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Effect of Career Challenges on Employee Service Delivery Performance of Selected Health Sector Employees in Lagos State

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Abstract

The effect of career challenges on the service delivery aspect of employee performance has generated a lot of attention from heath sectors stakeholders, academics as well as management practitioners in recent times. Despite this, not much attention has been paid to these constructs with reference to the Nigerian Health Sector employees. Therefore, this study investigated the effect of career challenges on service delivery performance of selected Health sector employees in Lagos State, Nigeria. The study adopted a cross-sectional survey research design on a population of 2,886 employees of the selected hospitals. Random sampling technique was adopted to selecte a sample size of 450 repondents using Cochran formula, however only a response rate 78% was recorded. Findings revealed that career challenges attract service delivery performance aspect of employee as follows: *B= 10,546 Adj R^2= 0.174, f(5343)=15,612, p<0.005.* It was also clear that career advancement challenge and career transition challenge have a significant effect on the service delivery of health sector employees. Government should improve on provisions of basic facilities for the primary health centres to aid employees' adequate service delivery.

Keywords: *Career challenges, Employee performance, Health sector, Lagos State, Service delivery*

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Background to the Study

Employee performance remained a phenomenon that had gained a lot of attention from scholars, researchers, corporate organizations and stakeholders. This attention was propelled by corporate organisations continual desires to improve productivity and service delivery in today's global business environment. Corporate organisations are fast realizing that employee performance helps organizations' survival, improves their revenue earnings as well as boosts their positive public image. Inspite of the importance of employee performance towards the fulfillment of organisational goals, there has been gaps in knowledge as regards adaptive learning, career transitioning, career advancement and job hazards aspects of career challenges; as well as innovative culture, organizational citizenship behavior, job security disposition and attitude disposition aspects of work behavior and how these constructs affect employee performance.

Other challenges faced by the Nigerian health employees' performance as highlighted by Kanmodi and Adebayo (2019) include 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. 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. Aside from the challenges already highlighted, the International Centre for Investigative Reporting (2022) asserted that poor career advancement (due to acute shortage of specialists responsible for training newly qualified doctors) and poor compensation package as the most prevalent issue in the Nigerian medical sector. Expectedly, these challenges are hampering the performance of many medical employees.

The effect of these career challenges had culminated in the extremely high rate of attrition of highly skilled and experienced medical specialists which remained the most significant factor in training newly qualified doctors (ICIR, 2022). Other health sector employees such as nurses, laboratory scientists and nursing assistants are reacting to these challenges through manifestation of counter-productive work behaviours such as thefts of hospital materials, constant late coming, negligence of duties and high errors of judgement (ICIR, 2022). Expectedly, these problems are inhibiting the service delivery, productivity and task efficacy performances of both private and public hospitals in Nigeria. This could be seen from the insignificant 2.94% contribution of the health sector to the National Gross Domestic Product (National Bureau of Statistics, 2019-22).

Statement of the Problem

Available facts from ICIR (2022) asserted that the neglect of Nigerian health workers by stakeholders in spite of the prevalence of various job hazards created conflicts between employee's skills and organisational goals attainment; leading to lack of job satisfaction. This often led to high rate of absentism by health sectors employees. Isiah (2018) studies reported that the average duration of some Lagos State health workers' absenteeism could be as high as four days per week. This proved that the Nigerian health sector employees' task efficacy were

hampered by poor work attitudes. This led to continual loss of confidence in the services of the nation's health sector by the general public, as could be buttressed with the fact that between 2010-2019; Nigerians spent 19.2 billion dollars on medical tourism to foreign countries and between 2020 to 2021, Nigerian spent 576 Billion (1.173 Billion Dollars) annually on medical tourism (Guardian Newspaper, 2021). From these analyses, the study concluded that employee work behaviour variables affect task performance.

According to the United Nations Health Indices (2019), the Nigerian (with Lagos State inclusive) health sector' service delivery is hampered with low availability of operational facilities such as hospital oxygen bottles, intensive care unit's machines, dialysis machines, drips stands, doctors examination tables, laboratory reagents and blood banks, incubators. Worthy of note is the fact without these facilities, vital to medical personnel service delivery. Often at times, Nigerian health employees' emotions and positive work behaviours were tortured endlessly as they watched chronically ill patients such as accidents victims die as a result of non-availability of adequate facilities and specialists. The non-availability of equipment coupled with emotionally upsets of medical sector employees hampered their service delivery. This could be seen from high rates of mortality of accidents victims (as much as 1076 per year). From the analysis proffered, the study concluded that work behaviour variables of innovative culture, organisational citizenship behaviour, job security disposition and attitudinal disposition affect service delivery aspect of employee performance.

