

**EMPLOYEES' RESILIENCE, ORGANIZATIONAL CULTURE AND SUSTAINABLE PERFORMANCE OF TERTIARY HOSPITALS IN OYO STATE, NIGERIA**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 01 August 2023</p> <p><b>Accepted</b> 02 November 2023</p>	<p><b>Purpose:</b> The study examined the role of employees' resilience and organisational culture in the sustainable performance of tertiary hospitals in Oyo State, Nigeria, it examined the nature of relationship that exist among employees resilience level, organisational culture and sustainable performance; examined the influence of employees resilience level on sustainable performance; determined the impact of organisational culture on tertiary hospitals sustainable performance; investigated the moderating role of organisational culture in the relationship between employee resilience level and tertiary hospitals sustainable performance; and examined the impact of medical personnel resilience on patient satisfaction in tertiary hospitals. The conditions of the health workers in Nigeria necessitated this study in order to draw the attention of policy makers and tertiary hospitals Management to the need of coming to the aid of health workers in terms of improved services.</p>
<p><b>Keywords:</b></p> <p>Employees' Resilience; Organizational Culture; Sustainable Performance; Tertiary Hospitals.</p>	<p><b>Theoretical framework:</b> The aim of employees' resilience in the tertiary hospital is to ensure effective performance of the health workers and for them to be able to withstand or recover quickly from difficult conditions in the world of works. Noting that they experience serious stress as a result of the mass relocation of health workers in Nigeria to the western world for greener pastures which therefore put pressures on the ones on ground and finding it difficult to cope with the rigor of work. The study proffers solutions to the difficulties being experience by the health workers. When compared with the developed countries, health workers welfare are well taken care of which the reverse is the case in Nigeria.</p>
	<p><b>Methodology/Design/Approach:</b> This study adopted quantitative design through a survey approach to answer the research questions raised. Questionnaire was made use of to gather data. The data collected were analyzed using descriptive and inferential statistical techniques of Social Package of Social Sciences, The population of the study comprises of two (2) sets of respondents which are Medical Personnel and Patients, 338 Medical Personnel and 50 patients were given questionnaire and we returned.</p>
	<p><b>Findings:</b> The outcome of the findings indicated that employees' resilience level has a statistically significant positive and low correlation with sustainable performance (<math>r = 0.19, p = 0.000</math>). Moreover, employees resilience has a statistically significant positive correlation with organizational culture (<math>r = 0.32, p = 0.000</math>). In addition, organizational culture had a positive and statistically significant relationship with sustainable performance (<math>r = 0.36, p = 0.000</math>). The result revealed that organizational culture did not moderate the relationship between employees' resilience level and tertiary hospital sustainable performance (<math>r^2 \text{ change} = 0.000</math>). This implies that organizational culture is not a moderator between employees'</p>

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resilience level and tertiary hospital sustainable performance. The results also revealed that patients are satisfied with the communication style of the medical personnel (100%), the explanation mode of the medical personnel (85%), the ways by which the medical personnel relate with them (95%), general relationship (100%), the technical skills of the medical personnel (80%) and awareness of their health issue (100%). The medical personnel are well trained and cultured through their professional ways of discharging their duties to safe lives. It also, charged the Nigerian Government to improve in the working conditions of the health workers.

**Research, Practical & Social implications:** The study resolves by implication that, employees' resilience and organizational culture have significant relationship with sustainable performance while employees' resilience level has a statistically significant positive correlation with organizational culture. Employees' resilience through contextual and behavioural dimensions do not significant predictors on sustainable performance while cognitive dimension significantly predicts of tertiary hospital sustainable performance. The study also clarified that organizational culture is not a moderator of the relationship between employees' resilience and tertiary hospital sustainable performance. Patients are satisfied with the medical personnel service delivery in these tertiary hospitals. It recommends among others, that medical personnel's behavioural and contextual dimensions of employees' resilience should be further enhanced by hospital stakeholders, especially the management to enhance sustainable performance.

**Originality/Value:** The study added value to body of knowledge because its implications both practical and social affirmed that without creating enabling environment, organizational culture, the level of employees' resilience is advanced and better and appropriate management strategies, organizational culture that will meet up with its optimization level in terms service delivery and effective welfare of health workers should be put in place from time to time. The study as recommends that medical personnel's behavioural and contextual dimensions of employees' resilience level should be further enhanced by hospital stakeholders, especially the management to enhance sustainable performance.

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## RESILIÊNCIA DOS FUNCIONÁRIOS, CULTURA ORGANIZACIONAL E DESEMPENHO SUSTENTÁVEL DOS HOSPITAIS TERCIÁRIOS NO ESTADO DE OYO, NIGÉRIA

### RESUMO

**Objetivo:** O estudo examinou o papel da resiliência e da cultura organizacional dos funcionários no desempenho sustentável dos hospitais terciários no Estado de Oyo, na Nigéria, examinou a natureza do relacionamento que existe entre o nível de resiliência dos funcionários, a cultura organizacional e o desempenho sustentável; examinou a influência do nível de resiliência dos funcionários no desempenho sustentável; determinou o impacto da cultura organizacional nos hospitais terciários; investigou o papel moderador da cultura organizacional na relação entre o nível de resiliência dos funcionários e o desempenho sustentável dos hospitais terciários; e examinou o impacto da resiliência do pessoal médico na satisfação dos pacientes nos hospitais terciários. As condições dos trabalhadores da saúde na Nigéria exigiram este estudo, a fim de chamar a atenção dos responsáveis políticos e dos hospitais terciários Gestão para a necessidade de vir para a ajuda dos trabalhadores da saúde em termos de serviços melhorados.

**Quadro teórico:** O objetivo da resiliência dos trabalhadores no hospital terciário é garantir o desempenho eficaz dos trabalhadores da saúde e permitir-lhes suportar ou recuperar rapidamente de condições difíceis no mundo do trabalho. Constatando que estes trabalhadores sofrem graves dificuldades devido à deslocação em massa de profissionais de saúde na Nigéria para o mundo ocidental, para pastagens mais verdes, que, por conseguinte, exercem pressão sobre os trabalhadores e têm dificuldade em lidar com o rigor do trabalho. O estudo apresenta soluções para as dificuldades vividas pelos profissionais de saúde. Quando comparados com os países desenvolvidos, o bem-estar dos trabalhadores da saúde é bem cuidado, o que acontece na Nigéria ao contrário.

