Work Humanization and Employee Productivity of Private Hospitals in Rivers State

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Abstract: *This study investigated the impact of work humanization on employee's productivity in private hospitals in Rivers State. This study specifically ascertained the influence of empowerment and empathy on employee's productivity. The cross-sectional survey method of the quasi-experimental research design was adopted for this study. A population of 860 was obtained for this study, a sample size of 265 was obtained using the Krejcie and Morgan table. A well-structured research questionnaire was used as an instrument to gather information from the respondents. A simple random sampling technique was used to collect information from 265 respondents out of which 233 questionnaires were deemed useful for the study. Furthermore, Spearman's Rank Order correlation analysis was used to test the hypotheses at a 0.01 level of significance. The result of the data analysis showed that there is a relationship between work humanization and employee productivity. The result of the data analysis showed that there is a relationship between empowerment and employee productivity and that there is a relationship between empathy and employee productivity. The study however recommends that the organizations' department should develop and implement a comprehensive humanization of work-life for the staff. This would make them proactive and resilient, and effectively propagate to organization policies.*

1.0 Introduction

As the business environment gets more competitive, dynamic, volatile, and unpredictable. Organizations are constantly exploring advantages or potential processes and procedures that give them a relative competitive advantage through quality, cost leadership, or differentiation. There is a growing concern on how the work environment strategically positions a firm to improve productivity and gain competitive advantage through economies of scale and quality value offerings to the market Awa, Ojiabo, and Best (2016). The productivity of employees is significantly affected by their work environment both physical and psychological work environment especially for medical practitioners whose output and productivity can significantly be impacted their working conditions Zhang (2012). Work humanization in hospitals as a result has taken the front burners as studies have shown their impact on workers' productivity especially when it deals with empowerment and empathy.

An important objective for most organizations is improving employee productivity, this is because higher levels of employee productivity are advantageous to the organization in numerous areas. For instance, higher productivity leads to favorable economic growth, large profitability, improved organizational performance, and better social progress (Sharma & Sharma, 2014). Additionally, more productive employees can obtain better wages/ salaries, better working conditions, and favorable employment opportunities. Moreover, higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hill, Jones, & Schilling, 2014; Wright, 2004). All of these benefits have made employee productivity worthy of attention. Therefore, looking at its antecedents is very important to ensure organizational survival and long-term success.

Work humanization requirements point out the existing range of problems, which requires detailed solutions for a particular line of business or workgroup. One important problem is health loss or illness that is caused by noise in the workplace, harmful material, and dangerous tools (Augsten, Geuy, Hollowgrass, et al., 2018). Some work-related illnesses include loss of hearing, respiratory system illnesses, and skin diseases, Working, conditions, not necessarily harmful, can be unpleasant and hardly acceptable and can be attributed to high or low temperature, noise, unpleasant smells, working outside regardless of the season and in an extreme climate, etc. (Kawecka-Endler, & Mrugalska, 2014; Sanches, Gerhardt, Rêgo, Carreira, et. al. 2016). A more humanized workplace would grant workers democratic participation (Reinecke & Donaghy, 2021), for example, through rights to freedom of association and collective bargaining (Kuruvilla, Liu, Li, & Chen, 2020).

Work humanization might result in, employees working flexible hours, input on and control over the details and scope of each project, and advancement opportunities which would result in speaking the customer's language and providing services when and how the customer wants them (Pinheiro, 2014). Work humanization increasingly requires procedural changes in complex organizations, especially where powerful professionals and stakeholders coexist. Work humanization means taking the time to understand the profound needs of all involved humans and reframing the activities in the organization based on those human needs (Augsten, et al., 2018). Considering the level of work humanization in the hospitality environment, this study sought to understand the perception of work humanization and its impact on employee productivity.

Statement of Problem

Employees in every organization face different challenges that affect their workflow and job performance as the case may be. Most times employees operate in organizations where they are emphasis is placed on employee output and productivity without equal attention given to working conditions and environment Cato & Gordon, (2009). When employees work in an environment that is not humanistic or under management with little focus on humanistic qualities in the workplace, employee productivity is very likely to be affected.