Presently, the Nigerian health sector was besieged with poor remuneration of employees, acute shortage of facilities, increasing population that created huge patients over load on doctors. According to Insight Health Consulting Ltd (2022), perceived insensitivity of the government to the problem of poor remunerations of health sector workers has led to constant strikes, which invariably led to loss of valuable medical employees' productivity man hours. From this analysis, can we proffer that work behaviour variables of attitudinal disposition, job security disposition, innovative culture and organisational citizenship behaviour affect the productivity aspects of employee performance. The Nigerian health sector employees are poorly compensated. A comparative perception of job hazards remunerations paid to health employees revealed that Nigeria's health workers as at 2022 (with Lagos Stateinclusive) were still very poorly remunerated; when compared with other African countries. ICIR (2020) records revealed that during the Corona-Virus scourge, Ghana paid $361, Sierra-Leone $460, Liberia $825, Congo DR $250 monthly job hazards allowance to doctors, while Nigeria paid $13.64. This could be attributed to poor budgetary provisions. As indicated by the Bureau of Statistics in the year 2017, Nigeria' health budget provisions were 55.61 Billion Naira ($157million), while in 2018, the budget allocation was 71.1 Billion Naira ($71million). According to National Bureau of Statistics (2019) the health sector budget allocations by the Federal Government and several states in Nigeria including Lagos State was 4% of the total budget share, unlike Singapore and Great Britain which allocated as much as 15% of their total budgets to the health sector.

Research Question
How do career challenges sub variables affect health sector employee service delivery in Lagos State Nigeria?

Hypothesis
The hypothesis that proposed for this study is:
Career challenges sub-variables have no significant effect on service delivery of health sector employee in Lagos State, Nigeria

Conceptual Review
Career Challenges
A number of researches had been done on the constructs of career challenges by researchers such as Evans (2020), resulting in robust definitions of career challenges. According to Cusseu, Semesin, and Nicolau (2020) career challenges is an unbalanced fit of an employee to a complex and fast changing phenomenon associated with work. Callanan, Perri, and Tomkowicz (2017) explained career challenges as a sequence and varieties of problems workers encounter on paid or unpaid work roles throughout their lives of active human endeavors and in-depth work participation. However, Evans (2020) described career challenge as problems employees encountered that created job dis-satisfaction. However, the construct had evolved in more recent years to include job and professional dis-satisfaction of employees.

Evans (2020), inferred that a job could mean series of homogeneous tasks related by functions that an employee does in exchange for rewards; and that a career challenge could mean all types of inhibitions an employee encountered in paid employments or jobs engaged in over a period of time. Evans (2020), therefore, concludes that a career challenge meant an inhibited role of a professional or job positions that an employee engages in, which areunacceptable to an organisation. Going by these definitions, it is clear that various scholars have different opinions for career challenge as a construct, but the convergence of opinions revealed that a career challenge inhibited employees in a profession pursued for the purpose of earning a living. Career challenges prevented employees from exhibiting self-identity, fulfill trainingpurposes and give economic values in term of income generation to a sector or an organization (Evans, 2020).

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. Orediano et. al. (2017) admitted that there are diversities in the experience of career challenges employees face in their chosen occupations or careers. This confirmed that Orediano et.al (2017) had the different view from Evans (2020). The divergence view could be due to the sectors that were worked upon by the researchers. Synthesizing the views of these scholars, it could be deduced that career challenge is an unbalanced fit of an employee to a changing phenomenon.

For the purpose of this study, career challenges will be examined through the variables of adaptive learning challenges, career transitioning challenges, career advancement challenges and job hazard challenges. In terms of characteristics, career challenges consisted of several features. This could be lack of adequate training to develop employee's skills and frequent adjustments of employee's role due to continual changes in the sector or industry the employee works. As regards possible benefits or advantages removal of career challenges could bestow on an organization, Toyokawa and DeWald (2020) posited that removal of career obstacles helped employees to develop specific innate skills which can be deployed to meet immediate needs of an organisation; it also endows employees with positive through behavioural focused trainings. On the other hand, persistence of career challenges in organisation makes employees to lack confidence, induced anxiety, creates a feeling of disengagement (Nimble, 2017).