**Metodologia/Design/Abordagem:** Este estudo adotou o design quantitativo através de uma abordagem de pesquisa para responder às questões levantadas pela pesquisa. Questionário foi utilizado para coletar dados. Os dados coletados foram analisados utilizando técnicas estatísticas descritivas e inferenciais do Pacote Social de

Ciências Sociais, A população do estudo compreende dois (2) conjuntos de entrevistados que são Pessoal Médico e Pacientes, 338 Pessoal Médico e 50 pacientes receberam questionário e foram devolvidos.

**Constatações:** O resultado das constatações indicou que o nível de resiliência dos funcionários tem uma correlação positiva e baixa estatisticamente significativa com o desempenho sustentável ( $r=0,19, p=0,000$ ). Além disso, a resiliência dos funcionários tem uma correlação positiva estatisticamente significativa com a cultura organizacional ( $r=0,32, p=0,000$ ). Além disso, a cultura organizacional teve relação positiva e estatisticamente significativa com desempenho sustentável ( $r=0,36, p=0,000$ ). O resultado revelou que a cultura organizacional não moderou a relação entre o nível de resiliência dos funcionários e o desempenho sustentável hospitalar terciário (variação de  $r^2=0,000$ ). Isso implica que a cultura organizacional não é um moderador entre o nível de resiliência dos funcionários e o desempenho sustentável do hospital terciário. Os resultados também revelaram que os pacientes estão satisfeitos com o estilo de comunicação do pessoal médico (100%), o modo de explicação do pessoal médico (85%), as formas pelas quais o pessoal médico se relaciona com eles (95%), a relação geral (100%), as habilidades técnicas do pessoal médico (80%) e a consciência do seu problema de saúde (100%). O pessoal médico é bem treinado e culto através de suas formas profissionais de cumprir suas obrigações para vidas seguras. Também encarregou o governo nigeriano de melhorar as condições de trabalho dos profissionais de saúde.

**Pesquisa, implicações práticas e sociais:** O estudo resolve por implicação que, a resiliência dos funcionários e a cultura organizacional têm relação significativa com o desempenho sustentável, enquanto o nível de resiliência dos funcionários tem uma correlação positiva estatisticamente significativa com a cultura organizacional. A resiliência dos funcionários por meio de dimensões contextuais e comportamentais não é preditora significativa do desempenho sustentável, enquanto a dimensão cognitiva prediz significativamente o desempenho sustentável do hospital terciário. O estudo também esclareceu que a cultura organizacional não é moderadora da relação entre a resiliência dos funcionários e o desempenho sustentável do hospital terciário. Os pacientes estão satisfeitos com a prestação de serviços de pessoal médico nesses hospitais terciários. Recomenda, entre outros, que as dimensões comportamental e contextual do pessoal médico da resiliência dos trabalhadores sejam reforçadas pelas partes interessadas do setor hospitalar, em especial a gestão para melhorar o desempenho sustentável.

**Originalidade/valor:** O estudo agregou valor ao corpo de conhecimento porque suas implicações práticas e sociais afirmaram que, sem criar ambiente propício, cultura organizacional, o nível de resiliência dos funcionários é avançado e melhores e estratégias de gestão adequadas, cultura organizacional que se encaixará com seu nível de otimização em termos de prestação de serviços e bem-estar eficaz dos profissionais de saúde deve ser colocado em prática de tempos em tempos. O estudo recomenda que as dimensões comportamentais e contextuais do pessoal médico do nível de resiliência dos trabalhadores devem ser reforçadas pelas partes interessadas do setor hospitalar, em especial a gestão para melhorar o desempenho sustentável.

**Palavras-chave:** Resiliência dos Funcionários, Cultura Organizacional, Desempenho Sustentável, Hospitais Terciários.

## RESILIENCIA DE LOS EMPLEADOS, CULTURA ORGANIZACIONAL Y RENDIMIENTO SOSTENIBLE DE LOS HOSPITALES TERCIARIOS EN EL ESTADO DE OYO (NIGERIA)

### RESUMEN

**Propósito:** El estudio examinó el papel de la resiliencia y la cultura organizacional de los empleados en el rendimiento sostenible de los hospitales terciarios en el estado de Oyo, Nigeria, examinó la naturaleza de la relación que existe entre el nivel de resiliencia de los empleados, la cultura organizacional y el rendimiento sostenible; examinó la influencia del nivel de resiliencia de los empleados en el rendimiento sostenible; determinó el impacto de la cultura organizacional en el rendimiento sostenible de los hospitales terciarios; investigó el papel moderador de la cultura organizacional en la relación entre el nivel de resiliencia de los empleados y el rendimiento sostenible de los hospitales terciarios; y examinó el impacto de la resiliencia del personal médico en la satisfacción del paciente en los hospitales terciarios. Las condiciones de los trabajadores de la salud en Nigeria hicieron necesario este estudio para señalar a la atención de los encargados de formular políticas y de la administración de los hospitales terciarios la necesidad de acudir en ayuda de los trabajadores de la salud en lo que respecta a la mejora de los servicios.

**Marco teórico:** El objetivo de la resiliencia de los trabajadores en el hospital terciario es garantizar el rendimiento efectivo de los trabajadores de la salud y que puedan resistir o recuperarse rápidamente de las condiciones difíciles en el mundo del trabajo. Señalando que sufren graves tensiones como resultado de la reubicación masiva de trabajadores de la salud en Nigeria al mundo occidental en busca de pastizales más verdes, lo que presiona a los que están sobre el terreno y les resulta difícil hacer frente al rigor del trabajo. El estudio ofrece soluciones a las dificultades que experimentan los trabajadores de la salud. En comparación con los países desarrollados, el bienestar de los trabajadores de la salud está bien cuidado, lo contrario es el caso en Nigeria.

**Metodología/Diseño/Enfoque:** Este estudio adoptó el diseño cuantitativo a través de un enfoque de encuesta para responder a las preguntas de investigación planteadas. Se utilizó el cuestionario para la recolección de datos. Los

datos recolectados se analizaron mediante técnicas estadísticas descriptivas e inferenciales del Paquete Social de Ciencias Sociales. La población del estudio comprende de dos (2) conjuntos de encuestados que son Personal Médico y Pacientes, a 338 Personal Médico y 50 pacientes se les aplicó el cuestionario y fueron devueltos.