Poor physical and psychological working conditions have been associated to give rise to poor output from employees which will inversely affect the general output of the organization in terms of quality and service delivery time. Organizations are constantly locked in a battle for survival in various industries today given their bottleneck competition and high level of industry dynamism. Focus on employee productivity is key to the performance of these organizations that want to win this battle for supremacy in the industry Piana, (2001).

Studies abound in the areas of employee effectiveness, Joyce (2012) studied motivation and employee productivity, Zhang (2012) studied performance management and employee productivity. Few studies empirically studied work humanization and very few studied work humanizations with employee productivity. The available literature on work humanization and employee productivity was mainly carried out in the field of oil and gas and mainly in the western world. It is on the backdrop of this that this study seeks to establish the relationship between work humanization and employee productivity of private hospitals in Port Harcourt.

Research Objective
    i.   Establish the relationship between empowerment and task accomplishment.
    ii.   Ascertain the relationship between empowerment service quality.
    iii.   Determine the relationship between empathy and task accomplishment.
    iv.   Establish the relationship between empathy and service quality.

Research Question
    i.   What is the relationship between empowerment and task accomplishment?
    ii.   What is the relationship between empowerment service quality?
    iii.   Is there a relationship between empathy and task accomplishment?
    iv.   Is there a relationship between empathy and service quality?

Research Hypotheses
Ho$_1$. There is no significant relationship between empowerment and task accomplishment.

Ho$_2$. There is no significant relationship between empowerment and service quality.

Ho$_3$. There is no significant relationship between empathy and task accomplishment.

Ho$_4$. There is no significant relationship between empathy and service quality.

2.0 Theoretical Framework

Homans View of Social Structure
Homans' View of Social Structure Homans' (1961, 1964) primary purpose was the study of the "sub institutional" or "elementary" forms of behavior. Homans developed a theory of social behavior based primarily upon behavioral principles of analysis. He took as the domain of his explanatory framework (1961), "the actual social behavior of individuals in direct contact with one another." He refers to this behavior as elementary and clearly distinguishes it from behavior that can be defined as obedience to the norms of a society (including role-related

behavior). Role-conforming behavior was institutionalized behavior, thus actual behavior was defined by Homans as sub-institutional. For Homans, social structures emerge from elementary forms of behavior and change over time in response to changes in this behavior by aggregates. (He does not address in any detail the complex interplay between micro-level processes and aggregate level outcomes.)

He argued that the similar behaviors of enough people can alter existing social structures and institutions and even, under some conditions, replace them. "Sometimes the great rebellions and revolutions, cracking the institutional crust, bring out elementary social behavior hot and straight from the fissures" (Homans 1961). His analysis of social behavior endures as a classic in sociology precisely because his vision of the underpinnings of social structure and institutional forms is straightforward and is linked so clearly to the actions of individuals (i.e., to their responses to rewarding and punishing circumstances).

Blau's View of Social Structure.
While Homans' work is distinctly micro-sociological, Blau's (1964) major treatise on exchange and power is an explicit statement of the micro-macro linkage problem, before micro-macro issues became a fashionable topic in sociology in the 1980s (e.g., Alexander, Munch, Smelser, & Giesen 1990, Huber 1991, etc). Blau's focus was the development of a theory of social structure and institutions based upon a sound micro foundation, a theory of social exchange. Two major features differentiate Blau's work from that of Homans. First, Blau did not base his theory of exchange upon behavioral principles; instead, he introduced aspects of microeconomic reasoning into his analysis of distinctly social exchange. Second, recognizing that social structures have emergent properties, he extended the theory beyond sub institutional phenomena.

