

Contract Employment and Service Delivery in Tertiary Healthcare Institutions in Enugu State Nigeria

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Abstract

The study examined Contract Employment and Service Delivery in Tertiary Healthcare Institutions in Enugu State. Specifically, the study sought to: determine the contribution of contract employment to healthcare delivery in tertiary healthcare institutions, examine the extent to which contract employment has assisted healthcare delivery in regard to emergency response in the tertiary healthcare institutions and ascertain the effect of contract employment on Equipment maintenance for special procedure in tertiary healthcare institutions in Enugu State Nigeria. The study adopted descriptive research design. The population of the study was 3694. Freund and Williams formula was adopted in determining the sample size of 3342. Tables, frequency distribution and Mean Scores were adopted in the analysis of data while z-test analysis was used in testing the hypotheses. The findings revealed that Contract employment has significantly contributed to healthcare delivery in tertiary healthcare institutions in Enugu State, Nigeria (where Z- value = 5.215 and the critical Z-value = 1.96), that contract employment had assisted in healthcare delivery in regard to emergency response time in tertiary healthcare institutions in Enugu State, Nigeria ((where Z- value = 4.096 and the critical Z-value = 1.96) and that Contract employment had significant positive effect on Equipment maintenance for special procedure in tertiary healthcare institutions in Enugu State Nigeria (where Z- value = 5.983 and the critical Z-value = 1.96). The study concluded that judicious use of contract employment can enhance service delivery in these institutions by providing specialized expertise, promoting efficiency, and managing costs effectively. The study recommended

Journal of Policy and Development Studies (JPDS)

Vol. 15. Issue 2 (2024)

ISSN(p) 0189-5958

ISSN (e) 2814-1091

Home page

<https://www.ajol.info/index.php/jpds>

ARTICLE INFO:

Keyword:

Contract employment, recruitment, policy

Article History

Received 24th February 2024

Accepted: 15th April 2024

DOI:

<https://dx.doi.org/10.4314/jpds.v15i2.4>

among others that to enhance oversight and regulation, management of tertiary institutions should implement robust oversight mechanisms to monitor contract employment practices in tertiary institutions, ensuring adherence to standards, equitable treatment of contract workers, and alignment with organizational objectives for improved medication and management in tertiary healthcare institutions in Enugu State, Nigeria.

1. Introduction

The dynamics of contract employment in Nigerian organisations have evolved significantly in response to changing economic, social, and organisational needs. The country's public and private sectors have increasingly turned to contract arrangements as a flexible workforce strategy. This shift is motivated by the need for cost-effective solutions, adaptability to project-based work, and the ability to quickly scale or reduce staff levels as circumstances dictate (Alaba et al., 2020). The relevance of contract employment in public sector organisations is paramount in adapting to the evolving dynamics of modern governance. As these institutions grapple with the need for increased flexibility and cost-effectiveness, the adoption of contract employment has become a strategic imperative. Contracts offer a versatile staffing solution, allowing organisations to respond promptly to shifting priorities, specialized project requirements, and fluctuations in workload without the long-term commitments associated with permanent employment. This agility enables public sector organisations to efficiently allocate resources, streamline operations, and access specialized skills, ultimately enhancing their capacity to fulfill diverse mandates. The exploration of the relevance of contract employment in the public sector is crucial for understanding how this approach contributes to organisational resilience and responsiveness in an ever-changing socio-economic environment (Adeyeye, et al, 2021). Contract employment and service delivery in Nigerian public institutions represent pivotal aspects of the nation's workforce dynamics and governance structure. This paradigm shift is driven by the need for flexibility, cost-effectiveness, and efficiency in managing the workforce. Contract employment involves hiring individuals for a specified duration or task, often without the long-term commitment of regular employment. In the context of Nigerian public institutions, this practice has become prevalent as a response to the evolving demands of governance, allowing organisations to adapt swiftly to changing priorities and fluctuations in workload (Oladedimeji, 2021).

