

# Employee Conditions of Service and Quality Service Delivery in Medical Tertiary Institutions in Bayelsa State, Nigeria



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## Review Article

### Abstract

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### Keywords:

Conditions of Service, Employee, Quality Service Delivery, Tertiary Institution

Employee well-being is a critical problem in every organization and should not be taken lightly. This is because employees play a critical part in the production process of any firm and as such, substandard working conditions will inhibit organizational output. This study examined employee service and quality service delivery conditions in medical tertiary institutions in Bayelsa State, Nigeria. The study adopted a correlational research design and was guided by three research objectives. The population of the study comprised all academic and non-academic staff across all ranks in nine tertiary institutions in Bayelsa State. The instrument for data collection was a structured questionnaire developed by the author and validated by experts. The data were analyzed using the Pearson Product Moment Correlation Coefficient for research questions and hypotheses. The obtained results revealed that leave policy, training allowance, and good working environment have a positive relationship with quality service delivery in medical tertiary institutions in Bayelsa State. It is, therefore, recommended that other tertiary institutions should emulate the Bayelsa Medical University Model of managing employee conditions of service.

شرایط کارمندان خدمات و ارائه خدمات با کیفیت در موسسات پزشکی درجه سوم در ایالت بایلسا، نیجریه رفاه کارکنان یک مشکل حیاتی در هر سازمانی است و نباید آن را سهل انگاری کرد. به این دلیل است که کارکنان نقش مهمی در فرآیند تولید هر شرکت ایفا می کنند و به همین دلیل، شرایط کاری نامرغوب مانع از خروجی سازمان می شود. این مطالعه شرایط کارمندان خدمات و ارائه خدمات با کیفیت را در موسسات عالی پزشکی در ایالت بایلسا، نیجریه بررسی کرد. این پژوهش از یک طرح تحقیق همبستگی استفاده کرد و با سه هدف پژوهشی هدایت شد. جامعه پژوهش شامل کلیه کارکنان دانشگاهی و غیردانشگاهی در تمامی رده های نه موسسه عالی در ایالت بایلسا بود. ابزار جمع آوری داده ها، پرسشنامه ساختار یافته ای بود که توسط نویسنده تهیه و توسط خبرگان تایید شد. داده های جمع آوری شده با استفاده از ضریب همبستگی لحظه محصول پیرسون برای سؤالات و فرضیه های پژوهش مورد تجزیه و تحلیل قرار گرفت. نتایج به دست آمده نشان داد که سیاست مرخصی، کمک هزینه آموزشی و محیط کار خوب با کیفیت ارائه خدمات در موسسات عالی پزشکی در ایالت بایلسا رابطه مثبت دارند. بنابراین، توصیه می شود که سایر موسسات عالی باید از مدل دانشگاه پزشکی Bayelsa برای مدی ریت شرایط خدمت کارکنان تقلید کنند. **واژگان کلیدی:** شرایط خدمت، کارمند، ارائه خدمات با کیفیت، موسسه آموزش عالی

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## Introduction

Education all over the globe is undoubtedly the bedrock of all developmental strides. Governments of nations pay serious attention to it in order to achieve sustainable and progressive national development. In Nigeria, the demand for education in recent years has been very high because the certificate gained at the expiration of school years gives citizens access to the world of work. So as a developing nation, Nigeria has taken cognizance of this, as well as the importance of education as a whole by establishing and structuring schools for the achievement of stated educational goals and objectives. The higher education system aims/objectives as spelled out by the Federal Republic of Nigeria (2008) and revised in 2014 are as follows:

- (a) To contribute to national development through high-level relevant manpower training.*
- (b) To develop and inculcate proper values for the survival of individuals and society.*
- (c) To develop the intellectual capability of individuals to understand and appreciate their local and external environments*
- (d) To acquire both physical and intellectual skills which will enable individuals to be self-reliant and useful members of society.*
- (e) To promote and encourage scholarship and community service.*
- (f) To forge and cement national unity and*
- (g) To promote national and international understanding and interaction (p. 50-51).*

To pursue the aforementioned objectives in the health sector, in line with universal best practices, medical tertiary education in Nigeria is rendered in universities, colleges of Nursing, and Colleges of Health Technology. Adeyemi (2011), posits that medical tertiary education is a system that embraces much of the country's research capacity and reproduces the majority of the skilled medical professionals that are required in the labor market. Obanya (2019) views medical tertiary education as that which embodies all organized learning and training activities at the tertiary level.

Despite the universally acknowledged importance of medical tertiary education in Nigeria, a research report has consistently shown that it is plagued with a beehive of challenges that ranges from inadequate funding, corruption, political instability, and poor employee conditions of service (Ololube, 2016).

