



## Teleworking and Employee Performance of Teaching Hospitals in Anambra State

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**Abstract:** Health sectors are always faced with the responsibility of rendering good services to patients in the hospital so as to boost organizational performance. The broad objective of the study is to determine the type of relationship that exists between Teleworking and Employee performance of teaching Hospitals in Anambra State. Finding the relationship between routine teleworking and se

rvic delivery of teaching hospitals in Anambra State and the relationship between situational teleworking and employee performance of teaching hospitals in Anambra state. The work was anchored on Social Exchange Theory. The population of the study is 55 workers and Pearson Moment Correlation Co-efficient was used to analyze the data. The finding showed that there is a significant relationship between routine teleworking and service delivery of teaching hospitals in Anambra state ( $Cal.r917 > Crit.r304$ ) and there is a significant relationship between situational teleworking and employee performance of teaching hospitals in Anambra state ( $Cal.867 > Critr.304$ ). The study recommends that The management of the teaching hospitals should ensure that they maintain status quo on teleworking to enjoy more efficiency from their staff. The organizations should encourage the casual employees to further trainings to incorporate better to the scheme and general innovativeness in health matters so as to update their consciousness to performance enhancement in the teaching hospitals in Anambra state.

**Keywords:** Teleworking, Employee Performance and Teaching Hospitals

### I. Introduction

The Nigerian hospital activities have faced all manner of criticism as to employee performance in service delivery. Employee performance in the health sector is a sacrosanct factor that determines the overall wealth of a nation. Looking at the public health sector in the Nigerian environment is a very sensitive issue as they have allegedly been described to have performed below expectations. Oyewunmi and Oyewunmi (2014) pressed on that the public healthcare sector of many countries is usually subject to a level of criticism or assessment by the citizenry, particularly in terms of performance or service delivery.

The Nigerian context is no exception as the public healthcare sector is plagued by several criticisms ranging from low access to basic healthcare services, policy inconsistencies, inadequate funding, the attendant infrastructural deficit, brain drain, battle for supremacy amongst health workers and the consistent breach of collective bargaining agreements; all of which have prompted the argument for an inclusive approach and diversified measures to deliver efficient services. These loopholes in framework have prompted public health sector workers to pitch tent with improved and well equipped private hospitals to accommodate their financial obligation and desire to have access to improved health care facilities. Thus, most health officers are at the end of a tightened programme to deliver their relevant health services which have prompted them to most often give directives on the phone thereby delivering services via telecommunication. This is often termed teleworking. Telework is

defined as work performed at home or a satellite office to reduce commuting. This is attracting much attention in the academia as an alternative way to organize work so as to achieve efficiency in the health sector in an environment. Shin, Sheng and Higa (2000), numerous studies have pointed out a variety of advantages of telework for individuals, organizations and society. Telework is attracting a great deal of attention from both academics and practitioners because of its multifaceted implications for individuals, organizations, and society. Variations in culture, organizational characteristics, and environments spawn regional differences in the form of telework (e.g. satellite offices in Japan, work at home in the United States, work from another office in Africa/Nigeria). However, all implementations share similar agenda, such as enhanced organizational flexibility, curtailed business overhead costs, improved worker productivity, effective worker recruitment and retention, and reduced commuting time for workers.

In addition, the rapid growth of telework is justified by such characteristics of mature social structures as unprecedented urbanization, rapid technological progress, growth in knowledge-producing jobs, the spread of virtual operations and changes in the labor supply that demand a more flexible work style. In fact, as a large-scale diffusion of telework mandates a fundamental transition from the conventional form of organizational processes, its gradual spread appears unavoidable in Nigeria. Consequently, we are beginning to witness personnel in the health sector shifting in large numbers into teleworking, especially since recent telework studies have expanded the understanding of its positive implications. It is therefore appropriate to review the implications of teleworking on employee performance in Nigerian general hospitals looking basically at Anambra state.

