

Targeted Training and Organizational Survival of Tertiary Health Institutions in the South-South of Nigeria

¹Charity T. Mene, ²Karibo B. Bagshaw and ³Miebaka D. Tamunomiebi

Department of Management, Faculty of Management Sciences

Rivers State University, Port Harcourt

Abstract

This paper examined the relationship between targeted training and the survival of tertiary health institutions in the South-south of Nigeria. The study examined the influence of targeted training on measures such as market share, adaptability and organizational growth – with the discussion premised on the human capital theory, which was adopted as the theoretical framework for the study. The study was designed as a correlational design with data sourced primarily from 68 senior staff of 6 public health tertiary institutions in the South-south of Nigeria. The tests for the related hypotheses revealed significant correlations between targeted training and the measures of organizational survival (market share, adaptability and organizational growth). In view of the findings, it was concluded that the implementation of targeted training practices increases the employees' knowledgeability of the job through enhanced procedural knowledge in such a way that enhances organizational outcomes, such as increased market share, corporate adaptability and general growth of public health institutions in the south-south of Nigeria.

Keywords: *Organizational Survival, Targeted Training, Market Share, Adaptability, Organizational Growth.*

Introduction

It has been opined that the wealth of a nation is a function of the health of its people. This argument is premised on the saying that health is wealth. Therefore, to build a wealthy nation through healthy nation, government across the globe considers the development of its public health sector as critical. This is because public health is associated with the science and art of preventing disease, prolonging life and promoting of quality of life through organized efforts and informed choices of the people. Through effective and efficient public health sector, the health and wellbeing of other people and communities are improved. Accordingly, Kerleau and Pelletier-Fleury (2016) validates this view when the authors reveal that the essence of public healthcare system is to engage health experts and other resources to meet people's needs within a given environment such as the South-South region.

Thus, organizational survival involves the organizations capacity for growth, adaptability and market share – all three of which Gunu and Sanni (2016) affirmed promotes its effectiveness in servicing its markets. Gunu and Sanni (2016) noted that organizations that survive understand the times and trends of their market. Their knowledgeability of the environment enables their flow within such a context and their ability to effectively and efficiently address the satisfaction gaps, demands or challenges within such a context (Govindarajan & Srivastava, 2016; Mousavi, Hosseini & Hassanpour, 2015; Rao, 2016).

Davis, Frolova and Callahan (2016) examined workplace diversity management practices such as targeted training in modern organizations. Their study detailed various training approaches towards addressing group disparities and differences that occur within the context of organizations. The researchers identified training as imperative towards advancing relational skills and capabilities necessary for bridging possible differences between groups and units and that way driving the performance and overall wellbeing of the members of the organization as well as the organization itself.

Dominant studies on targeted training (Raffiee & Coff, 2016; Sev & John, 2017) have addressed gaps in workers skills and functionality especially from a task oriented perspective when dealing with survival with scarce mention of its contribution through the development of relational skills and competencies. Thus, consolidating the view of Welcome (2011) that the public healthcare system in Nigeria is poorly developed and has suffered several backdrops, especially at the Local Government Levels from poor workplace relations and increasing diversity challenges – this study investigated the relationship between targeted training and organizational survival of tertiary health institutions in the South-south of Nigeria – thereby addressing the stated research gap and diversity related challenge.

Conceptual Framework

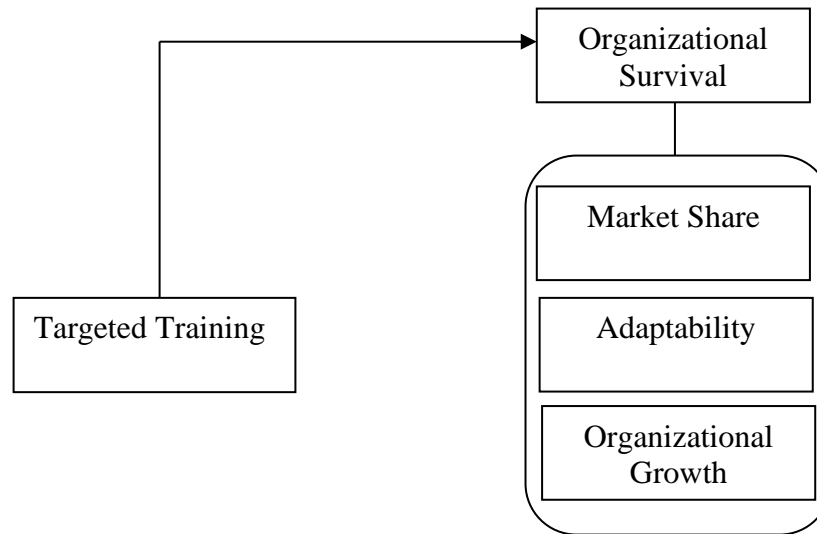


Fig.1: Conceptual framework.