Blau discusses processes like group formation, cohesion, social integration, opposition, conflict, and dissolution in terms of principles of social exchange. In his view, various forms of social association generated by exchange processes over time come to constitute quite complex social structures (and substructures). The coordination of action in large collectivities is made possible by common values in the social system which mediates the necessary indirect exchanges. Thus, Blau's theory moves far beyond direct contact between individual actors, incorporating complex indirect exchange processes. Structural change in both small and large social structures is analyzed in terms of social forces like differentiation, integration, organization, and opposition. Blau and, subsequently, Emerson (1972) both made power processes central to their analysis of the emergence of social structures and structural change.

Conceptual Framework

Concept of Work Humanization
We understand humanistic management based on three interrelated dimensions. Firstly, that unconditional respect for the dignity of every person is the foundation for interpersonal interaction including any interactions taking place in business contexts. Secondly, that ethical reflection must form an integrated part of all business decisions. Thirdly, that seeking

normative legitimacy for corporate activities is crucial for assuming corporate responsibilities. This third dimension, which is to be understood as the dialogical extension of ethical reflection on corporate conduct, allows for the aligning of good intentions with activities that have the potential to produce good outcomes. Taken together, these three dimensions promote human flourishing through economic activities that are life-conducive and add value to society at large.

If humanism demands seeing every individual as an end in itself while managing people implies turning people into means, instrumental to achieve predefined objectives, is humanistic management even possible? Is it not an oxymoron? The problem is that for as long as we continue to base the manager's role on utilizing human resources where people are merely a means of production rather than embraced as ends in themselves, humanistic management is not possible as it remains fraught with contradictions. Humanistic management is, therefore, much more than just a checklist for treating employees or other stakeholders nicely; it demands a fundamental paradigm shift away from the objectification of human beings within economic activities. Yet, surely, people need to be instrumental in production processes for a business to thrive; they need a place in the organization and to fulfill specific tasks. This is undisputed. Within humanistic management, though, people need to autonomously assume their roles as a result of a self-determined process. Only then are they not instrumentalized in their human capacity; instead, they are themselves assuming an instrumental role within their job. They are then offering their working hours, creativity, and commitment to achieve certain goals, to produce certain goods and services.

The utilization of people in humanistic management must therefore always be limited to the role a person assumes, never to the person itself. It must result from the autonomous will of an individual to be instrumental, to turn himself or herself into a means. Within this understanding, people will only become instruments to businesses that they consider aligned to their values and congruent with what they perceive to be worthy of being instrumental to. A person will not autonomously choose to become a means to an end that is profoundly inconsistent with his or her values and aims. The distinction between turning oneself into an instrument by assuming a certain role and being seen and defined as instrumental through the objectification of the whole persona is, therefore, more than mere semantics: it lays the foundation that allows for the alignment of business goals and societal aims by respecting each person as an end.

Empowerment

According to the oxford dictionary, empowerment is defined as giving (someone) the authority or power to do something. The concept of empowerment has been centering on research and human resource activities for many years (Richard, 2007; Spreitzer, 2007; Farokhi, 1997). There is still some debate about the meaning of the concept of empowerment. However, it states an employee's perception. Empowerment definitions are lacking an acceptable and compatible set of key components and applications in process of empowerment. About empowerment, means have been discussed very much, but the concept is not defined correctly. Many experts believe that empowerment is rarely clearly defined and It has always been used as innovative. One

possible reason for this lack of transparency is a willingness to join the empowerment of managerial programs such as business process reengineering and quality management. Empowerment represents the number of horizontal activities, from making decisions to high levels of participation and delegation of authority. However, real empowerment includes decision-making authority over the work content and field of work (Greasly, Bryman, Pric, et al, 2008).

Empowerment helps people to improve their sense of self-confidence and dominate the feeling of helplessness and mobilize enthusiasm in work, activity, and intrinsic motivation for a task. Empowerment is encouraging more people to participate in decisions that affect their activities (Smith, 2002). Empowerment includes workforces that provide flexibility and more freedom for work decisions. It is based on the belief that when employees have more responsibilities, they will react creatively and are encouraged to participate and it helps them to be satisfied with their job (Greasly, et .al, 2008). Empowerment exists when people feel that they have control over their working life. This feel includes self-determination, personal meaning, sense of competence, and effect perceived.