Service Delivery

Martins and Ledimo (2015) defined service delivery as the actual delivery of a service or a product to a consumer. Going by this definition, service delivery does not mean an intention to deliver a product, but an actual delivery of the service to a needy consumer. Martins and Ledimo (2015) inferred that for an organisation to stay competitive, it must create an innovative service delivery. Hinging on Ducrocq, Wilson, Vine, and Derakshan (2016) definition of service delivery, Martins and Ledimo (2015) stated that innovation in service delivery is referred to an organisation's openness to new ideas; propensity to change through adoption of new technologies resources, skills and administrative system. Hence, service delivery innovation is a vital in-service delivery as it encompasses an overall process of developing new service offerings to organisation's customers.

Tekeba and Mengisto (2018) defined service as any activity or benefit that one party can offer to another which may be tangible or intangible. Tekeba and Mengisto (2018) explained that a service is a commodity with no physical existence created for consumption. Hence, there is no service until there are consumers ready to consume them. Tekeba and Mengisto (2018), asserted that the service industry remained a highly competitive one. This is because consumers of services often demand changes in mode of service. Expectedly, this desire for changes often drive employees to create or make innovations that is expected to meet customer's needs. Tekeba and Mengisto (2018), asserted that services are intangible in nature; the services of service providing organisations are best measured through customers' evaluation of these services.

Firstly, it is intangible; it can only be enjoyed but not physically visible. Hence, its evaluation depends on its quality. Secondly, the quality of service depends on the providers therefore, it is very important to understand the importance of the service providers. Thirdly, service cannot be stored for later use, and this can create a problem when demands exceed supplies of a particular service. Tekeba and Mengisto (2018), agreed that service quality is a satisfactory outcome of a consumer evaluation. Service delivery occurred when through an interaction between a customer and a service provider, the physical component of the service is delivered (Tekeba&Mengisto, 2018).

Sybom (2015) confirmed that service delivery innovation is usually triggered off by challenges and problems an organisation is facing. Martins and Ledimo (2015) observed that the usual problem in service delivery is the mismatch between services an organisation has the capacity to provide and what the organisations' customers actually require. Hence, as regards its advantages, service delivery innovation can only be useful if it improves service operations through creating new ways in which a service is delivered. If it enriched service experience – that is enriching customers services with employee's experience of new service (if it enriches service outcomes), and creation of additional values for the service consumers if the benefits the consumers enjoy outweighs the costs (Martins & Ledimo, 2015).

Martins and Ledimo (2015) stated that services delivery innovation has some characteristic dimensions, the first step is initiation of service delivery innovation. This included continuous service improvement process in an organisation. The next stage is proactive service delivery innovation which aims at enhancing organisational procedures and processes. The third step is getting appropriate involvement of people through communication of service delivery innovation processes.

Ngumbao and Moturi (2018) noted another key element in service delivery - That is strategy of engaging employee on service delivery. Ngumbao and Moturi (2019) defined employee engagement to mean when employees are involved in decision making and revitalization. Ngumbao and Moturi (2018) stated that quality service delivery can only be enhanced through improved organisation performance. According to these scholars, training accelerates service delivery to customers, promotes giving of accurate standards to customers, and encourages efficiency of business operations. The researchers also also stated that training accelerates employee's desires to put in more efforts through competence improvements.

Furthermore, the researchers stated that service delivery is enhanced by rewards. These include promotion, recognition, and payment of incentives to employees. The researcher believed leadership development processes through career enhancement positively impact employees service delivery. The researcher also opined that a positive link exists between quality of environment and service delivery. It is believed that work environment that supports employee's task would positively impact their service delivery mode. Kwon and Lee (2016) noted that skills development, competence development, imparting of research-based knowledge, behavioural modification improves service delivery. Kwon and Lee (2016) stated that adequate service delivery requires manpower development and which should aim at creating a workforce that could render effective service delivery, prevents skills obsolesce, equip new staff with adequate skills, improve employee's morale and enthusiasm and ensures minimal risks to employees in the course of service delivery.