Source: Researchers desk (2021) with measures of criterion adapted from Gunu and Sanni (2016)

Objectives of the Study

The objectives of this paper are to identify as follows:

- i. The relationship between targeted training and market share of tertiary health institutions in South-South, Nigeria.
- ii. The relationship between targeted training and adaptability of tertiary health institutions in South-South, Nigeria.
- iii. The relationship between targeted training and organizational growth of tertiary health institutions in South-South, Nigeria.

Research Questions

The following research questions structure the focus and interest of this paper:

- i. How does targeted training relate with market share of tertiary health institutions in South-South, Nigeria?
- ii. How does targeted training relate with adaptability of tertiary health institutions in South-South, Nigeria?
- iii. How does targeted training relate with organizational growth of tertiary health institutions in South-South, Nigeria?

Theoretical Foundation (Human Capital Theory)

The Human capital theory was proposed by Schultz (1961) and later developed extensively by Becker (1964) as cited in his publication titled; The Human Capital: A theoretical and Empirical Analysis to special reference to education. Human capital theory was developed on the realization that the growth of physical capital was only a small part of the growth of organizational income (Mahoney & Kor, 2015; Cooper, Wang, Bartram & Cooke, 2019). Economist Theodore Schultz

introduced return-on investment, which highlighted the cost-benefit analysis of staff training and education (Mahoney & Kor, 2015). Based on Schultz's research on return-on-investment, Becker introduced the concepts of general purpose human capital and firm-specific human capital that are widely used by human resource development practitioners worldwide to date (Mahoney & Kor, 2015; Raffiee & Coff, 2016).

The Concept of Targeted Training

The concept of training is considered as a dominant practice in the field of management. This is because the organization leans on the expertise of the employees in pursuit of its set goals. Therefore, in order to enhance their expertise, training becomes an indispensable tool. From the view point of Sev and John (2017), training generally refers to programmes that focused on the preparation and accomplishment of a particular job. In the same trend, Wobodo and Nwaeke (2019) relate it to an intended effort to acquire new knowledge, develop new attitude and learn new skills in a progressive approach. In furtherance, training programmes focuses on learning whatever knowledge and skills required in carrying out a given task satisfactorily.

The Concept of Organizational Survival

Organizations are social system, therefore, to succeed, the need of each stakeholder group must be met; and by so doing, the organization earns their support at different levels. These stakeholders may include the employees, shareholders, customers, government, suppliers, etc. For instance, the employees' need as internal customer of the organization must be met to gain their maximum cooperation in pursuit of the organization's goals and objectives. This is because the employee still remain the life-blood of the organization (Tamunomiebi & Wobodo, 2018), and as such can either make or mar business set goals, knowing that the salient role they in achieving overall performance cannot be undermined (Wobodo & Nwaeke, 2019).

Market share: For an organization to progressively increase and maintain its market share, the organization must take the issue of customer relationship management seriously. This is premised on the fact that customer relationship management entails a method of understanding the customer behaviour through intense communication with him/her to improve the performance which is represented in attracting the customers; keeping them and increasing their loyalty which will in effect enhance the organizations survive. It serves as a strategy with the objective of delivering a distinguished value to the customer through improved marketing productivity.

Adaptability: Adaptability is, perhaps, one of the most prevalent concepts in organizational theory and strategic management. This is premised on the notion that no organization operates outside the environment. This is because it is the environment that provides it with all the needed resources to pursue its goals. Beyond that, it is also the environment that consumes its goods and service. Based on this, there exist a strong tie between the organization and the environment. Given this tie, whatever changes that happen in the environment always affect the organization; and most these changes are outside the organization's manager's control, hence making adaption a precursor of survival (Gunu & Sanni, 2016).

Organizational growth: Organizational growth means different things to different organizations. There are many parameters organizations may adopt to measure its growth. Since the ultimate goal of most organizations is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data (Sofi & Devanadhen, 2015). Other organization owners use sales, number of employees, physical expansion, success of a product line, or increased market share as indicators of organizational growth. Le and Kroll (2017) state that ultimately, organizational growth will be gauged by how well a firm does relative to the goals it has set for itself. Le and Kroll (2017) noted that knowledge and evidence-based decision making are instrumental in organizational growth which entails getting focused on important goals, and involving others in achieving them.