Empathy

The origin of the word empathy dates back to the 1880s when German psychologist Theodore Lipps coined the term "einfuhlung" (literally, "in-feeling") to describe the emotional appreciation of another's feelings. Empathy has further been described as the process of understanding a person's subjective experience by vicariously sharing that experience while maintaining an observant stance. (Zinn, 1999) It seems that empathy plays an important role in a therapeutic relationship (Wiseman, 1996). Empathy means recognizing others' feelings, the causes of these feelings, and to be able to participate in the emotional experience of an individual without becoming part of it (Keen, 2007). Gagan (1983) indicates that empathy is the ability to perceive one's feelings on one hand while transmitting them on the other.

Empathy should characterize the employee-manager relationship to achieve the desired healing results. There seems to be some confusion concerning the precise definition of "empathy". Therefore, analyzing further this concept is considered necessary to clarify its meaning. Fairbairn (2002) describing the differences between sympathy (sympathy) and empathy (empathy) appointed to the first concept the ability to feel sympathy, and to empathy the ability to put oneself into another's shoes, as a sign of humanity. Sympathy is an emotional reaction, immediate and uncontrolled, which inundates when one person imagines himself in the position someone else is. That is why it can lead to suspension of care or alleviate ethical actions. Empathy, on the other hand, is a skill learned or an attitude of life, which can be used to try to come into contact with someone, to communicate and understand others' experiences or feelings (Halpern, 2003). In addition, a person may be deemed to have more or less developed empathy and to have a tendency to use more this ability-depending on whether he feels responsible towards other persons (Ickes, 1997).

Empathy can be expressed in terms of joy, sorrow, excitement, misery, pain, and confusion. In health care, empathy enables health care professionals and patients to work together (Le Compte, 2000). It is often described as "the ability to see the world through someone else's eyes", which simply implies developing the ability to imagine what someone else is thinking and feeling in a given situation. This is an attempt to understand one another, to live and feel things in the same way. When empathy is developed and used, it is unlikely to know exactly what another person feels. However, health care personnel need to try to imagine what another person is experiencing (Reynolds, 1994).

Concept of Employee Productivity
One of the key issues that most organizations face nowadays is the need to improve employee productivity. Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component that directly affects the company's profits (Gummesson, 1998; Sels, De Winne, Delmotte, et al., 2006). Productivity may be evaluated in terms of the output of an employee in a specific period. Typically, the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to the number of units of a product or service that an employee handles in a defined time frame (Piana, 2001). As the success of an organization relies mainly on the productivity of its employees, therefore, employee productivity has become an important objective for businesses (Cato & Gordon, 2009; Gummesson, 1998; Sharma & Sharma, 2014). Many studies have focused on one or two ways to measure productivity and since many different approaches are taken, it can be challenging to compare the results (Nollman, 2013). Overall, there is a lack of an effective and standardized way to assess productivity. According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presentation at the job. Companies should address such issues to ensure high worker productivity. Ferreira and Du Plessis (2009) indicated that productivity can be evaluated in terms of the time spent by an employee actively executing the job he or she was hired to do, to produce the desired outcomes expected from an employee's job description.

Previous literature has discussed the advantages of employee productivity which would lead to organizational success. According to Sharma and Sharma (2014), higher productivity results in economic growth, higher profitability, and social progress. It is only by increasing productivity, employees can obtain better wages/ salaries, working conditions, and larger employment opportunities. Cato and Gordon (2009) also demonstrated that the alignment of the strategic vision to employee productivity is a key contributor to the success of an organization. This alignment as a result would motivate and inspire employees to be more creative, and this ultimately can improve their performance effectiveness to accomplish organizational goals and objectives (Morales et al., 2001; Obdulio, 2014). Moreover, higher productivity tends to increase the competitive advantage through a reduction in costs and improvement in the quality of output.