**Hallazgos:** El resultado de los hallazgos indicó que el nivel de resiliencia de los empleados tiene una correlación positiva y baja estadísticamente significativa con el desempeño sostenible ( $r=0,19$ ,  $p=0,000$ ). Además, la resiliencia de los empleados tiene una correlación positiva estadísticamente significativa con la cultura organizacional ( $r=0,32$ ,  $p=0,000$ ). Además, la cultura organizacional tuvo una relación positiva y estadísticamente significativa con el desempeño sostenible ( $r=0,36$ ,  $p=0,000$ ). El resultado reveló que la cultura organizacional no moderó la relación entre el nivel de resiliencia de los empleados y el desempeño sustentable del hospital terciario ( $r^2$  cambio=0,000). Esto implica que la cultura organizacional no es un moderador entre el nivel de resiliencia de los empleados y el desempeño sostenible de los hospitales terciarios. Los resultados también revelaron que los pacientes están satisfechos con el estilo de comunicación del personal médico (100%), el modo de explicación del personal médico (85%), las formas en que el personal médico se relaciona con ellos (95%), la relación general (100%), las habilidades técnicas del personal médico (80%) y la conciencia de su problema de salud (100%). El personal médico está bien capacitado y educado a través de sus formas profesionales de cumplir con sus obligaciones para una vida segura. También encargó al Gobierno de Nigeria que mejorara las condiciones de trabajo de los trabajadores de la salud.

**Investigación, implicaciones prácticas y sociales:** El estudio resuelve por implicación que la resiliencia de los empleados y la cultura organizacional tienen una relación significativa con el rendimiento sostenible, mientras que el nivel de resiliencia de los empleados tiene una correlación positiva estadísticamente significativa con la cultura organizacional. La resiliencia de los empleados a través de las dimensiones contextual y conductual no son predictores significativos del desempeño sustentable, mientras que la dimensión cognitiva predice significativamente el desempeño sustentable del hospital de tercer nivel. El estudio también aclaró que la cultura organizacional no es un moderador de la relación entre la resiliencia de los empleados y el desempeño sostenible de los hospitales terciarios. Los pacientes están satisfechos con la prestación de servicios del personal médico en estos hospitales terciarios. Recomienda, entre otras cosas, que las partes interesadas del hospital refuercen aún más las dimensiones de comportamiento y contextuales de la resiliencia de los empleados, especialmente la gestión para mejorar el rendimiento sostenible.

**Originalidad/valor:** El estudio aportó valor al cuerpo de conocimientos, ya que sus implicaciones tanto prácticas como sociales afirmaron que sin crear un entorno propicio, cultura organizacional, se avanza en el nivel de resiliencia de los empleados y se deben implementar de vez en cuando estrategias de gestión mejores y adecuadas, cultura organizacional que se ajuste a su nivel de optimización en términos de prestación de servicios y bienestar efectivo de los trabajadores de la salud. El estudio también recomienda que las partes interesadas de los hospitales, especialmente la dirección, mejoren las dimensiones contextuales y de comportamiento del personal médico en relación con el nivel de resiliencia de los empleados para mejorar el rendimiento sostenible.

**Palabras clave:** Resiliencia de los Empleados, Cultura Organizacional, Desempeño Sostenible, Hospitales Terciarios.

## 1 INTRODUCTION

The way at which organizations, especially that of health sector are structured in Nigeria setting in consideration of the functional, multi-divisional, flat and matrix structures are expected to define each health worker's job with how it fits within the overall system; how the welfare of the health workers are put into consideration in order for optimal service delivery as situations of the health sector are changing from time to time. Wang, Cooke & Huang (2014), asserts that; the structure serves as the system which majorly outlines the direction of certain activities with the focus of achieving the goals of the organization. Optimal operations and performance which bothers on positive effects and the development of the system with more focus on personnel development and protection, activities and service delivery that the

responsive outcomes should measure how effective the system is and, to indicate either the changing pattern correlate with the expected results or not (Akinola, Afolabi, Afolabi & Dike, 2023).

Organizations that want to compete and survive in today's turbulent business environment must not only be able to continuously update the human capital that exists within them but also ensure that they promote the development of a workforce who can adapt to ongoing, dynamic challenges, and maintain a positive state of mental health and functioning so that they can successfully contribute to innovation and performance (Lin & Liao, 2020). In most of the organizations, health responsibilities are within the human resources department and to be able to implement these responsibilities in an effective manner, the human resources professionals need to acquire an efficient understanding of health safety responsibilities of employers and employees within the organization. They need to implement personnel management policies to ensure all the members of the organization are aware of their responsibilities. Establish effective ways of meeting health and safety responsibilities and ensure the employees fulfill their health and safety responsibilities as defined in the organizational policies and programs (Health and Safety Guide, n.d.). In order to implement these policies and practices in an effective manner, it is vital to conduct research and identify the areas, which need to be improved. When improvements are brought about or when changes need to get implemented, it is vital to ensure that they prove to be beneficial to the members of the organization.

Employees' resilience is defined according to Oxford English Dictionary as 'being able to withstand or recover quickly from difficult conditions in the world of work'. Furtherance to that, Employees resilience can also be defined 'as the capability to bounce back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and grow stronger in the process' (Cooper, Liu, & Tarba, 2014: p. 2466). In the perspective of the workplace, the term is often drawn-out further to include 'the capacity to thrive, rather than just survive, in high stress environments' (Cleary, Kornhaber, Thapa, West & Visentin, 2018).

Discussions have captured the determinants of individual resilience (such as educational, marital and occupational status). Organizations are currently evolving in a context which is under pressure on natural resources, competition in local and international markets and the challenges of attracting and retaining qualified and healthy workforce. This pushes the employees to find themselves in the obligation to satisfy several imperatives related to

sustainable development and to adopt a global vision to help managers to manage the proper functioning and overall performance of their systems.

According to Abdelhay, Abdulrahim & Marie (2023), established that employee performance serves as factor which in the organizational value link with sustainable performance and is more than a company slogan but serves as its principle. To attain maximal performance in an organization, Sustainability performance has been considered as the harmonization of environmental and financial objectives in delivering the core business activities for value maximization. Such focused sustainability serves as factor that drives leadership, investment and operating expertise for value creation and the provision of superior business performance for communities and partners. Focusing on the commitment, never give room for losing sight of the discipline and fundamentals required in balancing capital needs, risk management and growth. Sustainability has gained prominence in discussions across the globe in the recent times and have been made popular with the United Nations' 17 sustainable development goals (SDGs) that cut across all forms of sustainability, that is; economic, social and the environment (United Nations, 2015). Different organizations; private, public, for-profit and not-for-profit, as well as governments are making efforts to key into this global issue. Organizations have seen sustainable performance as a way by which they can enhance their growth and meet the demands of their various stakeholders. Sustainability concept and other activities, duties and responsibilities have made the workplace more competitive and demanding for both employees and the organizations generally therefore bringing the issue of resilience to the table. Organizations like the healthcare institutions striving to improve their level of competitiveness in this era of globalization must give employees' resilience the proper attention (Wang, Cooke & Huang, 2014).