In Enugu State, Nigeria, the prevalence of contract employment in public sector organisations has brought about a multifaceted impact on the workforce landscape and service delivery. The implementation of contract employment has become especially prominent (Anyim, 2018). The

public sector's adoption of contract workers has been driven by the desire for a more agile and responsive workforce capable of navigating dynamic policy landscapes and addressing specific project needs (Ojo et al., 2018). The state's public sector has increasingly turned to contract employment as a means of navigating fiscal constraints, responding to project-based demands, and fostering organisational flexibility. While contract employment in Enugu State's public sector has provided a rapid response mechanism to specific skill requirements and short-term projects, it has also raised concerns regarding job security and the overall welfare of the contracted workforce. The transient nature of these engagements often results in job insecurity for workers, impacting morale and job satisfaction. Moreover, the reliance on contract employment may influence service delivery dynamics. The potential lack of continuity and institutional memory among transient workers can pose challenges to the seamless execution of long-term projects and the sustained provision of public services (Adil & Baig, 2018).

The non-implementation of contract employment policies in tertiary healthcare institutions in Enugu State has cast a shadow over the efficiency and quality of service delivery. The absence of a structured framework for contract employment has hindered these institutions' ability to swiftly adapt to fluctuating healthcare demands, leaving them grappling with staffing challenges (Ukpata, 2018). The failure to strategically deploy contract workers for specialized tasks or to address temporary workforce needs has strained the existing staff, potentially leading to burnout and compromised patient care. Moreover, the non-implementation of contract employment has repercussions on the institutions' responsiveness to evolving medical practices and technological advancements. Without the flexibility afforded by contract arrangements, these healthcare institutions may struggle to harness the expertise of professionals with specific skills crucial for advancing medical services (Gerich & Weber, 2020). The resultant strain on the existing workforce and the lack of specialized personnel could impact patient waiting times, access to specialized care, and overall service quality. Addressing the non-implementation of contract employment in tertiary healthcare institutions in Enugu State is paramount for optimizing human resources, improving service delivery, and ensuring that these institutions can meet the dynamic healthcare needs of the population they serve. Implementing a well-structured contract employment strategy can enhance workforce agility, alleviate staffing pressures, and contribute to an overall improvement in the quality of healthcare services.

1.2 Statement of the Problem

Contract employment plays a pivotal role in shaping service delivery in Nigerian public institutions. It offers flexibility, allowing organisations to respond dynamically to changing needs and optimize resource allocation. While enhancing agility, contract employment also poses challenges such as workforce instability and potential gaps in institutional knowledge. Striking the right balance through transparent hiring practices and robust monitoring mechanisms is crucial for harnessing the benefits of contract employment, ensuring an adaptive workforce that positively influences the efficiency and effectiveness of public service delivery in Nigeria.

However, the intersection of contract employment practices and service delivery in Nigerian public institutions presents a multifaceted problem that warrants careful examination. One major issue lies in the lack of a standardized and transparent framework for contract employment. The absence of clear guidelines often leads to ad-hoc decision-making in hiring, resulting in a workforce that may lack the necessary skills and stability to consistently meet service delivery expectations. Furthermore, the prevalence of short-term contract arrangements can compromise the commitment and motivation of the workforce. Contract employees may feel undervalued, facing uncertain job security and limited access to benefits. This can contribute to high turnover rates, negatively impacting institutional knowledge and the continuity of service provision. The problem extends to the potential erosion of meritocracy within public institutions. Without a standardized system, there is a risk of favoritism or nepotism in the recruitment of contract staff, sidelining qualified individuals and undermining the principles of fairness and equal opportunity. The impact on service delivery is palpable.