Task Accomplishment

The attainment of work goals is critical for individual and organizational success (Kanter & Brinkerhoff, 1981). The idea that task accomplishment satisfaction relates to affective states is consistent with affective events theory (Weiss & Cropanzano, 1996). Weiss and Cropanzano developed affective events theory to explain how discrete work events provoke emotional reactions that influence subsequent behavior and attitudes. We contend that daily self-evaluations of one's task accomplishment represent effective events that influence employee emotions (Henkel & Hinsz, 2004). Indeed, Basch and Fisher (2000) found that goal progress, goal achievement (or lack thereof), and task problems were retrospectively identified by individuals as affective events impacting daily emotions. Further, satisfaction with goal accomplishment has been implicated in theories of behavioral self-regulation (Carver & Scheier, 1990). Thus, exploring how day-level satisfaction with task accomplishment relates to affecting is an important next step in linking task performance with well-being.

Support for the idea that task accomplishment satisfaction impacts affect stems from previous work looking at goal accomplishment. Henkel and Hinsz (2004) found that individuals who attained their goals experienced more positive affect and less negative affect than did individuals who did not attain their goals. Similarly, Ilies and Judge (2005) found that performance feedback impacted subsequent effect (which predicted subsequent goals), with positive feedback resulting in positive affect and negative feedback resulting in negative effect. Though the results of these studies are suggestive, the potential generalizability of these findings is limited because the tasks used were laboratory-based. Further, these studies did not assess satisfaction with task accomplishment, which prevents inferences about the links of task accomplishment satisfaction with affective reactions.

Addressing some of these limitations, Harris, Daniels, & Briner, (2003) utilized a 2-week daily diary study with a sample of 22 call center workers and found that daily goal attainment predicted daily affect (e.g., pleasurable effect, activated affect). Though this study utilized an applied sample in a naturalistic setting, it was limited in that (a) goal attainment pertained to abstract, need-based activities (e.g., good performance, being able to influence work) rather than concrete, occupation-specific work activities; (b) negative affect was not examined; (c) the level of satisfaction with attainment was not assessed, and (d) the role of person-level constructs was not considered. The current study addressed each of these limitations and took the additional step of distinguishing between tasks that are more or less central to the work role.

Service Quality

Service quality has widely been discussed since the 20th century and its idea is still relevant to help today's organizations in creating differentiation and gaining competitive advantage in an era of borderless world and globalization (Ali, Zhou, Hussain, et al. 2016, Fotaki 2015). In quality management literature, service quality is often seen as a multi-dimensional construct. For example, the Nordic school of thought suggests that effective service quality should have two important dimensions, namely technical quality (i.e., what customers received from services

provided by an organization) and functional quality (i.e., how an organization delivers services to customers) (Brady & Cronin 2001, Gronroos 1994). Later, the service quality construct has been modified.

Parasuraman, (1988) develop a gap analysis model to measure the influence of service quality based on the integrated view of a consumer-company relationship. This model provides five generic dimensions of service quality, namely tangible, reliability, responsiveness, assurance, and empathy. For example, if customers view that the implementation of quality dimensions in executing daily jobs will strongly fulfill their needs and expectations, this situation may lead to induced positive customer behavior. The spirit of this theory gained strong support from the service quality research literature.

Direct effects model to examine service quality in a different service-based organization ranging from 357 patients at dental care in Australia Baldwin & Soha, (2003) to 100 customers at armed forces health organizations in Peninsular Malaysia Azman, Hafizah et al. (2016). These surveys reported that the capability of service providers to appropriately practice tangible, responsive, reliable, assured, and emphatic in performing daily jobs had enhanced positive customer outcomes, especially customers' satisfaction.

Empirical Review
Ismail, et al., (2016) studied service quality as a predictor of customer satisfaction and customer loyalty. Service quality, customer satisfaction, and customer loyalty have received special attention in the recent health sector literature. This study aimed to examine the correlation between service quality and customer satisfaction as well as the correlation between service quality and customer loyalty. Methods: The self-report questionnaires gathered from patients at army medical centers in West Malaysia were used for this purpose. Results: The outcomes of SmartPLS path model analysis showed that service quality dimensions, namely tangible, reliability, responsiveness, assurance, and empathy were significantly correlated with customer satisfaction and customer loyalty. Conclusions: This finding confirms that the capability of service providers to appropriately implement the quality dimensions in providing medical services has enhanced customer satisfaction and customer loyalty in the organizational sample.