Anambra state is an industrially driven community with a rejuvenated city lifestyle and public service delivery by both government parastatals and private sector which is turning the tide of the state into a tourist hub and building a cosmopolitan status. The public hospitals also have been upgraded to meet modern day technological advancement in service delivery. However, they are much more patronized by members of the public than the private ones due to its affordability (Akah, 2013). It is not unlikely that there may be a possible upsurge in the number of people who may want to seek medical attention from them. Due to the important nature of health sector services, Akah (2005) observed that health care workers need a work environment and condition where there is minimal distraction, where concentration will improve and patients can get the best available care and treatment. However, modernization and technological development have prompted most health officials to pitch tent with more than one health organization which is aided by the advancement of teleworking to administer service delivery in the absence of their physical presence.

Other factors also encourage the need for teleworking in the health sector. For instance, stress has been identified as a major development that undermines workers' morale and physical wellbeing. According to Castle (2006) and Akah (2005), shortage of man power, inadequate provision of facilities and equipment, unconducive work environment, among others can adversely affect job satisfaction, thereby leading to stress in work place. This greatly reduces productivity and increases disability among the working personnel. Poor economic and financial conditions, organizational policies, non-participation in decision making, poor working conditions, job insecurity, changes within organizations, poor skill acquisition workshops among others are the conditions that force employees to move into other competitive private organizations. Thus, the safe heaven is teleworking which reduces stress and engineer efficiency via telecommunications to render services.

Hence, this study intends to determine the status quo of teleworking in general hospitals in Anambra state of Nigeria. Determine the relevance of teleworking in the general hospitals and the impact of teleworking on overall employee performance. The broad objective of the study is to determine the relationship that exists between Teleworking and

Employee Performance in teaching hospitals in Anambra State. The Specific objectives of the study are to ascertain the relationship between Routine Teleworking and Service Delivery in Teaching Hospital in Anambra State and evaluate the relationship between Situational Teleworking and Employee Performance in Teaching Hospitals in Anambra State.

### **1.1 Research Questions**

1. What is the extent of relationship existing between Routine Teleworking and teaching hospital service delivery in Anambra State?
2. To what extent does Situational Teleworking relate to employee performance in the teaching hospitals in Anambra State?

### **1.2 Research Hypotheses**

- H01: There is a significant positive relationship between Routine Teleworking and service delivery in the teaching hospitals in Anambra state.
- H02: Situational Teleworking has a significant relationship with Employee Performance in the teaching hospitals in Anambra State..

## **II. Review of Literature**

### **2.1 Teleworking**

The definition of Telework has been viewed differently by different academia and professions based on how they perceive their work. Some professionals view Telework as encompassing a variety of intra-organizational functions (e.g., telecommuting, mobile work, and virtual corporation) and inter-organizational relations (e.g., electronic data interchange [EDI] and inter-organizational team-based working) (Martino & Wirth, 1990). This definition includes any type of distributed work enabled by information technology (IT). Others view Teleworking as Telecommuting which is when employees work in some place other than their traditional workplace (Caltrans, 2009). They further stated that teleworking aid leadership effectiveness as employees (supervisors) and their subordinates can enjoy personal benefits of teleworking with more quiet time and fewer interruptions, it's easier to think, plan and be more creative on telework days. However, the term teleworking is often interchanged with telecommuting. The term telecommuting is a narrowed definition of teleworking. The narrow definition of teleworking in "telecommuting" refers to a reduction of commuting distance by working at home, in non-conventional satellite offices, in telecottages, or in neighborhood offices. Self-employed persons who operate home businesses and employees who work extra hours at home to supplement office work are not considered teleworkers rather they are telecommuting. The selection of this narrowly focused definition of telework ignores the far reaching implications of other forms of distributive working.

However, the official definition of "telework" can be found in the U. S. Telework Enhancement Act of 2010 (the Act): "the term 'telework' or 'teleworking' refers to a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work" (USOPM, 2011). In practice, "telework" is a work arrangement that allows an employee to perform work, during any part of regular, paid hours, at an approved alternative worksite (e.g., home, telework center). This definition of telework includes what is generally referred to as remote work but does not include any part of work done while on official travel or mobile work.