The current problem of contract employment in tertiary healthcare institutions in Enugu State profoundly impacts service delivery, particularly in crucial areas like medication management, emergency response time, and infrastructure maintenance. Contract workers lack the same level of commitment and continuity, affecting medication administration and overall patient care quality. The transient nature of contract positions often leads to gaps in emergency response teams, potentially delaying critical interventions. Furthermore, inadequate maintenance of medical equipment and infrastructure due to workforce instability compromise the overall functionality of healthcare facilities, hindering their capacity to provide timely and effective medical services. Inconsistent staffing levels, coupled with the transience of contract workers, disrupt the seamless execution of long-term projects and diminish the quality of public services. The lack of a cohesive workforce strategy hinders effective planning and resource allocation, impeding the ability of public institutions to address evolving challenges promptly. Given these scenarios, the study examined the contract employment and service delivery in Nigerian Public Sector: A Study of Tertiary Healthcare Institutions in Enugu State.

1.3 Objectives of the Study

The broad objective of the study is to examine the contract employment and service delivery in Nigerian Public Sector: A Study of Tertiary Healthcare Institutions in Enugu State. The specific objectives of the study were to:

- i. Determine the contribution of contract employment to service delivery in the tertiary healthcare institutions in Enugu State Nigeria.

- ii. Examine the extent to which contract employment has assisted in healthcare delivery with regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.
- iii. Ascertain the effect of contract employment on Equipment maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria.

1.4 Research Questions

The following research questions were raised for the study.

- i. How has contract employment contributed to service delivery in the selected tertiary healthcare institutions in Enugu State Nigeria?
- ii. How has contract employment assisted in healthcare delivery with regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria?
- iii. What effect does contract employment has on Equipment Maintenance in the tertiary healthcare institutions in Enugu State Nigeria?

1.5 Statement of Hypotheses

The following hypotheses were formulated for the study.

- i. Contract employment has significantly contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria.
- ii. Contract employment has assisted to healthcare delivery with regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

2 Review of Related Literature

2.1.1 Conceptual review

2.1.2 Contract Employment

Contract employment refers to a type of employment arrangement where an individual is hired by an employer for a specified period, typically for a specific project or task (Idowu, 2018). In this form of employment, the terms and conditions of the employment relationship are outlined in a legally binding contract between the employer and the employee. The contract explicitly details the duration of employment, job responsibilities, compensation, benefits, and any other relevant terms agreed upon by both parties.

Contract employment provides flexibility for both employers and employees, allowing organisations to bring in specialized skills for short-term projects while affording workers the opportunity to engage in diverse work experiences (Ntisa, Dhurup, & Joubert, 2016). However, it also implies a temporary nature of employment, lacking the long-term job security associated with permanent positions. The legal framework governing contract employment may vary by jurisdiction, with regulations addressing issues such as minimum wage, working hours, and termination procedures. The significance of contract employment has increased in modern workplaces, reflecting changing economic landscapes and organisational needs.

2.1.3 Medication Management

Medication management refers to the systematic process of ensuring safe, effective, and appropriate use of medications by individuals. It encompasses a range of activities, including prescribing, dispensing, administration, and monitoring of medications, with the goal of optimizing therapeutic outcomes while minimizing risks and adverse effects (American Society of Health-System Pharmacists, 2018). Successful medication management involves healthcare professionals working collaboratively with patients to tailor treatment plans, considering factors such as medical history, allergies, and potential drug interactions. It also emphasizes patient education on proper medication usage, adherence to prescribed regimens, and recognition of warning signs (Cipolle, Strand, & Morley, 2012).

2.1.2.1 Emergency Response Time

Emergency response time refers to the duration it takes for emergency services to arrive at the scene of an incident after receiving a distress call. This critical metric is pivotal in assessing the efficiency and effectiveness of emergency services in providing timely assistance during crises such as accidents, medical emergencies, or natural disasters. A prompt response time is often associated with improved patient outcomes and a higher likelihood of minimizing property damage (Clawson, Cady & Martin, 2018).

Research underscores the significance of swift emergency response times. A study by Clawson et al. (2018) emphasizes the importance of reducing response intervals to enhance survival rates in medical emergencies. Similarly, a comprehensive analysis by National Highway Traffic Safety Administration (NHTSA, 2009) highlights the correlation between shorter response times and improved outcomes in traffic-related incidents. Efficient emergency response times remain a key focus for policymakers, healthcare professionals, and emergency service providers to enhance overall emergency preparedness and community safety.