Khalid and Adelabu (2012) introduced another construct in service delivery which is termed Modified Quantitative service delivery model. This model identified three major factors that can influence efficient service delivery. These are organisation assurance of managerial accountability in terms of transparency, proper accountability and institutionalizing quality

leadership structure by the organisation. Khalid and Adelabu (2016), opined that leaders must be goal-getters, equipped with the competence and skills that would assist in the attainment of set goals.

Career challenges and work behaviour are connected with service delivery aspect of employee performance. Kwon and Lee (2017) buttressed this assertion by stating that the more of career challenges and negative work behaviours, the lower the service delivery aspect of of employee's performance. Kwon and Lee (2016) noted that skills development, competence development, impartation of research-based knowledge, behavioural modification improves service delivery. Kwon and Lee (2016) stated that adequate service delivery requires manpower development and aims at creating a workforce that could render effective service delivery, prevents skills obsolensce, equips new staff with adequate skills, improvesemployee's morale and ensures minimal risks to employees in the course of service delivery. Em and Mukhilis (2016), stated that self-efficacy is an employee's belief that he or she can perform a task. This means that an individual with high sense of service delivery will overcome and tackle whatever the challenge his or her career might be facing.

Empirical Review on Career Challenges and Service Delivery

Wadar and Aminabhavi (2012) study confirmed that the service quality of an organisation is directly related to the demeanour of the service employees, and the extent to which he or she fulfils the need of the customer. According to the findings of Wadar and Aminabhavi (2012), employees need to demonstrate appropriate emotional connection with work that directly associates with the overall performance of the organisation or the sector they are working for. These is because for a service to be delivered, there must be a service employee, hence, service delivery of employees is directly linked with fulfilment of the needs by customers. Wei and Taormina (2011) study findings, revealed service delivery aspects of work efficiency in five diffrent dimensions. These are ability to meet deadlines, know and utilize the most effective work for doing work, make efficient use of time at work, high resilience and high self-confidence. Wadar and Aminabhuavi (2012) study, found that employee role - efficiency is related to their emotional disposition at work.

Tekeba and Mengistu (2018) study, found reliability, responsiveness, tangibility, empathy, customer satisfaction as measures that confirm quality service delivery of an organisation. Martins and Ledimo (2015) study found that innovation has a high positive effect with service delivery. Ngumbao and Moturi (2018) study found training and service delivery is positively correlated. Ngumbao and Muturi (2018) study proved that employee service delivery is augmented when employees are fully engaged in key aspects of organisation such as decision-making and policy making. The study discovered that engaged employees are resilient in their tasks, fully devoted and put in all their efforts in daily execution of their jobs. Martins and Ledimo (2015) study, confirmed that employee service delivery efficacy is enhanced when theycreatively initiate innovation to their customers. Tekeba and Mengisto (2018) study, proved that service delivery quality of an organisation is enhanced when the employee efficiently finds out what a customer expects and fulfils it.

Career challenges affect service delivery of employees. Koen, Klohe, and Vianen (2017) study, found discovered that with time employees' career adaptability tended to decrease as they grow older. Furthermore, the study found that career adaptability has effects on the quality of service delivery. Purwoko, Wobowo, and Japar (2020) study results, confirmed that career adaptabilities affect employee behavioural inclinations. Agba, Ogaboh, Nkpoyen, and Ushie (2010) study, found a significant effect between opportunity for career advancement and employee commitment. Yarbrough, Martin, Alfred, and McNeill (2017) study found that there is a significant effect between career guidance and job satisfaction. Geetha (2016) study, found desire for economic independence accounts for the greatest reasons why most Malaysian women want career advancement.

Yahdiza and Iman (2017) study, found positive effect between career progression on extrinsic factor of employees. Prajogo and Oke (2016) study found competition is increasing because of increasingly complex dynamism of business environments. The study further revealed that the urge to cope with this dynamism had led to introduction of new ideas and innovation, and it is presumed that inability of some individual employees to cope had led to their career stagnation, which invariably affect their service delivery. Agba, Ogaboh, Nkpoyen, and Ushie (2010) study, found that career stagnation occurred when a person stays too long on a position. Career stagnation also occurs if there are few chances for promotion, or there are existence of too strict rules and regulations. Yahdiza and Iman (2017) identified three types of career stagnation: These are structural factors of career plateau, content factor of career plateau and biological factor career plateau.