In every organization, the organizational objectives are prioritized above individual interests, but there is usually plenty of room to accommodate the needs (interests) of the employees. Organizational interests are always at the heartbeat of Teleworking both at a

developed economy and a developing one. Teleworking in an African organization often serve as an unconventional arrangement between principal officers and other organizations where services are rendered in an unconventional way mostly on the phone basically giving direction, or in person initiating and executing actions for results, starting or ending processes which another finished or started.

## 2.2 Types of Telework Arrangements

Generally speaking, there are two types of telework;

1. Routine telework: this occurs as part of an ongoing, regular schedule and
2. Situational telework: this is that which is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing and regular work schedule.

Teleworking as a result of stormy weather, doctor appointment, or special work assignments, and is sometimes also referred to as situational, episodic, intermittent, unscheduled, or ad-hoc telework.

It is important to note that any employee who wishes to telework (regardless of which type) must first successfully be professionally confident and complete an interactive understanding with teleworking in its organizational program provided by the agency and must enter into a written agreement with his/her supervisor. According to the provision of the USOPM (2011), supervisors and managers of teleworking employees must complete teleworking understanding and training. Telework is flexible because there are few hard and fast rules; you can structure telework to make it work for you. Some jobs allow full-time telework while some employees and managers telework only as needed. Teleworkers typically are out of the office one or two days a week, which means that most teleworkers can be in the office most of the time.

Typically referring to a "teleworker," the picture that most often comes to mind is the first type described above, that is, someone who is approved to telework on a schedule that is regular and recurring, most often on an agreed-upon day or days during a bi-weekly pay period (e.g., someone teleworks "every Wednesday" or "every Tuesday and Thursday"). The specific days that are regularly scheduled for telework are spelt out in a written teleworking agreement between the employee and that employee's supervisor.

In most health organizations, employees with absolute self-confidence and little or no supervision are often engaged for service rendering. Thus, teleworkers exist in the Nigerian hospital system when a team built among doctors, nurses and physicians can work independently with little or no supervision and can set priorities and get things done on time and with quality, and whom you trust to do the job.

The Nigerian hospital arrangements are basically flexible that doctors, nurses and other special and leading physicians in the general hospital are usually involved in teleworking

## 2.3 Factors that influence teleworking and employee performance in an organization

There are many reasons that encourage teleworking in any organization and they include the following;

1. Self motivation and responsibility: the employees are self motivated and are multi-tasking in nature. This facilitates the unflinching passion to operate in highly proactive zones that trigger success regardless of their positioning and placement at a particular point in time.
2. Well organized and self disciplined individuals and organizational system: the organizational arrangement is always the first point of call to consider before teleworking is considered for practice and engagement beyond the walls of the organization.

3. Results orientation: only result oriented employees can telework because they give their very best at all times to deliver consciously results in every opportunity of time and space across board irrespective their location.
4. Works independently (independence): The independent nature of all teleworkers (employees) are highly required feature needed for result driven organization. Thus, every teleworker is compulsorily self independent in service delivery.
5. Familiarity with and understanding of job requirements: having full knowledge of the job and service delivery is a paramount feature that engenders organizational job performance. This performance of both organization and individuals are triggered by full and absolute understanding of the job requirements on service delivery by the teleworker.
6. In debt Knowledge of organization's procedures and policies: A teleworker is basically expected to perform excellently well when he/she has a good understanding of the organizational processes and work within the confines of the rules and regulations that allow for teleworking across organization, locations, and space.
7. Currently successful in his or her job (individual success/achievement): Teleworking is a product of established success in career and profession that require solicited services from diverse locations, places, zones and areas. Thus, engagement in teleworking is a product of already acknowledged success. In the Nigerian setting for instance, a renowned doctor telework with multiple hospitals and also practice narrowed teleworking services in telecommuting to deliver results always.
8. Effective communicator (communication skills): A good communication skill can help reposition service delivery in teleworking as efficiency will be achieved with ease through smooth, accurate, timely and precise directions provided and results achieved.
9. Adaptability (Adaptation to organizational flexibility): A teleworker is required to have adaptation skills to venture into tourism of service delivery without being limited. This is one specific trait that proves teleworking to be widely acknowledged performance driver in any organization.
10. Desire to telework (willingness to work without limitation or boundaries): teleworking is not an activity that one engages without deliberate interest to want to be involved. This desire often develops from deliberate Will to stand out in service delivery and to make your services desired across present location and space which will trigger natural service delivery across border lines and spaces.
11. Sensitive to impact on co-workers, clients and patients' (customers') needs: teleworkers are naturally influential and are expected to influence their colleagues, organization and patients/customers to achieve desired results where needed.

