 2, 3 % of the responses were missing. However, the mean score of 3.49 upheld the fact that respondents agreed to the fact that Innovative Culture is relatively high; the standard deviation of 1.454 shows a disparity in the responses.

Secondly, on the aspect of New Idea introduction, the results also indicated that 12.9 % of the respondents evaluated it very high, 34.1 % rated high, 21.8% adjudged it to be moderately high; while 9.2 % rated it as moderately low, 18.6 % indicated it as low, 1.7 % perceived that it was very low, about 1.7% of the responses were missing. The mean value of 1.32 explained that respondents were on the average agreed to a low disposition as regards New Idea introduction, despite the standard deviation of 3.9 which revealed a high variation from the mean.

With regards to item on New Idea implementation, 10.3% of the respondents specified very high, 27.2% rated it high, 22,6 % agreed it was moderately high. However, 10.00 % rated it moderately low, 21.8 % indicated it was low, and 4.9 % of the respondents indicated very low, and a total of 3.2% of the responses were missing. Furthermore, the mean score of 3.74 explained that respondents on the average agreed to moderately high disposition as concerning new idea implementation while the standard deviation of 1.463 demonstrated that variations occurred in responses.

With regards to the result of the descriptive analysis on Tasks performance development, 14% of the respondents rated it very high, 32.7 % indicated high, 19.8 % indicated moderately high. On the other hand, 6,9% indicated moderately low, 22.3 % rated it low, 1.7 % of the respondents indicated very low, while 2.6% of the responses was missing. The standard deviation of 1.564 shows a disparity in the responses

Table 1 also revealed the respondents' opinion on Innovative medical techniques. 11.2% rated it very high, 31.5 % considered it high, 18.1 % indicated it as moderately high; while 12 % rated it moderately low, 17.2% indicated as low, 5.4% of the respondents rated it very low, but 4.6 %of the responses was missing. The standard deviation of 1.544 shows a disparity in the responses. The grand average mean score of the statements is 3.85 which is indicative of a moderately high rate of agreement among respondents as related with the items; while the overall standard deviation of 1.425 shows a high divergence from the mean which meant that on average the respondents' responses diverged from the mean.

Table 2: Descriptive analysis of Organizational Citizenship Behaviour

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Relationship with patients	32.1%	28.9%	25.2%	8.6%	1.7%	1.4%	2.0%	4.69	1.308
Attendance to patients	28.7%	31.5%	25.5%	7.7%	1.7%	1.4%	3.4%	4.60	1.392
Relationship with colleagues	26.1%	37.0%	25.8%	6.6%	0.3%	1.4%	2.9%	4.66	1.282
Vital facts disclosure	12.9%	25.2%	28.7%	16.6%	7.2%	6.0%	3.4%	3.88	1.518
Handling extra responsibilities	23.2%	29.5%	26.1%	12.9%	2.6%	2.3%	3.4%	4.37	1.442
Average								4.44	1.388

Source: Field Survey, 2022

Interpretation

Table 2 displays the results of the question on organizational citizenship behaviour. 32.1% of the respondents specified that relationship with patients is very high 25.2% admitted it is on a high range, while 28.9% rated it moderately high. Others shared their views on the same item, with 1.7% indicated it was moderately low, 8.6% rated it low and 1.4% of the respondents indicated very low on relationship with patients, 13.2% of the responses were missing. However, with the mean score of 4.69 upheld that respondents agreed to the fact that moderately high relationship with patients maintained by the respondents and a mean standard deviation of 1.388 showed high variations in responses.

Secondly, on the aspect of attendance to patients, the results also indicated that 28.7% of the respondents evaluated it very high, 25.5% rated high, 31.5% adjudged it to be moderately

high; while 1.7% rated it as moderately low, 7.7% indicated it as low, 1.4% perceived that it was very low, about 3.4% of the responses were missing. The mean value of 4.60 explained that respondents were on the average agreed to a low disposition as regards attendance to patients despite the standard deviation of 1.392 which revealed a high variation from the mean.

With regards to item on relationship with colleagues, 26.1% of the respondents specified very high, 25.8% rated it high, 37.0% agreed it was moderately high. However, 0.3% rated it moderately low, 6.6% indicated it was low, and 1.4% of the respondents indicated very low, and a total of 2.9% the responses was missing. Furthermore, the mean score of 4.66 explained that respondents on the average agreed to moderately low disposition as concerned effect of relationship with colleagues and the standard deviation of 1.282 demonstrated that variations occurred in responses.