2.1.2.2 Equipment Maintenance

Equipment maintenance is a systematic and proactive approach to preserving and ensuring the functionality of physical assets, facilities, and machinery within a given system or organization. This includes regular inspections, repairs, and upgrades to prevent deterioration, extend lifespan, and minimize disruptions in operational processes. Effective maintenance strategies involve planned schedules, predictive diagnostics, and timely interventions to address wear and tear, technical malfunctions, or obsolescence. As highlighted in the work of Dhillon (2006), infrastructure and equipment maintenance is crucial for sustaining reliability, safety, and optimal performance in diverse sectors such as manufacturing, transportation, and utilities. Additionally, the International Infrastructure Management Manual (IIMM) underscores the importance of strategic maintenance planning for infrastructure assets to maximize their value over their lifecycle (International Infrastructure Management Manual, 2015). Overall, infrastructure and equipment maintenance is fundamental for ensuring the longevity and operational efficiency of physical assets in various industries.

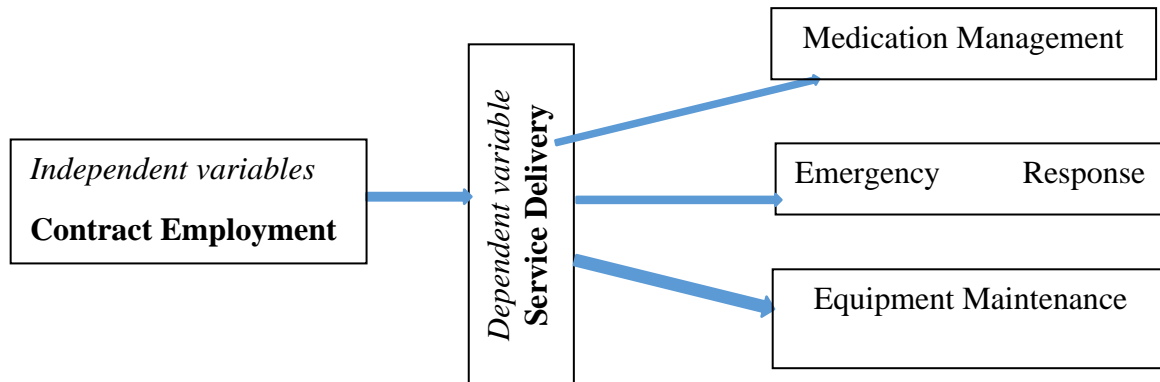


Figure 1. Conceptual Framework
 Source: Author's compilation 2023

2.2 Theoretical Framework

Human Capital Theory:

Human Capital Theory, propounded by economist Gary S. Becker, posits that individuals, like physical assets, can accumulate productive qualities and skills, which he terms "human capital." In his seminal work "Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education" published in 1964, Becker argues that investing in education and training enhances an individual's productivity and earning potential over time.

The theory rests on several key tenets. Firstly, individuals make rational decisions about investing in their education and skills, weighing the costs of education against the expected future benefits. Secondly, human capital is transferable and can be applied across various roles, industries, and contexts. Thirdly, there is a direct relationship between the level of education or training and an individual's earning capacity, as higher levels of human capital lead to increased productivity and income.

Becker's Human Capital Theory has had a profound impact on labor economics, education policy, and workforce development. It has influenced discussions on the importance of education and training in shaping the economic productivity of individuals and societies, shaping policies that aim to enhance human capital formation for sustainable economic growth.

Human capital theory examines the skills, knowledge, and abilities of individuals as valuable assets. In the context of healthcare, this theory can be used to analyze how contract employment affects the human capital within the institution and, consequently, service quality.