In essence, resilience does not depict the ability of employees and organizations to come out strong from negative emotional experience only, rather, it explains the ability of organizations and employees in deploying the appropriate resources in the process (Sools & Mooren, 2012; Lin & Liao, 2020). It implies that resilient people would exhibit resources (such as positive emotions) that will help them to be proactive in dealing with unfavourable situations as well as coming out as better individuals (Lin & Liao, 2020). Moreover, high resilience have been found to relate with desired work behaviours and attitudes including organizational citizen behaviour, organization culture, performance and commitment (Robertson, et. al., 2015; Vanhove, Herian, Perez, Harms & Lester, 2016).

Resilience is widely acknowledged to have the ability to offer a useful framework for policy and practise due to its emphasis on building employee and organizational abilities and foreseeing shocks to systems(Ager, Lembani, Mohammed, Mohammed Ashir, Abdulwahab, De Pinho, Delobelle & Zarowsky, 2015). This further presupposes that employees' resilience in situations that are unpleasant to organization as well as the manner by which they respond to such situation is vital in determining their level of performance. In addition, the ability to bounce back from adversity is understood to be the result of complex adaptive mechanisms responding to past shocks. Therefore, every organization strives to employ resilient staff and promote this culture throughout the organization. This also further affirms the importance of organizational culture in providing employees with the right platform to be resilient for better performance.

Organizational culture is a vital force behind the development of other management techniques and the improvement of organisational performance from a resource-based perspective because it is also seen as a significant resource for sustainable competitiveness due to its particularly beneficial properties (Oh & Han, 2020). This implies that organizational culture could be deployed by managers and professionals to better position their various organizations in the face of many business conditions and to achieve sustainable performance. Moreover, from all indications, organizational culture will be an important element for achieving a resilient employee and organization. Good culture must be sustained in any system for the enhancement of organizational development and the culture must be spread to similar organization for cut-across system of operations where comparison will build competencies in the sector. Also, the operational modalities should be innovative and as well creative for effective sustainable development (Gunartin, Agung & Nurika, 2023, Burhan, Turki & Alia, 2023 ).

Employees who are stressed or burned out at work are more likely to engage in unhealthy habits like daydreaming, sleeping too little, transfer of aggression among others (Husted & Dalton, 2021) which will have serious implications on service delivery and performance and could include poor health, absenteeism and poor customer satisfaction among others. When organizations fail to give enough attention to these issues, they might be hindered in their quest for sustainable performance. The situation of the health sector in Nigeria is expected to have improved coupled with the intentions of the Federal and State Governments to see how health workers will have good working conditions, human capacity development, conducive environment and adequate protection measures to avert unpalatable situations of the

workers. Unfortunately, the reverse is the case in Nigeria health sector where the governing agencies and the Government politicize the wellbeing of health workers (Ileyemi, 2022). This situation has led to brain drain which is tagged Japa Syndrome because every health worker desire a well conducive working environment, good remuneration and adequate career development.

Based on the foregoing, investigating employee-level of resilience and the role it plays in improving sustainable performance of healthcare organizations might provide better insights into the way these issues are addressed in tertiary hospitals in Oyo State, Nigeriabearing in mind the nature of tasks and responsibilities performed by employees in these organizations. Furthermore, the importance of organizational culture in moderating the relationship between employee-level resilience and sustainable performance might help healthcare stakeholders in Oyo State, Nigeria get better understanding of the situation, hence this study.

It is quiet unfortunate that the health sector in Nigeria has been neglected by not having concern for the well-being of the health workers, several reports of poor facilities, inadequate remuneration package, weak human capacity development, diversion of funds, improper management of resources, politicization of the health sector by the politicians and government officials whereby they jeopardize the lives of the health workers. This unpalatable condition of the health workers led to incessant brain drain, tagged “Japa Syndrome” in Nigeria (Ileyemi, 2022). This situation had brought about and still leading to insufficient manpowerin the tertiary hospitals in Oyo State, Nigeria which places more responsibilities on the very few hands still in the system which has therefore increased their work stress level to the need for greater resilience to cope at person or individual level as well as the organization. The outbreak of COVID-19 Pandemic in 2020 till 2021 was a clear-cut testament of how Nigeria government dehumanizedthe health workerswhich affected health workers of tertiary hospitals in Oyo State, Nigeriawhere many lost their lives, some contracted the virus, many families of the affected health workers were left to carry their crosses. The Negative impact on healthcare delivery and medical education in Nigeria is unprecedented, as occasionedby COVID-19 Pandemic (Lawal, Lawal& Muwira, 2022).

The healthcare institutions, therefore, need to stand up to this expectation by encouraging resilience in their employees. As a result of the failure to acknowledge and fully utilize all organizations, institutions, structures, and resources that are primarily focused on enhancing health, the functional capacities of the health system in Nigeria have gradually deteriorated (Adeloye et al., 2017). Furthermore, the demand for healthcare services changes

from day to day, seasonally and in response to unanticipated shocks like pandemics, epidemic, disease outbreak and emergency situations which requires the urgent services of healthcare workers. Moreover, difficult clinical issues and conflict with challenging patients as well as increased demand for healthcare services have given rise to the need for healthcare workers to be resilient (Robertson, Elliott, Burton, Iversen, Murchie, Porteous& Matheson, 2016). These problems have increasingly required the display of healthcare workers' cognitive, behavioural and contextual aspects of resilience to appropriately deal with and come out of these situations with positive results for enhanced healthcare service delivery and performance. Nigeria is arguably the most populous African nation and the medical personnel available to provide healthcare services to this large population is still very low when compared with the need of the large population (Sasu, 2022).

There are serious health threats to this large population which include malaria, coronavirus, maternal mortality, and other diseases (Adeloye et al., 2017; Sasu, 2022) which have constantly put pressure on this small percentage of medical personnel available in the face of the growing exodus of this group of workers to Europe and other developed countries of the world for greener pasture.

In addition, issues relating to organizational culture have raised concerns for healthcare workers resilience especially organizational pressures caused by values, norms, administration systems and communication within the organization have increased the need for healthcare workers to be resilient at work. This has stressed the importance and role of organizational culture to employee resilience in their quest to achieving sustainable performance. Invariably, it is evident that healthcare workers play important roles in their various capacities and these roles make them susceptible to anxiety, stress and unpleasant experiences more than the general population.