## **2.4 Features of Teleworking on Employees (Supervisors) in Performance Enhancement**

Some of the attributes teleworking adds to employees and teleworkers are identified thus;

1. Improves effectiveness and work quality.
2. Provides an opportunity to be a more innovative, progressive, and successful employee/manager.
3. Results in more satisfied employees and lower employee turnover.
4. Increases ability to attract and keep valued employees.
5. Reduces sick leave and absenteeism.
6. Provides the ability to work during unusual circumstances (i.e. blizzard, flood, earthquakes).
7. Reduces office and parking space needs.
8. Increases ability to meet air quality or transportation mandates (Catrans, 2009).

## 2.4 General Hospitals in Anambra State

General Hospitals in Anambra state are numerous and the arrangement of interior general hospital centers for training of resident doctors in Community Medicine makes branches (Centres) to be formed across most regions of the state. The general hospitals considered for this study are Nnamdi Azikiwe University Teaching Hospital (NAUTH), Nnewi and Chukwuemeka Odumegwu Ojukwu University Teaching Hospital, Awka. This is due to the fact that they house key medical practitioners that also doubled as consultants in medical practice. This teaching hospital is the annex of the Faculty of Medicine of the Nnamdi Azikiwe University which was started in October, 1987, following the founding of the University in July, 1980. Her sister institution, the Nnamdi Azikiwe University Teaching Hospital, Nnewi was established by the old Anambra State of Nigeria (ASN) Edict of 1988, and commissioned on Friday 19th July, 1991. The Teaching Hospital was taken over by the Federal Government in 1992. The Department was accredited by the National Postgraduate Medical College of Nigeria in 1996 for the training of resident doctors in Community medicine. Four fellows have already graduated from the Department while currently six others are at their final stage (Senior Registrars) of their training. Again in line with the policy on Medical Education, which stipulates that each Teaching Hospital shall be associated with a rural practice base for training of undergraduates and resident doctors, the Center for Community Medicine And Primary Health Care, situated in Neni, in Anaocha Local Government Area of Anambra State, was designated a wing of the Teaching Hospital in October, 1989, and commissioned on the 17th of December, 1991. This Center is a pivot for the numerous training activities currently being undertaken for the Residents and Undergraduates in the Department of Community Medicine. Apart from this, the Teaching Hospital has two other catchment outposts for rendering of medical services and training. These are the Center for Community Medicine Ukpo, the centers for eye and trauma, located in Onitsha (Guinness Eye Centre), the Primary Health Care Center, Umunya, and Trauma Center, Oba.

The spread of NAUTH's community health care centers across Anambra State is projected to ensure initiation and implementation of programmes and other activities aimed at the provision of quality and timely healthcare services to the people, and at costs they can afford. It also envisions an increase in the quality and life expectancy of Nigerians by ensuring reduction in incidences of both communicable and non-communicable diseases with the aim of meeting the global target on the eradication of diseases and infirmities. Quality of care in health service delivery is the extent to which actual care is in conformity with set criteria for good care. Quality of care has two aspects, namely: The quality of the provision of care within the institution. The qualities of the care as experienced by the users (Vanguard, 2013) are facilitated by the teleworking capacity of the medical staff of teaching hospitals. Thus, the manner with which staff of the teaching hospitals carry out service delivery from Nnewi to Awka to Oba, Umunya and Onitsha is facilitated by teleworking capabilities when top practitioners are limited and resident doctors require directions for efficient service delivery at their different wards in their centers.