Hanaysha (2015) studied Employee productivity through work engagement, with empirical evidence from the higher education sector. Employee productivity is one of the important management topics that received significant research attention from several scholars and is considered as a primary mechanism to enhance organizational success. Knowing what are the key factors that influence productivity is vital to ensure long-term performance. This study examines the effect of work engagement on employee productivity in the higher education sector. To accomplish this purpose, the primary data using survey instruments were collected from a sample of 242 employees at public universities in northern Malaysia using an online survey method. The collected data was analyzed using SPSS and Structural equation modeling on AMOS. The results indicated that work engagement had a significant positive effect on employee productivity. Moreover, this study provides evidence that all of the dimensions of

work engagement namely vigor, dedication, and absorption have significant positive effects on employee productivity.

Zayum, Aule, and Hangeior (2017) examined the effect of Performance Appraisal on Employee Productivity in Plateau State Internal Revenue Service. The study was guided by two objectives and two null hypotheses of no significant relationship. The study adopts a survey research design. The population of the study consists of all 1580 employees of PSIRS. The sample size of the study was 319; this was determined using the Taro Yamane formula. The sample size was allocated to the population using Burley's Proportional formula. The instrument of data collection was a structured questionnaire. The instrument was subjected to face and content validity. Data collected were analyzed using frequency, percentages, and tables. A logit regression model was used to assess the nature and degree of relationship between a dependent variable and independent variables study revealed that management by objectives and 360-degree feedback appraisal techniques enhanced employee productivity in PSIRS. It was recommended that PSIRS should enforce management by objectives to enable staff to participate in organizational goal setting and understand areas of responsibility to further improve productivity. The 360-degree feedback appraisal techniques should also be encouraged to serve as a pre-requisite for supervisors and employees to discuss organizational weaknesses, productivity standards, and areas of improvement.

Ogohi, and Daniel, (2020) analyzed quality work life on employee's performance. Quality of work life is fast becoming an imperative issue to achieve the goals and objectives of the organization in every sector be it education, service sector, organization sector, tourism, manufacturing, etc. attrition, employees commitment, productivity, etc. depend upon the dimensions of quality of work-life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work-life balance, proper grievances handling, welfare facilities, work environment, etc. an organization offers a better QWL then it grows the healthy working environment as well as a pleased employee. high QWL can give a result in better organizational performance, effectiveness, innovativeness, etc. consequently, to contribute better life for all those peoples whom organizational members serve and with whom they deal and interact.

Soundararajan, Wilhelm, & Crane, (2021), examined work humanization with regards to working conditions in supply chains. They argue that the trajectory of the research may be insufficient for addressing decent work due to four characteristics of the extant literature, buyer-centrism, product-centrism, techno-centrism, and social-centrism. As an alternative, they offered ways to 'humanize' research on working conditions in supply chains across four dimensions: actors, issues, contexts, and methods. Through humanization, supply chain research has the potential to make a significant scholarly impact as well as to contribute to the realization of decent work in supply chains.

3.0 Methodology

The cross-sectional survey method, a form of quasi-experimental design, is considered most appropriate for this study. A cross-sectional survey can be thought of as analogous to the taking of a snapshot of some situation and analyzing it Baridam, (2001). The population studied in this work comprises all the employees in the private hospitals in Rivers state Nigeria. The population consists of 860 (eight hundred and sixty) staff of private hospitals located in Port Harcourt metropolis Rivers state. The number of private hospitals (52 fifty-two) operating in the Port Harcourt metropolis of the state was obtained from the Ministry of health with their addresses, the researcher further obtained the number of employees from the various organization from their human resources department. Krejcie and Morgan's table for sample size determination was used to arrive at a sample size of 265 (two hundred and sixty-five) this was done because of the large population and the challenge it presented to the researcher in reaching the entire population.