According to Sreenivas and Babu (2012), the extent to which patients are satisfied with the healthcare services received from medical personnel is often used to assess their performance. Moreover, technical quality in healthcare, which is informed by the technical accuracy of diagnosis and procedures, display of technical skills and other expectations by patients from healthcare workers often put unnecessary pressure and stress on healthcare workers (Andrabi, Hamid & Jabeen, 2012). Patients' satisfaction is among the results of resilient medical personnel, as a result, organizational culture, resources and resilience will be directed towards achieving this. The issue of overcrowding, congestion, competitive pressure, quality of service and effectiveness of medical treatment have all revealed the importance of

resilience among medical workers, especially in Oyo State, Nigeria. With sustainable performance on the minds of healthcare institutions, it is therefore necessary to examine the role played by employee-level resilience in terms of their cognitive, behavioural and contextual abilities. More so, the moderating role played by organizational culture in the relationship between employee-level resilience and sustainable performance will be important to stakeholders in the healthcare industry for timely decisions.

The broad objective of the study is to examine the role of employees' resilience and organizational culture in the sustainable performance of tertiary hospitals in Oyo State, Nigeria. To achieve this objective, the following specific objectives were evolved which were to:

- i. examine the nature of relationship that exist among employee resilience level, organizational culture and sustainable performance;
- ii. examine the influence of employee-level resilience on sustainable performance;
- iii. determine the impact of organizational culture on tertiary hospitals sustainable performance;
- iv. investigate the moderating role of organizational culture in the relationship between employee resilience level and tertiary hospitals sustainable performance;
- v. examine the impact of medical personnel resilience on patient satisfaction in tertiary hospitals.

Five research questions were raised which which the study was anchored on.

- i. What is the nature of the relationship that exists among employees' resilience, organizational culture and sustainable performance of tertiary hospitals?
- ii. To what extent has employees resilience level been influencing the tertiary hospitals sustainable performance in Nigeria?
- iii. How does employees' resilience evolve in different hospital cultural contexts in Nigeria?
- iv. What is the moderating role of organizational culture in the relationship between employees' resilience level and sustainable performance?
- v. How has medical personnel resilience impacted patient satisfactions that are at the receiving end in tertiary hospitals?

## Hypotheses

The following null hypotheses were projected for in the study:

H<sub>0</sub>1: Employee resilience level does not have statistically significant influence on tertiary hospitals sustainable performance.

H<sub>0</sub>2: Organizational culture does not have statistically significant effect on tertiary hospitals sustainable performance.

H<sub>0</sub>3: Organizational culture does not have statistically significant moderating role in the relationship between employee-level resilience and sustainable performance.

### Operational Definition of Terms

**Employees:** This refers to medical personnel in different medical profession working in the Oyo State Tertiary Hospitals within the period of the study.

**Employees' Resilience:** This is the ability of medical personnel to exhibit attitude and characteristics that spread across cognitive, behavioural and contextual levels.

**Employee-Level Resilience:** These are factors that are used to determine the resilience of employees in terms of cognitive, behavioural and contextual levels.

**Sustainable Performance:** It measures the performance which includes waste management, efficient resource utilization, cost performance, service delivery, employee satisfaction as well as patients' satisfaction.

**Organisational Culture:** This is defined as the appropriate way or ways to behave within an organization, such as the tertiary hospitals and this hinges on the beliefs and the values that should be followed. It has elements such as openness, trust, proaction, autonomy and collaboration found in organizations.

**Tertiary Hospitals:** These are referred to as university hospital or specialist centre, where patients are been taken care of and student doctors are been trained based on their specialization for their future endeavours.

**Patients:** These are either sick people or out-patients under health care. A person receiving medical care or treatment.

**Healthcare Service Delivery:** This is the part of a health system where patients receive the treatment and supplies they are entitled to.

**Coping Mechanisms:** It is an adaptation to environmental stress that is based on conscious or unconscious choice and that enhances control over behavior or gives psychological comfort.

**Adhocracy:** It referred to as a form of business management that emphasizes individual initiative and self-organization in order to accomplish tasks. It relies on a set of defined rules and set hierarchy in accomplishing organizational goals.

**Hierarchy:** It is a system in which members of an organization or society are ranked according to relative status or authority.

## METHODOLOGY

The study examines the role of employees' resilience and organizational culture in the sustainable performance of tertiary hospitals in Oyo State, Nigeria. The adopted research design was quantitative design through descriptive approach which helps to collect information from a targeted audience concerning their opinion, perception, beliefs and expectations about a particular line of thought, subject matter and the problem under investigation. The study was carried out in Oyo State and the target population for the study were medical personnels in four tertiary hospitals in Oyo State namely: Adeoyo Teaching Hospital, University College Hospital, Bowen Teaching Hospital and Ladoke Akintola Teaching Hospital respectively. The target population were selected from each of the tertiary hospitals. Three hundred and thirty-eight (338) viz; forty (40) from Adeoyo Teaching Hospital, Ibadan, one hundred and fifty-one (151) from University College Hospital, Ibadan, sixty-seven (67) from Bowen Teaching Hospital, Ogbomoso and eighty (80) from Ladoke Akintola Teaching Hospital, Ogbomoso. A structured questionnaire was the means used for data collection for the study entitled "Employees' Resilience and Organizational Culture in the Sustainable Performance of Tertiary Hospitals". Validity is the accuracy or fidelity with which an instrument measures what it is to measure. In the research, while using the questionnaire as a data-gathering device, Content validity was considered an important quality. Content validity is the representativeness or sampling adequacy of the content, the substance, the matter, and the topics of a measuring instrument. Content validity is guided by the question: "Is the substance or content of the measure representative of the content or the universe of the content of the property being measured". A content matter expert review was adopted to assess the content validity. Instruments (quantitative and qualitative) were subjected to the criticism of experts in Human Resource and Medical profession. and determined the face and content validity of the instrument. While Reliability is the accuracy or precision of a measuring instrument in producing the same result consistently. In order words, it is the consistency with which an instrument measures what it claims or purports to measure. The reliability of the instrument was done using internal

consistency reliability. Cronbach alpha was used to check internal consistency reliability which is considered to be a measure of scale reliability. For this study, a test-retest technique was used to determine the reliability of the instrument at two (2) weeks intervals. The three (3) forms of the questionnaires were administered to selected respondents, collected, and analyzed. Two (2) weeks later a second administration of the questionnaires to the same subject was done. The duly completed questionnaires were analyzed using correlation and multi-linear regression analysis. The validity was carried out through consultations with experts, professionals and academia in the field of human resources as well as the hospital settings to ensure the instrument measures what it intends to measure. In addition, few statistical tests such as average variance extracted values, significant factor loading (SFL) among others was conducted on the data to determine the validity of the research instrument as specified in the PLS-SEM analysis. Furthermore, the reliability of the research instrument was carried out with the use of Cronbach Alpha, the test is check and re-check to test the reliability of the research instrument. Meanwhile, the constructs used in the research instruments have been pre-tested and used for various studies in reputable journals. Survey method were used to measure the validity of the patients which is the most common ways to measure patience experience, other way to measure is by interviewing and conducting patients focus. Furthermore, the reliability of the research instrument was carried out with the use of Cronbach Alpha, the test is check and re-check to test the reliability of the research instrument. 338 questionnaires administered to the respondents, representing 100% of questionnaires were duly completed and retrieved from the respondents. The data analysis was based on 338 duly completed questionnaires. Descriptive and inductive statistics were both used for the analysis. The null hypotheses that were generated for the study were therefore tested with the use of a chi-square statistical tool at a 0.05 level of significance.