Theoretical Review

Resource Based View Theory

Resource based view theorized was developed by Edith Penrose in 1959. It explained how an organisation can create a sustained competitive advantage. In addition, the theory highlighted the value of employees' resources and the extent of their importance in employees' performance (Barney, 2001). The theory evolved by Edith Penrose in 1959. The theory is a frame work used to determine the possible strategic resources an organisation can exploit to create a competitive advantage. The theory argued that there are dimensions of resources available to an organisation which are human, material and technological resources. The theory posited that an organisation can use any of these resources to create an edge over its competitors. The theory urged organisation stake holders to identify its available internal human capital assets, capabilities and competences and use them to create an edge that is rare, inevitable, and non-substitutable over their competitors. The theory argued that it is only by doing this that a firm can create a sustainable competitive advantage. The theory urged organisation stake holders to develop unique and specific core competences, from exploitation of employee's innate skills and use them to outperform their competitors. Supporters of the theory included Barney, Day, and Hamel. Resource based view theory offerred competitor's strategies that can be used to create a competitive that can create a competitive edge. In support of this theory, some scholarsproffered thatthe theory posits that for a firm to sustain competitive advantage, its employees' skills must be rare, valuable and non-substitutable (Asikhia, Osinowo, & Kassim,2021; Barney, Ketchen, & Wright, 2011).

Furthermore, the theory identifies employee resources as a key resource that a sector needs to explore. Barney (1991), stated that resource-based view revealed that managers must be able to identify, understand and classify organisations'core competence edge. Barney (1991) also stated that organisations need to encourage employees' learning by eliminating all possible hindrances or challenges to their adaptive learning. Barney (1991) also inferred that theory identifies employee's capabilities as non-transferable specific resources which can be used to improve productivity. According to Barney (1991) capabilities could be tangible and intangible. Intangible in the sense of an organisation goodwill, reputation, culture, and knowledge of how to do what should be done. The aim is to create competitive advantage what is according to Barney (1991), is value not being implemented by competitors.

Ning (2012) posited that resources-based view explained that firm could only provide competitive advantage in its services if it possesses employees who were endowed with valuable, rare, and non-substitutable skills. The theory asserted that the human capacity of a firm remains the most important resources; and insisted that it contributed higher than an organisation material, technical and financial resources to give a competitive advantage. The theory therefore argued that firms should strive to develop its employees' capacity. The theory infers that the competence derived from efficient human resources is difficult to emulate. Hence, to generate a competitive advantage, organisations must ensure its employee's skills are valuable, rare and inimitable.

According to Alvarez and Barney (2017), resource-based view theory inferred that organisations should build on resources that contribute to employees' capacities to offer efficient service delivery through innovation. This proves that in customers' services delivery perspective of an employee performance, applications of resource-based view theory have a very strong positive effect. This is because efficient application of employee's innovation through utilization of employee's innate skills are proofs of an employees's ability to create a performance edge over its competitors by rendering quality service delivery better in customers' value judgment. Supporters of resources-based view theory such asMadhani (2010), stated that application of resource-based view theory helped to create value for organisation and it also helped an organisation or a sector to gain a competitive edge. However, weighing the proponents and antagonists of the theory, it can be argued that human resources from the basis of a sector human capital, hence irrespective of the complex nature of the job demands expected from a sector, utilizing the resources of employees can boost the sector in imitable competitive edge. Thus, the theory explains the connection between employee's positive behaviour and their performance.

The relevance of this theory is that it identified employee resources as a key resource that an organisation need to explore. The theory clearly identified necessary things organisation, stakeholders need to do to enhance employee's task efficiency, and these include nurturing employee skills that are rare, and not easily imitable and substitutable. It is also relevant because it explained the interactions between career challenges tsk efficacy aspect of employee performance. The main criticisms of resources-based view are that its implementation failed to consider factors that can hinder organisation resources to be

utilized. Furthermore, Mong, Mohamed, Misnan, and Palis (2021), asserted that the theory introduces the concept of combinative capabilities which emphasized the importance of unique knowledge as a resource. Madhani (2010), also assert that the theory explained the circumstances under which competitive advantage can succeed.