The result of the descriptive analysis on vital facts disclosure have 26.1% of the respondents rated it was very high, 25.8% indicated high, 37.0% indicated moderately high. On the other hand, 7.2% indicated with moderately low, 16.6% rated it low, 6.0% of the respondents indicated very low, but 3.4% of the responses was missing. As regards average, the mean is 3.88 clarified that respondents on the average approved of moderately low scale as concerned effect of vital facts disclosure was moderate with standard deviation of 1.518. showed high variations existed in responses.

Table 2 also revealed the respondents' opinion that 23.2% rated very high the question on handling extra responsibilities, 26.1% considered it high, 29.5% indicated it as moderately high; 2.6% rated it moderately low, 12.9% indicated as low, 2.3% of the respondents rated it very low, 3.4% of the responses was missing. To this end, averagely, the mean = 4.37 justified that respondents affirmed that handling extra responsibilities as extremely high, but the standard deviation of 1.442 that showed divergence in respondents' views on the item.

The grand average score of the statements was 4.44 which is indicative of a very high rate of agreement among respondents as related with the items under organizational citizenship behaviour, but an overall standard deviation of 1.388 shows a high divergence from the mean which means that on average the respondents' responses diverged highly from the mean.

Table 3: Descriptive analysis of job security disposition

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Fair wages payment	10.3%	21.5%	28.9%	18.6%	8.3%	10.0%	2.3%	3.68	1.522
Frequent employment termination	5.7%	12.0%	22.3%	23.8%	11.2%	22.1%	2.9%	3.00	1.575
Frequent remunerations delay	12.3%	12.3%	22.3%	22.3%	12.9%	15.2%	2.6%	3.33	1.641
Work injury compensation	7.7%	10.6%	20.9%	20.3%	14.6%	22.1%	3.7%	2.95	1.643
Safety kits provision	12.3%	13.8%	24.4%	20.1%	13.8%	12.3%	3.4%	3.40	1.640
Average								3.27	1.604

Source: Field Survey, 2022

Interpretation

Table 3 displays the results of respondents in relation with question on fair wages payment with 10.3% of the respondents specified very high; 28.9% admitted it is on a high range, while 21.5% rated it moderately high. Others shared their views on the same item, with 8.3% indicated it was moderately low, 18.6% rated it low and 10.0% of the respondents indicated very low on fair wages payment, 2.3% of the responses were missing. However, with the mean score of 3.68 upheld that respondents agreed to the fact that moderately high fair wages payment maintained by the respondents and a standard deviation of 1.522 showed high variations in responses.

Secondly, on the aspect of frequent employment termination, the results also indicated that 5.7% of the respondents evaluated it very high, 22.3% rated high, 12.0% adjudged it to be moderately high; while 11.2% rated it as moderately low, 23.8% indicated it as low, 22.1% perceived that it was very low, about 2.9% of the responses were missing. The mean value of 3.00 explained that respondents were on the average agreed to a medium disposition as regards frequent employment termination despite the standard deviation of 1.575 which revealed a high variation from the mean.

With regards to frequent remunerations delay, 12.3% of the respondents specified very high, 22.3% rated it high, 12.3% agreed it was moderately high. However, 12.9% rated it moderately low, 22.3% indicated it was low, and 15.2% of the respondents indicated very low, and a total of 2.6% the responses was missing. Furthermore, the mean score of 3.33 explained that respondents on the average agreed to moderately high disposition as concerning frequent remunerations delay and the standard deviation of 1.641 demonstrated that variations occurred in responses.

The result of the descriptive analysis on work injury compensation had 7.7% of the respondents rating it as very high, 20.9% indicated high, 10.6% indicated moderately high. On

the other hand, 14.6% indicated with moderately low, 20.3% rated it low, 22.1% of the respondents indicated very low, but 22.1% of the responses was missing. As regards average, the mean of 2.95 clarified that respondents on the average approved of medium low scale as regards work injury compensation while the standard deviation of 1.643 shows that variations existed in responses.

Table 3 also revealed the respondents' opinion that 12.3% rated very high on the effect of safety kits provision with, 24.4% considered it high, 13.8% indicated it was moderately high; while 13.8% rated it moderately low, 20.1% indicated as low, 12.3% of the respondents rated it very low, but 3.4% of the responses was missing. To this end, averagely, the mean = 3.40 justified that respondents affirmed that safety kits provision is moderately high, but the standard deviation of 1.640 showed divergence in respondents' views on the item.