However, major setbacks were inherent regardless of the provision of care by the medical personnel and staff of NAUTH which might have been of the highest technical quality, but the pertinent and central factor of the current lack of space for admission of patients, provision of offices for consultants and other categories of personnel, and the congestion of people, facilities, vehicles and service units within the temporary location cannot make for effective and efficient healthcare service delivery.

## 2.5 Employee Performance

Employee performance is defined as when an employee executes his or her duties and responsibilities well. Performance can also be defined as the ability of an employee to accomplish his or her mission based on the expectations of an organization. For example, let's consider the performance of a doctor in the hospital, both the hospital and the patients will have their own expectations. As a fact, we expect an excellent performance to facilitate continuous patronage of patients in the hospital and quality treatment and administration of treatment on patients. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success. Organizational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986).

According to (Obiekwe, 2016), an effective performance management action is an important tool for employee motivation and optimal performance. However, it is not enough condition for effective performance management. The most important issue with any performance management system is how critically it is taken and how devotedly it is used by managers and employees (Pulakos, 2009). Performance management is all about perfection, synchronizing, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The expansion of performance management is clearly very large, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance. Efficient management of performance requires a strong appraisal of the performance domain (Cokins 2009). That is, appraising the obligation and projects that are part of the job description within a company or organization. Once you have full skills of what the job requires, you have the basis for assessing and enhancing performance. This is the foundation for assessing and improving performance within a company. When this is lacking, the outcome is a missing link in evaluating employee performance and the possibility of improving on the employee performance within the organization. Moreover, there is also the missing link in assessing employee's performance in relationship to other colleagues in the same job description (Robert, 2003).

## 2.6 Theoretical Review

social exchange theory is rooted in public choice theory (Anderfuhren-Biget, Varone, Giauque, & Ritz, 2010) and the norm of reciprocity (Gouldner, 1960), is often used to explain psychological attachments and interactions that occur in society, including those between married couples (Nakonezny & Denton, 2008) and between patients and health care providers (Hamrin, McCarthy, & Tyson, 2010).

In government agencies, this theory has also been used to explain the employee–employer relationship (Anderfuhren-Biget et al., 2010; Gould-Williams, 2007; Haar, 2006; Noblet & Rodwell, 2009). That is, social exchanges are favorable actions “initiated by an organization’s treatment of its employees, with the expectation that such treatment will be eventually reciprocated” (Gould-Williams & Davies, 2005). Furthermore, to trigger the social exchange, the action must be voluntary, solely up to the discretion of the manager and organization. Therefore, according to this theory, government workers are egoistic and, when given voluntary acts of goodwill by managers and organizations, are appreciative and feel obligated to reciprocate in ways important to the organization, such as elevated work motivation (Anderfuhren-Biget et al., 2010). Some voluntary acts of goodwill in the workplace that have been found to compel employees to action are categorized as fair rewards, good human resource practices, and involvement in decision making (Gould-Williams & Davies, 2007; Haar, 2006; Noblet & Rodwell, 2009).

On this foundation, proponents of this theory, unlike proponents of public service motivation, believe management of government workers is similar to their private sector counterparts in that employees in both sectors respond to extrinsic human resource and management motivators.

Although seldom examined in public organizations (Harrick, Vanek, & Michlitsch, 1986; Facer & Wadsworth, 2008; Wadsworth, Facer, & Arbon, 2010), flexible work arrangements are another kind of voluntary action that can compel employees to reciprocate (Martinez-Sanchez, Perez-Perez, de-Luis-Carnicer, & Vela-Jimenez, 2007), because it is discretionary and affords employees with something they strongly desire; a greater ability to balance work and life (Bailey & Kurland, 2002). Thus, the argument is that employees feel indebted to the organization when managers allow them to perform some or all of their work by telecommuting and as a result the relationship between the employer and employee is strengthened, providing a situation where employees feel they are obligated to pay the organization back in the way of elevating their work motivation. Hence, the study is anchored on the theory of social exchange theory.