The application of Human Capital Theory in the study of contract employment and service delivery in tertiary healthcare institutions in Enugu State provides a valuable lens to understand the dynamics of workforce management. In the context of this study, Human Capital Theory can help analyze how investments in education, training, and professional development contribute to the productivity and effectiveness of healthcare professionals under various employment arrangements, including contract positions. It allows researchers to assess the impact of contract employment on the accumulation and utilization of human capital within the healthcare workforce, considering factors such as skills, knowledge, and experience.

2.3 Empirical Review

2.3.1 Contract Employment and Service Delivery

Ukpata, Nwanegbo & Hassan (2018) focused on an evaluation of the implications of Banks' Workforce Casualization and Contracting on Industrial Relations and Corporate Governance Profile of Nigeria State. The research is a post-field desk evaluation of the on-going research under the Tertiary Education Trust Fund (TETFUND), Nigeria being carried out through the Federal University Wukari. At this stage, desk-review method was adopted. In the plethora of literatures evaluated scholars agreed that casualization dehumanized and degrades labour integrity which ultimately results into poor work ethics, low employee commitment and productivity and increased disloyalty. Casualization creates hate and unfriendly industrial relations between the employers of labour and the organization's workforce.

Oladimeji (2021) examined the Job Demand-Control-Support Model: A Study of Nigerian Contract Bank Employees. Cross-sectional design was employed. Findings showed that job demand, job control and social support have significant main causal relationships with job performance of contract bank employees, with job demands negatively and job control and social support positively relating to their job performance. While social support was found to buffer the negative effect of job demands on their job performance, job control alone and in combination with social support did not show any buffer effect.

2.3.2 Contract Employment and Emergency Response Time

Akyuz and Opusunju (2019) studied the effect of recruitment and selection on performance of Diamond Bank Plc, Abuja. The study made use of survey research design. Multiple regression and correlation matrix were used to analyse the data. A normality test was also carried out on the data. The e-view statistical software package, excel and SPSS were employed for these purposes. The findings reveal that there is a significant positive relationship between recruitment and employees' performance in Diamond bank Plc branches in Abuja, also there is a significant positive relationship between selection and the performance of employees in Diamond bank branches in Abuja. It was concluded that improvement in the recruitment and selection process in diamond bank plc will improve the performance of employees in Diamond bank branches in Abuja.

Anita Bans, Attahiru & Afriyie (2022) explored the Effect of recruitment and selection practices on organisational strategic goals. A descriptive case study design was employed. The study showed that screening affects profitability and market share positively though the effects were insignificant. The selection test on the other hand affects profitability both positively and significantly. There was however a positive insignificant relationship between the selection test and market share. Lastly, the study showed that there exists a positive significant relationship between e-recruitment and profitability.

2.3.3 Contract Employment and Equipment Maintenance

In a similar study by Jolaosho, Olayink, Olajide and Akintan (2018) on the Effect of Recruitment and Selection Process on Job Performance in Telecommunication Industry in Nigeria: An Assessment of MTN Customer Service Centre Abeokuta. A survey research was used in the study. analysis was conducted using SPSS AMOS based on the information collected from the field. The chi-square statistic was reported to test the goodness of fit of the model where p-value indicates that the data fit the model. Also, the Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI) Values for the CFI greater than 0.94 suggesting good fit between data sets and path model. Estimated path coefficients for the hypothesized

model differed significantly from zero, which indicated that the data fit the model. Squared multiple correlation values for overall performance and key performance indicators (KPIs) indicated that the predictor variables capture large percentages of the observed variance in the dependent variables.

Dueze and Inmpey (2019) examined the Effect of Politicization of appointment of Employees on Service Delivery in the Enugu State Civil Service. The design adopted in the study is the descriptive survey design. The sample size as determined by the application of the Taro Yamene formula was three hundred and seventy nine (379). The sampling technique was purposive. The study revealed the various ways politicization manifests in appointments in Enugu State Civil Service, to include zoning formular, god-fatherism-express order by political heads to appoint their preferred candidates, appointment racketeering (through gratification in kind and cash). The study identified inefficiency resulting from appointment of unqualified and incompetent staff, low productivity resulting from appointment of incompetent party stalwarts.