Critics of resource-based view such as Kraaijenbrink, Spender, and Groen (2010), have proffered some criticisms, this include the fact that the theory applicability is not feasible in some business environments, and that it is not in every case that an organisational human resources gives a competitive edge. Armstrong and Shimizu (2007), argued that the authenticity of the theory could not be ascertained because itsprogenitor's method was faulty right from the onset. Furthermore, Barney (2011) asserted that it is not a firm's human resources that create competitive advantage; material and financial resources are also vital in creating competitive advantage.

Study Methodology

Total Sample Size was 449; but only 349 respondents participated. The Cochran formular was adopted because the study population was finite. According to Priya and Haradusha (2017), adequate provisions must be made for attrition rates when determining sample size. The researcher applied random and stratified sampling techniques for the study. The study utilized primary sources of data. The data-gathering instrument employed for this study was adapted structured questionnaire.

Analysis of Objective, Research Question, and Hypothesis

Table 1: Summary of multiple regression analysis for effects of Career Challenges sub on Service delivery of health sector employees in selected private and teaching hospitals in Lagos State (n = 349)

Model	B	Sig.	T	F (5343)	ANOVA (p-value)	R^2	Adjusted R^2
(Constant)	10.546	0.000	9.124	15.612	0.000	0.185	0.174
Career Advancement Challenges	0.153	0.003	3.008				
Career Transition Challenges	0.156	0.007	2.698				
Adaptive Learning Challenge	0.057	0.323	0.989				
Job Hazard Challenges	-0.026	0.454	-0.750				
Predictors: (Constant), Job Hazard Challenges, Career Advancement Challenges, Career Challenges, Career Transition Challenges, Adaptive Learning Challenge							
Dependent Variable: Service Delivery							

Source: Researchers' Field Survey Results (2026)

Interpretation

The above reveals 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, adaptive learning challenge) on service delivery of health sector employees in selected private and teaching hospitals in Lagos State. The results showed that adaptive learning challenge (β =0.057, t = 0.989, p = 0.323) had positive and significant effect on service delivery; while job hazard challenges (β = -0.026, t = -0.750, p = 0.454) had negative and significant effect on service delivery of health sector employees in selected hospitals in Lagos State. From the results, career advancement challenges (β = 0.153 t = 3.008, p = 0.003) and career transition challenges (β = 0.156, t= 2.698, p = 0.007) have positive and significant effect on service delivery 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) had significant effect on service delivery of health sector employees in Lagos State. These results implied 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 service delivery of health sector employees. Therefore, career advancement challenges and career transition challenges are fundamental aspect of career challenges that influenced service delivery of health sector employees in Lagos State.

The value Adjusted $R^2$is 0.174 indicated that 17.4% of the variance in service delivery 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 82.6% could be attributed to other factors not included in this model. Also, the F-statistics (df= 5343) is 15.612 at p = 0.000 (significant) indicated that the overall model was significant in predicting the effect of career challenges on service delivery. This meant 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 service delivery of health sector employees. The established multiple regression model (prescriptive model) is expressed as thus:

SD= 10.546 + 0.153CAC + 0.156CTC + 0.057ALC + -0.026JHC = 11.886 ..... eq. 4.

Where:
SD= Service Delivery
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 the table above, the hypothesized equation (predictive model) becomes:
SD = 10.546 + 0.153CAC+ = 10.699
SD=10.546+0.156CTC=10.702

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

The predictive model displays that taking all the factors into account, that is, career advancement challenges and career transition challenges representing the independent variables, then service delivery of health sector employees will improve by 10.699 % and 10.702% respectively. The findings of the multiple regression analysis indicate taking all the other independent variable at zero, then a unit change in career advancement challenges will result to 10.699 (10.699%) increase in service delivery of health sector employees and the same unit change in career transition challenges increases in service delivery of health sector employees by 10.702 (10.702%).