## 2.7 Empirical Review

Tulejová (2010) looking at telework and its impact on work performance asserts that in the whole world telework is getting more and more popular, in Slovakia it is still quite a new phenomenon. However, Slovak employers aren't sufficiently informed about advantages of telework or they aren't confident that the enterprise can benefit from its application. The report of his study showed that application of telework can enhance productivity and reduce cost for the enterprise.

Linós (2015) evaluates the impact of teleworking on the US Patent and Trademark Office (USPTO), where over 50% of staff telework. I find that teleworking not only has significant effects on performance and retention of teleworkers, it also affects those who stay behind and the very nature of the work. On the one hand, teleworkers' productivity decreases compared to non-teleworkers, but on the other hand, retention is improved.

Go, (2016) studied these seven deadly disadvantages of working from home by focusing on the gloomy side of work from home and the major failures after initiating work from home, the cultural differences which are faced by employees when they handle webinars. Work from home creates a communication gap between supervisors and their subordinates and other co-employees to communicate with in the team.

Singh, Kumar and Varghese (2017) examined the impact of working remotely (Telecommuting and Telework) on the productivity of employees and the professionalism their work demands. Their study discovered that there are more chances that this option would affect employee productivity and professionalism negatively than it would positively.

Richardson and Writer, (2017) in their study of the pros and cons of working from home implied that with increase in modern technology, work from home has increased in credibility i.e. increase usage of internet for web conferencing, voice mail, fax which made work easier. According to Richardson work from home has affected in positive as well as negative sense.

Some highlights of positive side; employees can start their work according to their convenience. This statement also shows the negative impact convenience will give them the liberty to delay the work and not submitting the work on time. The dress code and working etiquettes will be misguided; this statement also has a positive side because an employee can work freely and comfortably at different times.

Brüggen, Feichter and Haesebrouck (2017), examine if working outside the conventional workplace (telecommuting) influences employees' performance on tasks where it is more versus less easy to align incentives between employees and the firm. The study discovered that the selection effect indicates that mainly those employees that are highly

motivated to perform a task engage in working on it from a remote location. Therefore, employees telecommuting show on average higher effort than employees that perform a task from the workplace. The incentive alignment effect indicates that the impact of the location depends on the task's ease of alignment of interests between employees and the firm. While location has no effect when interests can be easily aligned via output control, telecommuting leads to more self-interested behavior than office work for tasks where interest alignment cannot be easily achieved.

### III. Research Methods

#### 3.1 Research Design

The study is a survey research design which seeks to establish the relationship between two or more variables and it is suitable for the study because the relationship between the variables of the study were determined and it will aid the collection of data from the sampled respondents in distribution of the questionnaires to the selected hospitals of study.

#### 3.2 Population of the Study

The general hospitals that will be studied is based on two hospitals of the state which are in Onitsha and Nnewi cities of Anambra State, Nigeria. The population of the study under review is (55) fifty-five medical employees of the two hospitals in Onitsha and Nnewi. Complete enumeration was used for the study due to the manageable size and to have a complete view of the entire population.

#### 3.3 Description of Data Collection Instrument

The questionnaire was designed on a five point Likert scale so as to elicit relevant information from the respondents, consisting of independent and dependent variables capturing 12 questions, each variables will be measured with (3) items each and four specific variables to be measured. Therefore the total questionnaire items will be (12).

**Table 1.** Administration of Questionnaire Allocation and Retrieval

Hospitals	No. distributed	No Collected / Analyzed
NAUTH	30	24
COOUTH	25	14
Total	55	38

Source: Field Survey, 2024

#### 3.3 Method of Data Collection

Structured Questionnaire was used to elicit relevant data for the study. The questionnaire will be structured on a 5-point Likert scale, which will be divided into two sections A and B which contains questions relating to Teleworking and Employee Performance in general hospitals which is for B.