The "Questionnaire" was the main instrument for collecting primary data in this study. The questionnaire was adapted from a mixture of instruments for measuring various aspects of the study (Nachimayas & Nachimayas, 2008). The statistical tool to be utilized in this study is the "Spearman Rank Order Correlation Coefficient" (rs) to establish relationships. Significances of the relationships were established from the SPSS output viewer at a level of significance of 0.05 (and at a default level of 0.01 set within SPSS) as reported by the SPSS output viewer.

4.0 Result

Out of 265 copies of questionnaires distributed, 249 copies were retrieved and 233 copies were found valid and useful for the study, copies of the questionnaire not properly filled were discarded as null and void thus the analysis for this study would focus on the 233 copies of questionnaire that were properly filed. Table 4.1 shows the respondent's gender and this indicates that a large number of the study respondents are female 158 (67.8%) while 75 (32.2%) are male. The distribution on respondent's gender information indicates that the hospitality industry is largely dominated by those who are between 31 – 40 years of age as they represent 37.3% (87) of the study on participants, followed by those who are between 41 – 50 years 28.3% (66) followed by those who are below or equal to 30 years 20.2% (47) and lastly the number of those who are greater than or equal to 51 years represent 14.2% (33) of the respondents. Distribution on the marital status of respondents with a higher percentage of the respondents being married 98 (42.1%) followed by those who are single 89 (38.2%), then those who are separated and divorced 25 (10.7%) and 21 (9.0%) respectively. Distribution on respondents' data based on their educational qualification, the result reveals that a larger number of respondents having HND/BSC or its equivalent representing 99 (42.3%) followed by those who have MSC or its equivalent 82 (35.2%) and lastly those who have Ph.D. or its equivalent 52 (22.5%). The difference in academic qualification shows that in a bid to be successful and be more productive employees in the health sector seek to acquire more knowledge and academic qualifications.

Table 4.1 Respondents Demographic Information

Variable	Item	Frequency	Percent (%)
Gender	Male	75	32.2
	Female	158	67.8
Marital Status	Single	89	38.2
	Married	98	42.1
	Divorced	25	10.7
	Widowed	21	9.0
Age	Below 30 Years	47	20.2
	31 – 40 Years	87	37.3
	41 – 50 Years	66	28.3
	>= 51	33	14.2
Educational Qualification	HND / BSC	99	42.3
	MSC	82	35.2
	PhD	52	22.5

Test of Hypotheses

Ho$_1$: There is no significant relationship between Empowerment and Task Accomplishment.
Correlations

			Empowerment	Task Accomplishment
Spearman's rho	Empowerment	Correlation Coefficient	1.000	. 683**
		Sig. (2-tailed)	.	.000
		N	233	233
	Task Accomplishment	Correlation Coefficient	. 683**	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result of the above table shows that the correlation coefficient (r = 0.683) between empowerment and task accomplishment is strong and positive. The coefficient of (r^2 = 0.47) indicates a 47% change in task accomplishment can be explained by the level of empowerment provided by the organization. The significant value of 0.000 (p < 0.05) reveals a significant relationship between empowerment and task accomplishment. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between empowerment and task accomplishment was accepted.

Ho$_2$: There is no significant relationship between Empowerment and Service Quality
Correlations

			Empowerment	Service Quality
Spearman's rho	Empowerment	Correlation Coefficient	1.000	. 569**
		Sig. (2-tailed)	.	.000
		N	233	233
	Service Quality	Correlation Coefficient	. 569**	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result shows the relationship between empowerment and service quality. The output revealed that there is a positive relationship between the two variables with a correlation coefficient of (r = 0.569). The coefficient of (r^2 = 0.32) indicates that a 32% change in service quality can be attributed to the level of empowerment. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between empowerment and service quality was accepted.