The grand average score of the statements was 3.27 which was indicative of a medium disposition rate of agreement among respondents as related with job security disposition; the overall standard deviation of 1.604 shows a high divergence from the mean which means that on average the respondents' responses diverged from the mean.

Table 4: Descriptive analysis of Attitude disposition

Items	Very High	Moderately High	High	Low	Moderately Low	Very Low	Missing	Mean	STD
Aggression to patients	8.3%	9.6%	10.6%	18.1%	27.2%	18.4%	7.8%	2.26	1.986
Frequent patients's negligence	3.7%	9.5%	12.0%	17.5%	29.0%	19.7%	8.6%	2.09	1.857
Frequent late coming	3.2%	8.00%	11.5%	21.2%	27.1%	18.5%	10.5%	2.09	1.785
Errors of judgement	3.2%	7.4%	14.0%	17.5%	28.3%	21%	8.6%	2.07	1.797
Lack of concentration	6.6%	4.6%	9.7%	17.8%	35.9%	14.6%	10.8%	2.01	1.834
Average								2,104	1,852

Source Field Survey, 2021

Interpretation

Table 4 displayed the results of respondents in relation with question on aggression to patients with 8.3% of the respondents specifying that aggression to patients is very high, 10.6% admitted it is on a high range, while 9.6% rated it moderately high. Others shared their views on the same item, 27.2% indicated it was moderately low, 18.1% rated it low and 18.4. % of the respondents indicated very low, as much as 7.8% of the responses were missing. The mean score of 2.26 upheld that respondents moderately agreed to the statement, while the standard deviation of 1.986 showed high variations in responses.

Secondly, on the aspect of frequent neglect of patients, the results indicated that 3.7% of the respondents evaluated it very high, 12% rated it high, 9.5% adjudged it to be moderately high; while 29% rated it as moderately low, 17.5 % indicated it as low, 19.7% perceived it as very low, while as much as 8.6 % of the responses were missing. The mean value of 2.09 explained that respondents agreed to an average disposition as regards frequent neglect of patients despite the standard deviation of 1.857 which revealed a high variation from the mean.

With regards to frequent late coming, 3.2%of the respondents specified very high, 11.5% rated it high, 8% agreed it was moderately high. However, 27.1 % rated it as moderately low, 21.2% indicated it as low, and 18.5% of the respondents indicated as very low, and as much as 10.5% of the responses was missing. Furthermore, the mean score of 2.09 explained that respondents on the average agreed to a moderate disposition as concerned frequent late coming, the standard deviation of 1.799 demonstrated that variations occurred in responses.

Table 4 also revealed respondents' opinion on Errors of judgement. 3.2 % rated it as very high, with 14.0% % considered it high, 7,4% indicated it was moderately high; while 17.5% rated it low, 28,3% indicated it as moderately low, 21 % of the respondents rated it very low, but 8.6 % of the responses was missing. To this end, averagely, the mean of 2.07 justified that respondents affirmation is moderately low while the standard deviation of 1,894 that showed divergence in respondents' views on the item.

The result of the descriptive analysis as it related to lack of concentration have 6.6% of the respondents indicating it as very high, 9.7% indicated high, 4.6% indicated moderately high. On the other hand, 35.9% indicated with moderately low, 17.8 % rated it low, 14.6 % of the respondents indicated very low, but 10.8% of the responses was missing. As regards average, the mean of 2.08 clarified that respondents on the average approved of medium low scale as concerning lack of concentration, while the standard deviation of 1.84 showed that variations existed in the responses.

The grand average score of the statements is 2.004 which was indicative of a moderate rate of agreement among respondents as related with the items, while overall standard deviation of 1,853 showed a high divergence from the mean. This reveals that on average the respondents' responses diverged from the mean.

Table 5: 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 5 showed 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% shows 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 utilization is high and a standard deviation of 1.479 showed some variations in responses. The second item reveals that frequency of job exposure in selected private hospitals is very high as 17.8% of the respondents indicated that it is 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 revealed that 12.3% of the respondents reported that the employee's initiative usage was very high, 30.7% indicated high, while 31.5% shows 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. Their mean score (4.11) of the respondent clearly shows that majority of the respondent thinks employee's initiative usage is moderately high, the standard deviation of 1.374 shows a disparity in the responses

Furthermore, 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.