## **RESULTS AND DISCUSSION**

This study collected data through primary sources using a structured questionnaire. The data were analyzed using both descriptive and inferential statistics. The results are presented using custom tables, mean and standard deviation. The implication of the results of this study concerning the research objectives, research questions, and hypothesis is further discussed.

## Employees' Resilience Level

Table 1: Dimensions of Employees' Resilience

Employee-Level Resilience	SA(%)	A(%)	D(%)	SD(%)	UD(%)	Mean	Std. Dev	Rank
<b>Cognitive Dimension</b>								
Expertise	114(33.7%)	219(64.8%)	5(1.5%)	0(0%)	0(0%)	4.32	.499	2
Opportunism	51(15.1%)	248(73.4%)	21(6.2%)	6(1.8%)	12(3.6%)	3.95	.776	6
Creativity	121(35.8%)	211(62.4%)	4(1.2%)	0(0%)	2(0.6%)	4.33	.562	1
Decisiveness despite uncertainty	57(16.9%)	239(70.7%)	42(12.4%)	0(0%)	0(0%)	4.04	.540	4
Questioning fundamental assumptions	49(14.5%)	256(75.7%)	26(7.7%)	7(2.1%)	0(0%)	4.03	.552	5
Conceptualization of novel and appropriate solutions	101(29.9%)	198(58.6%)	28(8.3%)	8(2.4%)	3(0.9%)	4.14	.733	3
<b>Behavioural Dimension</b>								
Devising unconventional yet robust responses to unprecedented challenges	84(24.9%)	125(37%)	82(24.3%)	36(10.7%)	11(3.3%)	3.70	1.059	6
Combining originality and initiative to capitalize on an immediate situation	101(29.9%)	219(64.8%)	7(2.1%)	0(0%)	11(3.3%)	4.18	.763	1
Sometimes following a dramatically different course of actions	79(23.4%)	189(55.9%)	53(15.7%)	11(3.3%)	6(1.8%)	3.96	.825	2
Practicing repetitive, over-learned routines	64(18.9%)	212(62.7%)	46(13.6%)	8(2.4%)	8(2.4%)	3.93	.794	4
Taking the appropriate actions before they are needed	56(16.6%)	238(70.4%)	30(8.9%)	0(0%)	14(4.1%)	3.95	.792	3
Come through difficult times with little trouble	71(21%)	212(62.7%)	28(8.3%)	0(0%)	27(8%)	3.89	1.001	5
<b>Contextual Dimension</b>								
Developing interpersonal connections and resource supply lines	125(37%)	168(49.7%)	16(4.7%)	29(8.6%)	0(0%)	4.15	.860	2
Sharing information and knowledge about tasks and responsibility among colleagues for better healthcare solutions	146(43.2%)	168(49.7%)	21(6.2%)	0(0%)	3(0.9%)	4.34	.676	1
Sharing power and accountability	100(29.6%)	206(60.9%)	24(7.1%)	0(0%)	8(2.4%)	4.15	.747	2

Source: Field Survey, 2023

## Organizational Culture

Organizational culture was measured using openness, pro-action, trust, autonomy and collaboration.

Table 2: Organizational Culture

Organizational Culture	SA(%)	A(%)	D(%)	SD(%)	UD(%)	Mean	Std. Dev	Rank
<b>Openness</b>								
Freedom to share ideas, communicate and interact freely with team for optimum decision	104(30.8%)	198(58.6%)	31(9.2%)	0(0%)	5(1.5%)	4.17	.710	1
The culture in the hospital is open to feedback from patients	92(27.2%)	207(61.2%)	34(10.1%)	5(1.5%)	0(0%)	4.14	.643	2
High value is attached to continuous support and encouragement from higher management by employees	111(32.8%)	191(56.5%)	18(5.3%)	8(2.4%)	10(3%)	4.14	.852	2
Most senior members of the hospital are approachable/accessible	88(26%)	186(55%)	48(14.2%)	16(4.7%)	0(0%)	4.02	.770	4
<b>Proaction</b>								
Hospital encourages taking initiative preplanning and taking preventive actions	72(21.3%)	236(69.8%)	14(4.1%)	16(4.7%)	0(0%)	4.08	.663	2
Hospital encourages using innovative approaches to solve problems	79(23.4%)	232(68.6%)	16(4.7%)	3(0.9%)	8(2.4%)	4.10	.722	1
<b>Trust</b>								
Most people in the hospital can be relied upon	98(29%)	197(58.3%)	20(5.9%)	18(5.3%)	5(1.5%)	4.08	.831	2
Colleagues are well-intentioned individuals	34(10.1%)	262(77.5%)	26(7.7%)	8(2.4%)	8(2.4%)	3.91	.691	3
My superior officers will treat me fairly while appraising my performance	99(29.3%)	204(60.4%)	16(4.7%)	8(2.4%)	11(3.3%)	4.10	.848	1
<b>Autonomy</b>								
Hospital gives freedom to share ideas, communicate and interact freely with patients	138(40.8%)	171(50.6%)	18(5.3%)	5(1.5%)	6(1.8%)	4.27	.780	1
Supervisor believes that good ideas and solutions to problems can come from any member of the group	57(16.9%)	230(68%)	40(11.8%)	11(3.3%)	0(0%)	3.99	.647	3
Hospital makes best use of my intellectual capacity	86(25.4%)	223(66%)	21(6.2%)	0(0%)	8(2.4%)	4.12	.719	2
<b>Collaboration</b>								
Staff are encouraged to participate and synergize	39(11.5%)	233(68.9%)	42(12.4%)	11(3.3%)	13(3.8%)	3.81	.826	4
Everyone's views are sought for better service delivery to patients	71(21%)	224(66.3%)	32(9.5%)	3(0.9%)	8(24%)	4.03	.744	1
We have a deep feeling that we are par team effort	72(21.3%)	218(64.5%)	35(10.4%)	8(2.4%)	5(1.5%)	4.02	.739	2
Top management encourages teamwork for optimum achievement of results	71(21%)	235(69.5%)	8(2.4%)	5(1.5%)	19(5.6%)	3.99	.895	3