Ho₃: There is no significant relationship between Empathy and Task Accomplishment

Correlations

			Empathy	Task Accomplishment
Spearman's rho	Empathy	Correlation Coefficient	1.000	. 458[**]
		Sig. (2-tailed)	.	.000
		N	233	233
	Task Accomplishment	Correlation Coefficient	. 458[**]	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result shows a significant relationship between empathy and task accomplishment. The basis for this interpretation of the outcome is based on the above-mentioned probability value (p), within which empathy and task accomplishment (rho= 0.458). The coefficient of (r^2 = 0.21) indicates that a 21% change in task accomplishment can be attributed to a level of empathy. The significant value of 0.000 (p < 0.05) reveals a significant relationship. Therefore, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between empathy and task accomplishment was accepted.

Ho₄: There is no significant relationship between Empathy and Service Quality

Correlations

			Empathy	Service Quality
Spearman's rho	Empathy	Correlation Coefficient	1.000	.628[**]
		Sig. (2-tailed)	.	.000
		N	233	233
	Service Quality	Correlation Coefficient	.628[**]	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The finding on the correlation between empathy and service quality is shown to be significantly correlated (rho= 0.628). The coefficient of determination (r^2 = 0.39) indicates that a 39% change in service quality can be explained by empathy. The significant value of 0.00 (p < 0.05) reveals a significant relationship. The analysis shows that empathy is significantly correlated with service quality. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between empathy and service quality was accepted.

4.4 Discussion of Findings

The study examined the relationship between work humanization and employee productivity; six (6) hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus; The findings from the study revealed that work humanization through its dimensions of empowerment, and empathy, is a strong significant predictor of employee productivity and its measures of task accomplishment and service quality. The result was supported by previous studies which reported that work humanization plays an important role in driving employee productivity. Markos and Sridevi (2010) demonstrated that employees who are not engaged at their workplaces are most likely to waste their time on tasks that have low priority and fail to show their full commitment to do their tasks. Moreover, several studies reported that when there is a harmonized work structure, employees tend to exhibit emotional job attachment and higher productivity (Abraham, 2012; Shuck, Rocco, & Albornoz, 2011). The result considers work humanization a main driving force, that allows employees develop innovative ideas. Empathy is important for both the employer and the employee. Also, this result is in agreement with Alvehus & Jensen, (2015) who maintains that employees should be treated as the subject of moral interactions rather than the object of economic exchange, thus organizations should strive to increase the common good and social welfare as firms that infiltrate internal and external formalized boundaries perform better than those that do not.

5.0 Conclusion and Recommendations

Results from the study indicated that work humanization is linked to employee productivity as employees tend to be more productive in terms of task accomplishment and service quality when they feel valued and supported by their organizations. The means that that the stronger the work humanization practiced by the employer, the higher the level of employee productivity. Work humanization is employees' beliefs about the extent to which organizations value their contributions and care about their well-being. This perception reflects the belief that the organization intends to show empathy and dignity towards employees whilst providing the necessary support and empowerment needed to get tasks done. In this case, organizations that create favorable conditions for their employees will benefit through the positive attitudes that will be provided by their employees. Employees who perceive the workplace support provided by the organization will feel obliged to help the company achieve its goals. In line with Rubel and Kee (2013) who found a positive and significant influence on work humanization and employee productivity. In this case, the work humanization practice can stimulate employees to be more attached to their role in work. These conditions make employees strive to achieve organizational goals by showing high levels of work engagement.

It is recommended that organizations should restore the possibility to appropriate and personalize (some of them) workspace for employees who value it. Such a process may help employees to regain humanity through their membership and their identification to a specific workgroup. Work humanization should be prioritized and implemented in every organization as it serves as a means of motivating employees which will enable them to perform their jobs better and more efficiently hence improving productivity. Empowerment should be handled

fairly without discrimination and business. Superiors at work should encourage and praise subordinates for a job well done, when necessary, as this will motivate them to do better hence improve their performance. Organizations should ensure that training programs are put in place to train workers so that they can adapt to new changes provided by the employers.

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