3. Methodology

3.1 Research Design

This study adopted descriptive research design. This is because, it helps to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion. The study was conducted in Enugu. The study covered the renowned tertiary health care institutions in Enugu State namely: National Neuropsychiatric Hospital Enugu, University of Nigeria Teaching Hospital and ESUT Teaching Hospital Parklane. The reason for choosing these institutions was that they have been in existence for a good number of years and have vast experienced work force.

3.2 Population of Study

The table below are the source of population estimate:

Table 3.1: Population Distribution Table

Hospitals and Departments	Population
University of Nigeria Teaching Hospital	2031
ESUT Teaching Hospital Parklane.	902
National Neuropsychiatric Hospital Enugu	761
Total	3694

Source: Personnel Unit of the Hospitals under Study, 2024

4. Data Presentation, Analysis and Discussion

4.1 Data Presentation and Analysis

The data collected were presented and analysed in this section. Three hundred and forty (342) copies of questionnaire were distributed and three hundred and forty (340) copies of questionnaire were returned.

Research Question 1: How has contract employment contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria?

Table 4.1: How contract employment contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria

s/n	Response	SA	A	U	DA	SD	Total	Mean	Decision
1	Contract employment allow healthcare institutions to bring in specialists and experienced professionals for short-term projects	140	100	20	40	40	340	3.8	Accepted
2	Contract employees are often hired for specific projects or tasks which lead to more efficient implementation of medication management initiatives	120	120	10	50	40	340	3.6	Accepted
3	Contract professionals bring in new perspectives and best practices from other healthcare setting, this knowledge transfer positively impact medication management practices	87	127	12	68	46	340	3.3	Accepted
4	In situations where there is a shortage of permanent staff due to various reasons, including leaves or resignations, contract employment provides a quick and temporary solution to maintain optimal medication management services	111	103	13	57	56	340	3.5	Accepted
5	Contract employment provided cost advantages for healthcare institutions. Instead of maintaining a large permanent staff, institutions bring in contract employees when needed, reducing overall labor costs	127	113	15	45	40	340	3.7	Accepted
Grand Mean								3.58	

Source: Field Survey 2024

Table 4.1 above shows the mean distribution of opinions of the respondents on how contract employment contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria. The respondents responded positively to the question asked. The mean scores of 3.8, 3.6, 3.3, 3.5 and 3.7 is a strong indication of their positive affirmation. The grand

mean of 3.58 revealed that the respondent agreed that contract employment improved medication management in the tertiary healthcare institutions in Enugu State Nigeria.

Research Question 2: To what the extent has contract employment assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria?

Table 4.2: The extent to which contract employment assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria

s/n		SA	A	U	DA	S D	Total	Mean	Decision
1	Contract employment allows healthcare institutions to quickly deploy specialized personnel during emergencies to bolster the emergency response team	119	121	13	38	49	340	3.7	Accepted
2	Healthcare institutions use contract employees to quickly augment their existing staff to respond to emergencies without delays.	117	123	10	57	33	340	3.7	Accepted
3	Contract employees are hired based on their specific skills and training which particularly valuable in emergency situations	122	128	15	48	27	340	3.5	Accepted
4	Contract employment allows healthcare institutions to expand their capacity for emergency services without the need for lengthy recruitment processes	130	99	11	59	41	340	3.5	Accepted
5	Contract employment allows healthcare institutions to adapt quickly to these fluctuations in demand by bringing in additional personnel as needed.	123	117	10	50	40	340	3.7	Accepted
Grand Mean								3.62	

Source: Field Survey, 2024

Table 4.2 above shows the mean distribution of opinions of the respondents on the extent to which contract employment has assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria. All the items in the table were accepted to represent the true situation in the area of study. The mean score of 3.7, 3.7, 3.5, 3.5 and 3.7 respectively and the grand mean of 3.62 revealed that the respondents agreed that Contract employment increased emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

Research Question Three: What effect does contract employment has on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria?