#### 3.4 Reliability of the Instrument

Reliability measures the consistency level of the research instrument and was carried out using Spearman-Brown Split Half technique ran in Statistical Package for Social Sciences Version 20 (SPSS Ver.20). Forty-three (43) copies of questionnaire representing 100% of the population were distributed and thirty eight (38) copies of the distributed questionnaires were collected, coded and analyzed. The result obtained was 0.945 which is greater than the bench mark of .70. The instrument was therefore adjudged to be reliable. The result is given in the table below:

**Table 2.** Reliability Output.

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	.974
		N of Items	6 <sup>a</sup>
	Part 2	Value	.805
		N of Items	6 <sup>b</sup>
	Total N of Items		
Correlation Between Forms			.896
Spearman-Brown Coefficient	Equal Length		.945
	Unequal Length		.945
Guttman Split-Half Coefficient			.911
<b>Source: Field Survey, 2024</b>			

### 3.5 Decision Rule

The researcher adopted the 5% level of significant, which was used to interpret the result obtained in testing the hypothesis. Therefore if the probability (p-value) is less than the significant level of (p-value<0.05), the research hypothesis will be accepted and if otherwise (p-value>0.05), the research hypothesis will be rejected and the null hypothesis will be accepted.

**Table 3.** Data Presentation and Analysis

Descriptive statistics of the relationship between Routine Teleworking and Service Delivery in teaching hospitals in Anambra State.				
S/N	Routine Telework	Mean	Std. Deviation	Decision
1.	I am put on a planned daily activity	3.8684	1.23400	Accept
2.	My organization gives me break from my routine activities	4.1579	1.02736	Accept
3.	My organization organizes training in line with the routine activities	3.6579	1.38088	Accept
4.	The organization has a planned daily, weekly and monthly routine	4.4737	.86170	Accept
5.	My operations can be from 'on' and 'off' station	4.3158	1.04248	Accept
<b>Service Delivery</b>				
1.	The routine activities of physicians improve service delivery	4.2895	0.65380	Accept
2.	The teleworking capacity of staff enhances service delivery	3.6053	1.42449	Accept
3.	The 'on' and 'off' stationing of employee affect service delivery	3.5263	1.37028	Accept
4.	The service delivery of employees improve the hospitals' services	4.5263	0.50601	Accept
5.	The quality of service delivery of the hospital is commendable	4.6579	0.48078	Accept

Source: Field Survey (2024), Computation: SPSS Ver. 21

The table above shows the descriptive statistics for the research question: The mean value that was used for analyzing the acceptance region is 3 and above while for the rejection region was below 3, therefore the descriptive statistic is acceptable.

### 3.6 Correlation Result for Hypothesis One

H01: There is a significant positive relationship between Routine Teleworking and service delivery in the teaching hospitals in Anambra state.

**Table 4.** Correlation Result on Routine Teleworking and Service Delivery

		<b>Correlations</b>	
		ROUTINE TELEWORKI NG	SERVICE DELIVERY
ROUTINE TELEWORKING	Pearson Correlation	1	.917**
	Sig. (2-tailed)		.000
	N	38	38
SERVICE DELIVERY	Pearson Correlation	.917**	1
	Sig. (2-tailed)	.000	
	N	38	38

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 4 results showed the correlation coefficient for routine teleworking and service delivery, the result shows that there is a positively significant relationship between the variables with a correlation coefficient of 0.917 at both 5% and 1% significance level

**Table 5: Descriptive statistics of the relationship between situational Teleworking and Employee Performance in teaching hospitals in Anambra State.**

S/ N	Situational Teleworking	Mean	Std. Deviation	Decision
1.	The organization utilize the services of casual employees	2.6053	1.12801	Accept
2.	Causal staff play key roles in the hospital	4.1579	0.94515	Accept
3.	Causal staff work freely from points of designation	3.5789	1.19981	Accept
4.	Non-routine staff telework freely within the confine of duty	4.1579	.94515	Accept
5.	Situational services of employees enhance service delivery in the hospital	3.2368	1.49656	Accept
	<b>Employee performance</b>			
1.	Employee commitment vis a vis teleworking improves employee performance	3.9474	1.06409	Accept
2.	I enjoy my job because it helps in developing my skills.	3.9474	1.13774	Accept
3.	The training programs organized by the teaching hospital enhance employee performance	4.2105	0.90518	Accept
4.	Am happy in my improved performance because my organization allowed me to work from any point	4.0526	0.92845	Accept
5.	The laid down checks of the hospital facilitate employee performance	4.3158	0.96157	Accept