According to Sounder (2007), a condition of service is the portion of an employment agreement that specifies the duties, responsibilities, hours of work, remuneration, leave, and other privileges

that an employee will enjoy. If all of these conditions are not satisfied effectively, it might result in substandard service with a negative influence on staff morale. Poor service conditions may also be defined as "a circumstance in which a person's working environment is unsatisfactory, including the denial of benefits that should be received. Service conditions have been a serious concern at both public and private colleges. This had a negative effect on the institution's production capabilities. Benefits such as leave bonuses and training allowances are withheld from employees. Even the working atmosphere is not suitable; necessary equipment is not given; promotion is delayed; and, most poor. The upshot of the bad service situation would almost certainly be a negative attitude on the part of the personnel, which would result in low productivity.

Benedict (2014) avers that service delivery in tertiary institutions includes among others record management, safety and health, extramural activities, and guidance and counseling. The researcher views service delivery as all the activities pertaining to effective teaching and learning provided by the schools in attaining set standards. Aldridge and Rowley (2011) state that when students perceive that institutions' quality and standardized learning environments are facilitated with intellectual faculty as well as appropriate facilities of learning and infrastructure, their interest in the institution will explicitly be retained wherein their motivation reflects both the academic and administrative efficiency of the particular institution. The desire of parents is to bequeath qualitative and functional education to their children. This is in compliance with the axiomatic truth that quality education is the only permanent legacy that parents can pass on to their children to ensure their future success (Abbas, 2016).

Moreover, as far as review there have been no studies on the medical tertiary institutions' employee conditions of service as it affects quality service delivery. This is because employees are at the interface between educational policy and the learners for whom the policy is intended, examining their conditions of service affects quality service delivery must be considered as an education development initiative.

### **Purposes of the Study**

The main purpose of this study is to examine employee conditions of service and quality service delivery in medical tertiary institutions in Bayelsa State, Nigeria. Specifically, the study achieved the following purposes:

To determine the relationship between leave policy for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

To determine the relationship between training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

To determine the relationship between a good working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

### **Research Questions**

The following research questions were formulated to guide the study:

**RQ1.** What is the relationship between leave policy for employees and quality service delivery in medical tertiary institutions in Bayelsa State?

**RQ2.** What is the relationship between training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State?

**RQ3.** What is the relationship between a good working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State?

### **Hypotheses**

The following null hypotheses were formulated and tested at a 0.05 level of significance.

**H01:** There is no significant relationship between leave policy for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

**H02:** There is no significant relationship between training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

**H03:** There is no significant relationship between a good working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

### **Methodology**

This study adopted a correlational design. Gay (2016) described a correlational survey as a study that involves the collecting of data in order to determine whether, and to what degree, a relationship exists between two or more quantifiable variables. This design is considered appropriate for the study because the study investigated the relationship between employee conditions of service and quality service delivery in tertiary institutions in Bayelsa State, Nigeria.

The population of the study comprises all three hundred and forty-three professionals in the three medical tertiary institutions in Bayelsa State. In order to ensure a greater representation of the sample relative to the population and guarantee that minority constituents are well represented, the proportionate stratified random sampling technique with a sample fraction ratio of 0.02 was used to draw out 299 respondents. The instrument for data collection was an “Employee Conditions of Service and Quality Service Delivery Scale (ECSQSDS)” developed by the researcher. It consists of four (4) sections, namely; Section A, B, C, and D. Section A measured the demographic variables of the respondents, and Section B consists of 10 items on the respondents’ leave policy. Sections C and D consist of 10 items on training allowance and working environment respectively. The content and face validity of the instrument were done by two experts in test and measurement. The instrument was trial tested using twenty (20) respondents that did not participate in the research but possessed the same characteristics as the population of interest. The reliability coefficient of 0.85 was obtained using the Cronbach Alpha formula which was considered appropriate for this study. The researcher administered a questionnaire to the respondents directly. In all, a 100% return rate was achieved. The research questions were answered and hypotheses were tested using Pearson Product Moment Correlation (PPMC).

## Results

The results obtained from the analysis of the collected data are presented in the following tables to address the posed research questions:

### Research Question 1

What is the relationship between leave policy for employees and quality service delivery in medical tertiary institutions in Bayelsa State?

**Table 1**

*Correlational Analysis of leave policy for employees and quality service delivery*

		<b>Leave Policy</b>	<b>Quality Delivery</b>	<b>Service</b>
<b>Leave Policy</b>	Pearson Correlation	1	.638**	
	Sig. (2-tailed)		.006	
	N	299	299	

<b>Quality Service Delivery</b>	Pearson Correlation	.638**	1
	Sig. (2-tailed)	.006	
	N	299	299

Presented in Table 1 above is the Correlational Analysis of leave policy for employees and quality service delivery medical tertiary institutions in Bayelsa State. The correlation coefficient (r) between leave policy for employees and quality service delivery tertiary institutions in Bayelsa State is .638. The coefficient falls into the range of .61–.80 for a strong relationship, indicating that the relationship between leave policy for employees and quality service delivery to medical tertiary institutions in Bayelsa State is strong.

### Research Question 2

What is the relationship between training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State?