Source: Field Survey, (2023)

## Sustainable Performance

Table 3: Sustainable Performance

Sustainable Performance	SA(%)	A(%)	D(%)	SD(%)	UD(%)
<b>Waste Management</b>					
Efficient waste disposal is my responsibility	86(25.4%)	190(56.2%)	46(13.6%)	3(0.9%)	13(3.8%)
Wastes from work activities are disposed properly	108(32%)	180(53.3%)	42(12.4%)	5(1.5%)	3(0.9%)
Conscious of the effect of pollution caused by my activities	117(34.6%)	205(60.7%)	13(3.8%)	0(0%)	3(0.9%)
Ensure environmental requirements are complied within my unit	121(35.8%)	198(58.6%)	16(4.7%)	0(0%)	3(0.9%)
<b>Resource Utilization</b>					
Optimal use of materials, energy, water and other resources	100(29.6%)	224(66.3%)	3(0.9%)	8(2.4%)	3(0.9%)
Efficient utilization of resources has been achieved	135(39.9%)	177(52.4%)	8(2.4%)	11(3.3%)	7(2.1%)
Proper reduction in the amount of resources used in the hospital	71(21%)	159(47%)	46(13.6%)	6(1.8%)	56(16.6%)
<b>Cost Performance</b>					
Staff are concerned about cost reduction whenever they perform their duties	76(22.5%)	127(37.6%)	71(21%)	14(4.1%)	50(14.8%)
Ensure expenditure do not exceed budget provisions	129(38.2%)	162(47.9%)	28(8.3%)	5(1.5%)	14(4.1%)
Cost efficiency in healthcare service delivery	86(25.4%)	209(61.8%)	21(6.2%)	15(4.4%)	7(2.1%)
Cost efficiency in discharge of tasks and responsibilities	92(27.2%)	208(61.5%)	21(6.2%)	11(3.3%)	6(1.8%)
<b>Service Delivery</b>					
The public have ease of access to medical care	83(24.6%)	220(65.1%)	16(4.7%)	10(3%)	9(2.7%)
The public have ease of access to medical facilities	91(26.9%)	217(64.2%)	19(5.6%)	0(0%)	11(3.3%)
The hospital is effective in delivering healthcare	108(32%)	191(56.5%)	39(11.5%)	0(0%)	0(0%)
The hospital is responsive and consistent	84(24.9%)	214(63.3%)	16(4.7%)	13(3.8%)	11(3.3%)
Patients are satisfied with the way medical personnel render their services	106(31.4%)	162(47.9%)	45(13.3%)	3(0.9%)	22(6.5%)
Patients have confidence in medical personnel's knowledge of their health conditions	83(24.6%)	202(59.8%)	29(8.6%)	13(3.8%)	11(3.3%)
<b>Employee Satisfaction</b>					
Financial incentives	44(13%)	233(68.9%)	55(16.3%)	0(0%)	6(1.8%)
Non-financial incentives	64(18.9%)	220(65.1%)	25(7.4%)	14(4.1%)	15(4.4%)
Sustainable working conditions	46(13.6%)	212(62.7%)	51(15.1%)	12(3.6%)	17(5%)
Smooth labour/management relations	48(14.2%)	230(68%)	44(13%)	0(0%)	16(4.7%)
Occupational health and safety policies	75(22.2%)	209(61.8%)	36(10.7%)	8(2.4%)	10(3%)
Training and education opportunities	132(39.1%)	190(56.2%)	11(3.3%)	0(0%)	5(1.5%)

Source: Field Survey, (2023)

## Influence of Employees' Resilience on Sustainable Performance

The multi-linear regression analysis was used in achieving this objective where three constructs were used to measure employee-level resilience: contextual, behavioural and cognitive dimensions. The result is shown in Table 4.13.

Table 4: Influence of Employees Resilience on Sustainable Performance

Statistics	Value
<i>R</i>	0.385
<i>R</i> <sup>2</sup>	0.148
Adjusted <i>R</i> <sup>2</sup>	0.140
<i>F</i> statistic <sub>(3,334)</sub>	19.35
<i>Sig.</i>	0.000***
<i>Durbin Watson</i>	1.35

Parameters	Unstandardized $\beta$ coefficient	t-statistic	Sig.
Constant	2.409	10.097	.000
Contextual Dimension	.045	.800	.424
Behavioural Dimension	.044	1.238	.217
Cognitive Dimension	0.23	6.376	.000

Source: Field Survey (2023)

According to table 1 above, Employees' resilience level revealed that creativity ( $\bar{x} = 4.33, \sigma = 0.562$ ) and expertise ( $\bar{x} = 4.32, \sigma = 0.499$ ) were the prominent constructs of cognitive dimension. Combining originality and initiative to capitalize on an immediate situation ( $\bar{x} = 4.18, \sigma = 0.763$ ) and taking the appropriate actions before they are needed ( $\bar{x} = 3.95, \sigma = 0.792$ ) were the popular behavioural dimension while sharing information and knowledge about tasks and responsibility among colleagues for better healthcare solutions ( $\bar{x} = 4.34, \sigma = 0.676$ ) is the prominent contextual dimension.

The organizational culture showed that in terms of openness, the respondents have more freedom to share ideas, communicate and interact freely ( $\bar{x} = 4.17, \sigma = 0.710$ ) and have a culture open to feedback from patients ( $\bar{x} = 4.14, \sigma = 0.643$ ). In terms of pro-action, the hospitals encourage the use of innovative methods to solve problems ( $\bar{x} = 4.10, \sigma = 0.722$ ). In addition, superior officers treat subordinates well during performance appraisal ( $\bar{x} = 4.10, \sigma = 0.848$ ) and people in the hospital could be trusted ( $\bar{x} = 4.08, \sigma = 0.831$ ). For autonomy, the hospitals give freedom to interact freely ( $\bar{x} = 4.27, \sigma = 0.780$ ) and makes best use of medical personnel intellectual capacity ( $\bar{x} = 4.12, \sigma = 0.719$ ). For collaboration, everyone's views are sought for better service delivery ( $\bar{x} = 4.03, \sigma = 0.744$ ) and there is deep feeling of oneness in the team ( $\bar{x} = 4.02, \sigma = 0.739$ ). as indicated in table 2 above.