This infers that career advancement challenges have a great effect on service delivery of health sector employees in hospitals in Lagos State followed by career transition challenges. This result also explained that if the inhibiting factors against employees updating their skills are removed or worked upon, it would increase their service delivery and subsequently improve performance of health sector employees in selected private and teaching hospitals in Lagos State. Likewise, the result also showed that when employees are able to translate previous skills into new employment challenge by removing the inhibiting factors such as interruptions to family life, undue waste of doctor's time due to lack of functional ambulance cars, there will be an increase in health sector employees's service delivery. The result shows an overall statistical significance with $p<0.05$. The result suggested that management of selected private and teaching hospitals in Lagos State should reduce career advancement challenges and career transition challenges in order to inprove service delivery of health sector employees. Therefore, the null hypothesis (H_0) which expressed that there is no significant effect of career challenges sub-variables on service delivery of health sector employees in hospitals in Lagos State is hereby rejected.

Discussion of Findings

The results of the multiple regression on the effect of career challenges sub-variables established that career challenges has a significant effect on the performance aspect of service delivery of health sector employee Conceptually, Orediano, Colon, Mountain, Rosano, Aleyedo and Trado (2017), explained career challenges as diversity of inhibiting experience an employee face in their chosen occupations or career, therefore career challenges should be tackled by various stakeholders in the health sector to improve service delivery performance.Several approaches towards reducing career challenges on service delivery aspects of employee performance had been proffered by earlier researchers on the construct. Waddar and Aminabhavi (2012), suggested appropriate stabilization of employee's emotions

to balance employees service delivery, while Purwoko, Winbowo and Japar (2020), proffered career adaptability of employee's scale of test behavioural to improve employee service delivery. Empirically, this study findings agree with the past research findings on other sectors that confirmed that career challenges influence employees task efficacy. Ngumbao and Muturi (2018) study found that when employees career development is enhanced, their service delivery was improved. In addition, the study findings debunked significant views of Martins and Ledimo (2015) study, that reported that it was not the career challenges sub-variables that affected employee service delivery, but lack of innovation.

Theoretically, findings of this study added credibility to the theoretical assumptions of Resource Based View Theory by confirming that enployees resources are the most important thing an organisation should explore. Ning (2012), statedthat resources-based view explained that organisation or sector could gain a competitive edge in its services if it possesses employees who were endowed with valuable, rare, and non-substitutable skills. The theory assumed that human capacity of a firm remains the most important resources; and insisted that it contributed higher than an organisation material, technical and financial resources to give a competitive advantage. The theory therefore, argued that firms should strive to develop its employees' capacity in order to render effective service delivery. The theory infered that the competence derived from efficient human resources is difficult to emulate. Hence, to generate a competitive advantage, a sector or an organisations must ensure its employee's skills are valuable, rare and inimitable by removing any challenge hindering their performance. Hence, the interactions between career challenges and service delivery aspects of employee performance are explained within the framework of resource-based view perspectives.

Therefore, given the support found in conceptual, empirical, and theoretical submissions in previous studies, the study results posit that career challenges have significant effect on service delivery of employee performance of selected teaching and private hospitals in Lagos State, Nigeria.

Conclusion and Recommendations

The study objective determined the effect of career challenges sub variables and service delivery of health sector employee's performance in selected private and teaching hospitals in Lagos State, Nigeria. The results from the hypothesis revealed that career challenges sub variables had significant effect on employee service delivery performance in selected health sector and in line with A priori expectation, the hypothesis was rejected.

It was also clear that career advancement challenge and career transition challenge have a significant effect on the service delivery of health sector employees. The results suggested that if inhabiting factors militating against health sector employee's service delivery such as shortage of working instruments like surgical blades, syringes, ambulances and laboratory reagents, patients overload due to patients' poor patronage of primary health centres are removed, their performance would significantly improve.

Based on the finding, following recommendations were made;

1. Efficient employee performance through excellent service delivery remains an added value to an organization or a sector effort to fulfil its goals and objectives. This is very significant in today's global business enviroments that is characterized by constant desire by consumers of organization products to procure cheaper and more efficient services from competitors.
2. The researchers recommend that stakeholders in the health sector should create policies that would facilitate excellent service delivery by health sector employees as well as employee motivation.
3. Lagos- State government should establish more equiped primary health care centres. One of the main reasons for Lagos-State patients' poor patronage of primary health care centres is due to lack of confidence in their services, orchestrated by acute shortage of basic facilities.
4. Government should improve on provisions of basic facilities for the primary health centres to aid adequate service delivery.

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