**Table 2**

*Correlational Analysis on training allowance for employees and quality service delivery*

		<b>Training Allowance</b>	<b>Quality Service Delivery</b>
<b>Training allowance</b>	Pearson Correlation	1	.622
	Sig. (2-tailed)		.002
	N	299	299
<b>Quality Service Delivery</b>	Pearson Correlation	.622	1
	Sig. (2-tailed)	.002	
	N	299	299

Presented in Table 2 above is the Correlational Analysis of training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State. The correlation coefficient (r) between training allowance for employees and quality service delivery is .622. The coefficient falls into the range of .61–.80 for a strong relationship, indicating that the relationship between training allowance for employees and quality service delivery is strong.

### Research Question 3

What is the relationship between a good working environment for employees and quality service medical delivery in tertiary institutions in Bayelsa State?

**Table 3**

*Correlational Analysis of working environment for employees and quality service delivery*

		<b>Work environment</b>	<b>Quality service delivery</b>
<b>Work Environment</b>	Pearson Correlation	1	.632
	Sig. (2-tailed)		.002
	N	299	299
<b>Quality service delivery</b>	Pearson Correlation	.632	1
	Sig. (2-tailed)	.002	
	N	299	299

Presented in Table 3 above is the Correlational Analysis of the working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State. The correlation coefficient ( $r$ ) between the working environment for employees and quality service delivery is .632. The coefficient falls into the range of .61–.80 for a strong relationship, indicating that the relationship between the working environment for employees and quality service delivery is strong.

### Hypotheses

**H01:** There is no significant relationship between leave policy for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

The result in Table 1 shows the Pearson Product Moment Correlation analysis on the relationship between leave policy for employees and quality service delivery in Bayelsa state. The result revealed that the correlational coefficient between leave policy for employees and quality service delivery, is  $r=-0.638$ , at  $n=299$ , and a  $p$ -value less than 0.05 ( $p=0.003$ ). Since the  $p$ -value is less than 0.05, then the null hypothesis is rejected. Thus, there is a significant relationship between leave policy for employees and quality service delivery in tertiary institutions in Bayelsa State.

**H02:** There is no significant relationship between training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

The result in table 2 above shows the Pearson Product Moment Correlation analysis on the relationship between training allowance for employees and quality service delivery in tertiary institutions in Bayelsa state. The result revealed that the correlational coefficient between training allowance for employees and quality service delivery in tertiary institutions, is  $r=-0.622$ , at  $n=299$  and a p-value less than 0.05 ( $p=0.002$ ). Since the p-value is less than 0.05, then the null hypothesis is rejected. Thus, there is a significant relationship between training allowance for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

**H03:** There is no significant relationship between a good working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

The result in table 3 above shows the Pearson Product Moment Correlation analysis on the relationship between a good working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa state. The result revealed that the correlational coefficient between a good working environment for employees and quality service delivery in medical tertiary institutions, is  $r=-0.632$ , at  $n=299$ , and a p-value less than 0.05 ( $p=0.002$ ). Since the p-value is less than 0.05, then the null hypothesis is rejected. Thus, there is a significant relationship between a good working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State.

### Discussion

The result revealed that the relationship between leave policy for employees and quality service delivery at tertiary institutions in Bayelsa State is strong. Also, it was revealed that there is a significant relationship between leave policy for employees and quality service delivery at tertiary institutions in Bayelsa State. This finding is in line with that of Kabari (2021), Obisi, et. al., (2016), and Lee (2017) who reported independently that leave bonuses had an effect on staff productivity at the university of Lagos.

The result revealed that the relationship between training allowance for employees and quality service delivery at tertiary institutions in Bayelsa State is strong. Also, it was revealed that there is a significant relationship between training allowance for employees and quality service delivery at tertiary institutions in Bayelsa State. The finding of this present study is in line with that of Onyango and Wanyoike (2014), Osterman (2013), and Kabari (2021) who demonstrated that



training allowance has a close association with quality service delivery among lecturers in the tertiary institution. Also, the study's findings conflict with those of Adika (2018), who discovered a substantial influence of training allowance on instructors' performance.

The result revealed that the relationship between the working environment for employees and quality service delivery in tertiary institutions in Bayelsa State is strong. Also, it was revealed that there is a significant relationship between the working environment for employees and quality service delivery in medical tertiary institutions in Bayelsa State. This collaborates with the findings of Rose and Gray (2016) and Kabari (2021) who reported that the working environment strongly associates with organizational performance.

### **Conclusion**

The study has established that leave policy, training allowance, and working environment has a strong relationship with quality service delivery in medical tertiary institutions in Bayelsa State. The study has also, affirmed that the relationship between leave policy, training allowance and working environment, and quality service delivery in medical tertiary institutions is significant.

### **Recommendations**

Based on the conclusion, the following recommendations are made:

Effective leave policy should be adopted for quality service delivery in medical tertiary institutions.

Training with corresponding allowances should be adopted for quality service delivery in medical tertiary institutions.

Employers should ensure that the working environment for employees should be conducive.

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