Table 4.3: Effect of contract employment on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria

s / n	Response	SA	A	U	D	S	FR	Mean	Decision
		A			A	D	EQ		
1	Contract employment lead and to timely maintenance services for healthcare and equipment efficient infrastructure	118	125	15	53	29	340	3.8	Accepted
2	Contracts are tailored to include experts in specific types of equipment or systems.	153	117	16	37	17	340	4.0	Accepted
3	Contract employment may offer cost advantages in infrastructure and equipment maintenance	127	123	12	50	28	340	3.8	Accepted
4	Contracting maintenance services allows healthcare institutions to adjust staffing levels based on the current maintenance needs.	126	124	9	56	25	340	3.8	Accepted
5	Contracting maintenance services provide healthcare institutions access to the latest technologies and methodologies in infrastructure and equipment maintenance.	117	133	8	52	30	340	3.8	Accepted
	Grand Mean							3.84	

Source: Field Survey, 2024

Table 4.3 above shows the mean distribution of opinions of the respondents on the effect of contract employment on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria. The grand mean score of 3.84 indicates that the respondents affirmed that contract employment affect Equipment Maintenance in the tertiary healthcare institutions in Enugu State Nigeria.

4.3 Test of Hypotheses

Z test was adopted for the study. Software Package for Social Science (SPSS Version 23.0 for Student Version) was used to test the hypotheses stated in chapter one

4.3.1 Test of Hypothesis One

Ho: Contract employment has not significantly contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria.

Table 4.4: Z-test for Contract employment and healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria.

Contract employment has not significantly improved the medication management in the tertiary healthcare institutions in Enugu State Nigeria.

N		360
Normal Parameters	Mean Standard Deviation	4.096 1.137
Most Extreme	Absolute	.271
Most Extreme	Positive	.215
Difference	Negative	-.271
Kolmogorov-Smirnon Z		5.049
Asymp. Sig.(2-tailed)		.000

Source: Author’s compilation SPSS Output

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule: If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternate hypothesis accordingly.

Result: With Kolmogorov-Smirnon Z – value of 5.049 and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table is normally distributed. This affirms the assertion that Contract employment has assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

Decision: Furthermore, comparing the calculated Z- value of 4.096 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternate hypothesis was accepted which states that Contract employment has significantly contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria.

4.2.2 Test of Hypothesis Two

Ho: Contract employment has not assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

Table 4.5: Z-test result for Contract employment and increased emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

Contract employment has not significantly increased emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.		
N		360
Normal Parameters	Mean Standard Deviation	3.672 1.217
Most Extreme	Absolute	.280
Most Extreme	Positive	.180
Difference	Negative	-.280
Kolmogorov-Smirnon Z		5.215
Asymp. Sig.(2-tailed)		.000

Source: Author’s compilation SPSS Output

- a. Test distribution is Normal
- b. Calculated from data

Result: With Kolmogorov-Smirnon Z – value of 5.215 and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table are normally distributed. This affirms the assertion of most of the respondents that Contract employment has assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

Decision: Furthermore, comparing the calculated Z- value of 5.215 against the critical Z- value of

1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternate hypothesis was accepted which states that Contract employment has assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria.

4.2.3 Test of Hypothesis Three

Ho: Contract employment has no significant positive effect on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria.

Table 4.6: Z-test result for Contract employment and Equipment Maintenance in the tertiary healthcare institutions in Enugu State Nigeria.

		Contract employment has no significant positive effect on Equipment Maintenance in the tertiary healthcare institutions in Enugu State Nigeria.
N		360
Normal Parameters	Mean	4.000
	Standard Deviation	1.078
Most Extreme	Absolute	.309
Most Extreme	Positive	.219
Difference	Negative	-.321
Kolmogorov-Smirnon Z		5.983
Asymp. Sig.(2-tailed)		.000

Source: Author’s compilation SPSS Output

a. Test distribution is Normal b. Calculated from data

Result: With Kolmogorov-Smirnon Z – value of 5.983 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Contract employment has a significant positive effect on Equipment Maintenance in the tertiary healthcare institutions in Enugu State Nigeria.