Source: Field Survey (2024), Computation: SPSS Ver. 21

### 3.7 Correlation Result for Hypothesis Two

H02: Situational Teleworking has a significant relationship with Employee Performance in the teaching hospitals in Anambra State.

**Table 6.** Correlation Result on Situational Teleworking and Employee Performance

		<b>Correlations</b>	
		SITUATIONAL TELEWORKING	EMPLOYEE PERFORMANCE
SITUATIONAL TELEWORKING	Pearson Correlation	1	.889**
	Sig. (2-tailed)		.000
	N	38	38
EMPLOYEE PERFORMANCE	Pearson Correlation	.889**	1
	Sig. (2-tailed)	.000	
	N	38	38
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 6 results showed the correlation coefficient for situational teleworking and employee, the result shows that there is a positively significant relationship between the variables with a correlation coefficient of 0.889 at both 5% and 1% significance level

#### **IV. Result and Discussion**

The findings obtained from this research have provided further evidence that teleworking and employee performance has a positive significant relationship with each other and this was achieved using correlation analysis. The hypotheses were tested for in Nnamdi Azikiwe University Teaching Hospital and Chukwuemeka Odumegwu Ojukwu University Teaching Hospital in Anambra state. The results and findings of the study showed that there is a positive significant relationship in the two hypotheses of the study. This finding is supported by Tulejová (2010), studied on telework and its impact on working performance asserts that application of telework enhances productivity and reduces cost of the enterprises.

Nicholas (2016), examined telework as a desirable option for workers and how it can be a valuable tool for employers seeking to attract and retain employees discovered that teleworking enables continuity of work functions, attracting and recruiting employees, efficient office space savings and global extensions for organizations; flexibility, work/life balance, clothes/transportation savings, family care ability for employees; reduced traffic, less emissions, cultural and disability options for society are in line with this study.

##### Summary of Findings

Looking at the results obtained in the test of hypothesis one, as shown in Table 4, the critical r at .05 level of significance and at 36 degrees of freedom is 0.304 and the calculated r is 0.917, the calculated r .917 is greater than the critical r 0.304 (Cal.r 0.917 > Crit.r 0.304). Thus, the research hypothesis is therefore accepted and statistically significant. The test of the second hypothesis in Table 5 shows that test of significance for hypothesis two showed the critical r at .05 level of significance and at 36 degrees of freedom is 0.304 and the calculated r is 0.889.the calculated r .889 is greater than the critical r 0.304 (Cal.r. 0.889 > Crit.r. 0.304).Hence, the research hypothesis is therefore accepted because the output is statistically positive and significant 0.889.

## V. Conclusion

Having gained insights from the study and its findings, the study concludes that teleworking of physicians and other hospital staff plays a decisive role in determining the improved performance of employees in the teaching hospitals in Anambra state. This is evidenced in the significance positive relationship between routine teleworking and service delivery; and situational teleworking and employee performance. Teleworking is flexible working modules that enable an employee to work from points that are outside the station of duty and it allows teaching hospitals to retain, maintain, utilize and continuously enjoy the services of best staff across board without losing them to stringent constraints thereby having a competitive advantage over other hospitals within and outside Anambra state.

### Recommendations

Based on the findings, the following recommendations were made;

1. The management of the teaching hospitals should ensure that they maintain status quo on teleworking to enjoy more efficiency from their staff.
2. The organizations should encourage the casual employees to further trainings to incorporate better to the scheme and general innovativeness in health matters so as to update their consciousness to performance enhancement in the teaching hospitals in Anambra state.

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