Employees' resilience level has a statistically significant positive and low correlation with sustainable performance ( $r = 0.19, p = 0.000$ ). Moreover, employee-level resilience has a statistically significant positive correlation with organizational culture ( $r = 0.32, p = 0.000$ ). in addition, organizational culture had a positive and statistically significant relationship with sustainable performance ( $r = 0.36, p = 0.000$ ).

Employee-level resilience accounts for 14.8% ( $r^2 = 14.8\%$ , *adjusted*  $r^2 = 14\%$ ) variation in the sustainable performance of the tertiary hospitals under consideration. This implies that 14.8% of the variations in the level of sustainable performance of the hospitals is explained by employees' resilience level. Moreover, the regression model which is explained by the *F statistics* revealed that a statistically significant model was achieved for sustainable performance. ( $F_{(3,334)}=19.35^{***}$ ,  $p=0.000$ ). Furthermore, the influence of each employee-level

resilience as measured by the three constructs namely: contextual, behavioural and cognitive dimensions is explained with the unstandardized beta coefficient. The unstandardized beta coefficient revealed that contextual ( $\beta = 0.045, p = 0.424$ ) and behavioural ( $\beta = 0.044, p = 0.217$ ) dimensions of employees' resilience level do not have a statistically significant positive influence on sustainable performance. However, the cognitive dimension ( $\beta = 0.23, p = 0.000$ ) of employee-level resilience is a significant predictor of sustainable performance of the hospitals under consideration. Therefore, the results revealed that the cognitive dimension of employee-level resilience is a significant predictor of tertiary hospital sustainable performance which is in line with the findings of Liu (2018) which affirmed that employees' resilient level predicting factor for sustainable performance.

Organizational culture accounts for 41.4% ( $r^2 = 41.4\%$ , *adjusted*  $r^2 = 40.5\%$ ) variation in the sustainable performance of the tertiary hospitals under consideration. The implication of this result is that 41.4% of the changes in tertiary hospital sustainable performance is explained by organizational culture. Moreover, the regression model which is explained by the *F statistics* revealed that a statistically significant model was also achieved for sustainable performance. ( $F_{(3,332)}=46.88^{***}$ ,  $p=0.000$ ). The unstandardized beta coefficient revealed that openness ( $\beta = 0.053, p = 0.163$ ), proaction ( $\beta = 0.065, p = 0.122$ ) and trust ( $\beta = 0.029, p = 0.404$ ) measures of organizational culture do not have a statistically significant positive influence on sustainable performance. However, the autonomy ( $\beta = 0.182, p = 0.000$ ) and collaboration ( $\beta = 0.188, p = 0.000$ ) measures of organizational culture are statistically significant to sustainable performance of the hospitals under consideration. Therefore, the results revealed that autonomy and collaboration measures of organizational culture are significant predictors of tertiary hospital sustainable performance and this is in accordance with the findings of Kim (2020) which established that hospital sustainable performance is predicted by autonomy and collaboration measures of organizational culture.

In table 4 above, the regression result showed that the combined model accounts for 39% ( $r^2 = 39\%$ , *adjusted*  $r^2 = 39.4\%$ ) variation in the sustainable performance of the tertiary hospitals under consideration. Moreover, the regression model which is explained by the *F statistics* revealed that a statistically significant model was also achieved for sustainable performance. ( $F_{(2,335)}=108.801^{***}$ ,  $p=0.000$ ). The unstandardized beta coefficient revealed that employee-level resilience ( $\beta = -0.133, p = 0.005$ ), and organizational culture ( $\beta = -0.491, p = 0.000$ ) have a statistically significant negative influence on sustainable performance. Nevertheless, the result revealed that organizational culture did not moderate the

relationship between employee-level resilience and tertiary hospital sustainable performance ( $r^2$  change = 0.000). This implies that organizational culture is not a moderator between employees' resilience level and tertiary hospital sustainable performance. This is in agreement with the studies of (Inuwa, 2016; Mohammed & Abdullahi, 2011) that employees' resilience level and tertiary hospital sustainable performance are not moderated by organizational culture.

The results also revealed that patients are satisfied with the communication style of the medical personnel (100%) which made them feel that they were in safe hands with the way at which the interactions between them and the medical personnel revealed concerns and understanding of their predicament, the explanation mode of the medical personnel (85%) gave the patients rest of mind that adequate instructions was provided and that they were well guided in the way their situation improvement will be and what they need to avoid, the ways by which the medical personnel relate with them (95%), general relationship (100%), the technical skills of the medical personnel (80%) and awareness of their health issue (100%). The patients were well convinced that the medical personnel displayed prominent professionalism in the way they were handled and showed that the medical personnel regularly updated themselves with the way at which they were treated and how they showed concerns for them. The patients were excited and encouraged with the high ethical level displayed by the medical personnel which also served as quick healing balm to them.

## CONCLUSION

After a thorough investigation, the study concludes that employees' resilience level and organizational culture have significant relationship with sustainable performance while employee-level resilience has a statistically significant positive correlation with organizational culture. Employees' resilience level through contextual and behavioural dimensions do not significant predictors of sustainable performance while cognitive dimension significantly predicts of tertiary hospital sustainable performance.

Furthermore, openness, pro-action and trust cultures are not significant predictors of sustainable performance while autonomy and collaboration cultures are significant predictors of tertiary hospital sustainable performance. Employees' resilience level and organizational culture have negative joint influence on tertiary hospital sustainable performance. The study also concludes that organizational culture is not a moderator of the relationship between employees' resilience level and tertiary hospital sustainable performance. Patients are satisfied with the medical personnel service delivery in these tertiary hospitals.

From the findings of the study, the following recommendations are outlined for all stakeholders.

- i. Medical personnel's behavioural and contextual dimensions of employees' resilience level should be further enhanced by hospital stakeholders, especially the management to enhance sustainable performance.
- ii. Moreover, the impact of employee-level resilience on tertiary hospitals sustainable performance is low, therefore, stakeholders in the healthcare sector should use all resources available to improve this relationship.
- iii. Organizational culture generally influences tertiary hospitals performance in Oyo state; however, hospital management should improve the openness, pro-action and trust cultures while autonomy and collaboration cultures should be continuously supported to enhance hospitals sustainable performance.
- iv. Organizational culture does not moderate the relationship between employees' resilience level and tertiary hospitals sustainable performance, therefore, hospital management should improve all aspect of cultures by paying special attention to openness, pro-action and trust.
- v. Lastly, hospital management should develop policies and plans that will enhance employee-level resilience by attention to the contextual, behavioural and cognitive dimensions for the sustainability of hospitals in Oyo state.

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