Decision: Furthermore, comparing the calculated Z- value of 5.983 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected.

Thus, the alternative hypothesis was accepted which states that Contract employment has significant positive effect on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria.

4.4 Discussion of Findings

4.4.1 Contract employment and Healthcare Delivery

In the test of hypothesis one, the result showed that the calculated Z- value of 5.215 was above the critical Z-value of 1.96 (2-tailed test at 95% level of confidence). Thus, the alternate hypothesis was accepted which states that Contract employment has significantly contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria. This was in tandem with data in table 4.1 where the respondents accepted that Contract employees are often hired for specific projects or tasks which lead to more efficient implementation of medication management initiatives, that Contract professionals bring in new perspectives and best practices from other healthcare setting, this knowledge transfer positively impact medication management practices. The findings affirmed that in situations where there is a shortage of permanent staff due to various reasons, including leaves or resignations, contract employment provides a quick and temporary solution to maintain optimal medication management services.

4.4.2 Contract employment and Emergency Response Time

In the test of hypothesis Two, the result showed that Contract employment has assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria. The calculated Z- value of 4.096 was above the critical Z- value of 1.96). The result was in disagreement with data in table 4.2 where it was shown that Contract employment allows healthcare institutions to quickly deploy specialized personnel during emergencies to bolster the emergency response team, the findings established that Contract employment allows healthcare institutions to quickly deploy specialized personnel during emergencies to bolster the emergency response team, Healthcare institutions use contract employees to quickly augment their existing staff to respond to emergencies without delays. We can accept that Contract employees are hired based on their specific skills and training which particularly valuable in emergency situations.

4.4.3 Contract employment and Infrastructure and Equipment Maintenance

In the test of hypothesis three, the result showed that Contract employment has significant positive effect on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria. The calculated Z- value of 5.983 was above the critical Z- value of 1.96 (2-tailed test at 95% level of confidence). The finding is in agreement with the decretive study obtained in table 4.3 where we established firmly that Contract employment lead to timely and efficient maintenance services for healthcare infrastructure and equipment, it is equally clear here that Contracts are tailored to include experts in specific types of equipment or systems and that Contracting maintenance services provide healthcare institutions access to the latest technologies and methodologies in infrastructure and equipment maintenance.

5. Summary of Findings, Conclusion and Recommendations

5.1 Summary of Findings

The following were findings from the study

- i. Contract employment has significantly contributed to healthcare delivery by in the tertiary healthcare institutions in Enugu State Nigeria. This suggests that contract employment provides a quick and temporary solution to maintain optimal medication management services.
- ii. Contract employment has assisted to healthcare delivery in regard to emergency response time in the tertiary healthcare institutions in Enugu State Nigeria. This suggests that Contract employment allows healthcare institutions to quickly deploy specialized personnel during emergencies to bolster the emergency response team.
- iii. Contract employment has significant positive effect on Equipment Maintenance for special procedure in the tertiary healthcare institutions in Enugu State Nigeria. This goes to show that Contract employment lead to timely and efficient maintenance services for healthcare infrastructure and equipment.

5.2 Recommendations

The following recommendations are made for the study:

1. To Enhance Oversight and Regulation, management of tertiary institutions should implement robust oversight mechanisms to monitor contract employment practices in tertiary institutions, ensuring adherence to standards, equitable treatment of contract workers, and alignment with organizational objectives for improved medication management in the tertiary healthcare institutions in Enugu State Nigeria.
2. Management should prioritize training programs for both permanent and contract staff, fostering a cohesive work environment. Integration strategies will enhance collaboration, knowledge sharing, and ultimately contribute to more effective emergency responseteam.
3. **Policy makers should** develop comprehensive workforce management plans that strategically incorporate contract employment. Align contracts with institutional goals, ensuring a balance between flexibility and the long-term stability needed for sustained, high-quality Infrastructure and Equipment Maintenance.

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