The table above reveals 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 respond (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.

Combining the result of Tables 1,2,3,4 and 5; Work behaviour sub variables (Innovative Culture, Organizational Citizenship Behaviour, Job Security Disposition and Attitude Disposition) have dissimilar pattern of increase with task efficacy of the selected private and teaching hospitals in Lagos state. The findings reveal that there is moderately low level of attitude disposition but high level of Innovative Culture, Organizational Citizenship Behaviour, Job Security Disposition and work behaviour. The findings suggested that work behaviour sub variables may likely affect task efficacy of the selected private and teaching hospitals in Lagos state.

Table 6: Summary of multiple regression analysis for effects of Work behaviour sub on Role Efficiency of health sector employees in selected private and teaching hospitals in Lagos State (n = 349)

Model	B	Sig.	T	F (4,344)	ANOVA (p-value)	R ²	Adjusted R ²
(Constant)	4.344	.000	3.984	34.222	.000	0.285	0.276
Innovative Culture	0.197	.002	3,083				
Organization Citizenship Behaviour	0.398	.000	6.525				
Job Security Disposition	0.150	.013	2.503				
Attitude Disposition	.023	.504	.668				
Predictors: (Constant), Innovative Culture, Organization Citizenship Behaviour, Job Security Disposition, Attitude Disposition							
Dependent Variable: Role Efficiency							

Source: Field Survey Results (2022)

Interpretation

Table 6 reveals the result of the multiple regression analysis which examined the effect of work behaviour sub-variables (Innovative Culture, Organization Citizenship Behaviour, Job Security Disposition, Attitude Disposition) on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State. The results showed that Work behaviour sub variables of Organizational Citizenship Behaviour ($\beta = 0.398, t=6.525, p = 0.000$) and Innovative Culture ($\beta = 0.197, t=3.083, p = 0.000$) have a higher positive but significant effect on role efficiency, though Job Security Disposition ($\beta = 0.150, t = 2.503, p = 0.013$); Attitude Disposition ($\beta = 0.023, t = 0.668, p = 0.504$) also have positive and significant effect on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State.

From the results, Innovative Culture ($\beta = 0.197, t = 3.093, p = .002$); Organizational Citizenship Behaviour ($\beta = 0.398, t = 6.525, p = 0.000$); Job Security Disposition ($\beta = 0.150, t = 2.503, p = 0.013$); Attitude Disposition ($\beta = 0.023, t = 0.668, p = 0.504$); all have 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 three of the sub-variables of Innovative Culture ($\beta = 0.197, t = 3.093, p = .002$); Organizational Citizenship Behaviour ($\beta = 0.398, t = 6.525, p = 0.000$) have significant effect on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State; while Attitude Disposition positive but not so significant relationship with role efficiency ($\beta = 0.023, t = 0.668, p = 0.504$) This implies that, the three work behaviour sub-variables of , Innovative Culture ($\beta = 0.197, t = 3.093, p = .002$); Organizational Citizenship Behaviour ($\beta = 0.398, t = 6.525, p = 0.000$); Job Security Disposition ($\beta = 0.150, t = 2.503, p = 0.013$) in the regression model are statistically significant thereby; have a unique predictive effect on the role efficiency of health sector employees. Therefore, the fundamental work behaviour variables that influence role efficiency of health sector employees in selected private and teaching hospitals in Lagos State are Innovative Culture, Organizational Citizenship Behaviour, and Job Security Disposition.

The value Adjusted R^2 is 0.276 indicates that 27.6% of the variance in role efficiency of health sector employees is explained by the independent variables of Innovative Culture, Organizational Citizenship Behaviour, and Job Security Disposition while the remaining 72.4% could be attributed to other factors not included in this model. Also, the F-statistics ($df = 0.348$) is at $p = 0.001$ (significant) indicates that the overall model is significant in predicting the effect of career challenges on role efficiency. This means that work behaviour sub-variables (Innovative Culture, Organizational Citizenship Behaviour, and Job Security Disposition) 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:

$$RE = 4.344 + 0.197 IC + 0.398 OCB + 0.150 JSD + 0.023 AD = 6.193 \dots\dots\dots \text{eq. 1a}$$

Where:

IC = Innovative Culture

JSD = Job Security Disposition

OCB = Organization Citizen Behaviour

AD = Attitude Disposition

With regards to the variables that are statistically significant on Table 4.37, the hypothesized equation (predictive model) becomes:

$$RE = 4.344 + 0.197 IC = 4.561 \dots\dots\dots \text{eq. 1b}$$

$$RE = 4.344 + 0.398 OCB = 4.732 \dots\dots\dots \text{eq. 1b}$$

$$RE = 4.344 + 0.150 JSD = 4.494 \dots\dots\dots \text{eq. 1b}$$

$$RE = 4.344 + 0.023 AD = 4.367 \dots\dots\dots \text{eq. 1b}$$

Where:

The predictive model displays that taking all the factors into account that is Work Behaviour sub variables of Organization Citizenship Behaviour (4.732), Innovative Culture (4.561), and Job Security Disposition (4.494), the role efficiency of health sector employees will improve by 4.73%; 4.56% and 4.49% respectively. The findings of the multiple regression analysis indicate taking all the other independent variable at zero, then a unit change in Work Behaviour variables will result to 0. (%) increase in role efficiency of health sector employees and the same unit change in organizational citizenship behaviour will increases role efficiency by 4.73%. This infers that work behaviour sub variables have a great influence on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State.

This result also explains that if the inhibiting factors against employees positive work behaviour are removed or worked upon, then this would increase the role efficiency and subsequently improve performance of health sector employees in selected private and teaching hospitals in Lagos. Likewise, the result also shows that when employees are able to exhibit positive work behaviour into their work roles by removing the inhibiting counter-productive work behaviour such as late coming and other vices, it will increase the role efficiency of health sector employees. The result shows an overall statistical significance with $p < 0.05$. The result suggests that management of selected private and teaching hospitals in Lagos should institute policies that would encourage positive employee's behaviour in order to increase role efficiency of health sector employees. Therefore, the null hypothesis (H_{0s}) which expresses that there is no significant effect of work behaviour sub-variables on role efficiency of health sector employees in selected private and teaching hospitals in Lagos State is hereby rejected.

Discussion of Findings

The results of multiple regression analysis for the effect of work behaviour sub-variables (Innovative culture, Organization citizenship behaviour, Job security disposition, and Attitude disposition) 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 show that a unit change in the scores of innovative culture, organizational citizenship, job security disposition would lead to 0.197, 0.398, 0.158; 19.7%, 39.8% and 15.8% changes respectively in the role efficiency of health sector employees in the selected private and teaching hospitals in Lagos State. This means that an increase in Innovative Culture,

Organizational Citizenship, and Job Security Disposition 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 of Pradhan and Jena (2019), that found out that work behaviour influence role efficiency of workforce. Theoretically, findings of this study present credibility to the theoretical assumptions of Attribution Theory that underpinned this research. The assumptions of the theory according to Heider (1958) are that human beings have motives which are based on intentions and sentiments. Attribution theory is relevant to this hypothesis because it explains rationality behind human behaviour and rationally argued that human beings would seek for help where they are sure that they would receive it. That people choices are generally influenced by expected gains, the theory therefore rationally explains the reasons or motives behind behavioural inclination of health sector's employees and their patients.

Hence, findings of this study suggest that management of selected private and teaching hospitals in Lagos State should initiate clear-cut policies to encourage positive work behaviours of their workforce to improve their role efficiency thereby attaining higher employee performance.

Conclusion and Recommendations

The study found that work behaviour variables had significant relationship with role efficiency aspect of employee performance, and in line with A priori expectation, the hypothesis was rejected. It was obvious that organizational citizenship behaviour and innovative culture had significant effect on the role efficiency of health sector employees. The results suggested that if inhabiting factors such as militating against health sector employees' innovative behaviour as well as organizational citizenship behaviour are removed, employees' role efficiency would significantly improve.

Innovative culture is an employee consistent discovery of new skills and new methods of work processes, while organisational citizenship behaviour occurs when employees performs beyond their stipulated job descriptions. Based on this, the study recommends that stakeholders in the health sector should create policies that would facilitate health employee's innovative behaviour and improve their organizational citizenship behaviour as well. From the result, it is recommended that there should be removal of all inhabiting factors militating against health sector employees innovative behaviour as well as organizational citizenship behavior as to increase employees' role efficiency performance in the health sector.

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