Targeted Training and Organizational Survival of Tertiary Health Institutions in the South-South of Nigeria

According to human capital theory, education is an investment that could potentially bestow private and social benefits (Adelakun, 2015). This benefit is accruable to both the person being educated (employee) and the person sponsoring the education (organization). A typical example of such investment in the organization is the constant effort of management to develop the employees for continuous improvement which in the long run promote organizational survival. In light of this

theory, a trained/skilled workforce makes it easier for an organization to adopt and implement new technologies, thus reinforcing returns on training and development (Izushi & Huggins, 2015). Accordingly, Ogbo and Kifordu (2015) indicate that training is an important practice in the organization which can be channeled towards enabling a more collaborative and productive workplace. The author observe that training is an encompassing process in human resource management, especially since it bridges the gap in terms of skills and also supports the alignment of values in the workplace. Rocco and Scrozza (2020) argue that organizations are a product of their human resource actions and content. Darwish, Singh and Wood (2016) noted that training is an important practice in the organization as it provides a link between the workforce of the organization and the demands of the organization’s environment. Training helps to also integrate and harmonize the varied positions in the organization – particularly, the individual orientations in the workplace.

Methodology

This study adopted the cross-sectional survey design. Basically, this design was adopted in view of the fact that the variables under examination or investigation are social variables and are examined within their non-contrived social context. The study accessible population covered 6 tertiary hospitals in the public healthcare sector in the capital city of South-South States, Nigeria. The data for the study was obtained from senior officers of the hospitals. In the interest of this study, a census was adopted; hence the population size was also the sample size. Primary data was obtained from the field through the use of the structured questionnaire. The questionnaire was designed in a manner that provided critical answers to the measurement and indicators of each variable of the study. The table 1 below illustrates the reliability result for the study.

Table 1: Cronbach’s Alphas of Study Variable

Variables	No of Items	Alpha (α)
Targeted Training	4	0.803
Market Share	4	0.882
Adaptability	4	0.827
Organizational Growth	4	0.894

Source: Research Data, 2021

Data Presentation and Analysis

Univariate Data Analysis

Presented in table 2 is the distribution for the variables of the study.

Table 2: Summary Distribution for the Variables

		Train	Market	Adapt	Growth
N	Valid	68	68	68	68
	Missing	0	0	0	0
Mean		3.6471	2.8272	3.2169	3.0221
Std. Deviation		.80719	.86415	.86700	.95196
Skewness		-1.565	-.680	-.671	-.506
Std. Error of Skewness		.291	.291	.291	.291
Kurtosis		2.150	-.775	-.156	-.723
Std. Error of Kurtosis		.574	.574	.574	.574

Source: Data Output, 2021

The evidence on the summaries for the variables reveals that the four variables are substantially manifested, and by that characterize the government hospitals of interest. The analysis demonstrates that while the organizations dominate and occupy evident positions within the health industry, they are also noted for effective adjustments and behavioral modifications in line with the changes or development within their contexts, and are also consistent in their growth. This is as the result reveals that targeted training (x) = 3.6471, market share (x) = 2.8272; adaptability (x) = 3.2169 and organizational growth (x) = 3.0221. The results indicate the substantiality of the organizations in terms training actions and their capacity for survival.

Bivariate Data Analysis

Table 3: Test for Relationship between Targeted Training and Organizational Survival

		Train	Market	Adapt	Growth
Train	Correlation Coefficient	1.000	.466**	.308*	.263*
	Sig. (2-tailed)	.	.000	.011	.030
	N	68	68	68	68
Market	Correlation Coefficient	.466**	1.000	.267*	.309*
	Sig. (2-tailed)	.000	.	.028	.020
	N	68	68	68	68
Spearman's rho	Correlation Coefficient	.308*	.267*	1.000	.299*
	Sig. (2-tailed)	.011	.028	.	.025
	N	68	68	68	68
Adapt	Correlation Coefficient	.263*	.309*	.299*	1.000
	Sig. (2-tailed)	.030	.020	.025	.
	N	68	68	68	68
Growth	Correlation Coefficient	.263*	.309*	.299*	1.000
	Sig. (2-tailed)	.030	.020	.025	.
	N	68	68	68	68

Source: Data Output, 2021

In the context of this dimension, three research questions were also presented below for answers.

- i. How does targeted training relate with market share of tertiary health institutions in South-South, Nigeria?
- ii. How does targeted training relate with adaptability of tertiary health institutions in South-South, Nigeria?
- iii. How does targeted training relate with organizational growth of tertiary health institutions in South-South, Nigeria?

From the responses given by the respondents on all the research questions relating to targeted training, it is evidenced that targeted training has a positive relationship with all the measures of organizational survival of tertiary health institutions in South-South, Nigeria. In furtherance, the range of this relationship is indicated using the Rho values as elicited from the analysis i.e. $Q1 = 0.466$; $Q2 = 0.308$; $Q3 = 0.263$. The implication of this is that targeted training has moderate relationship with market share measure, while its relationship with adaptability and organizational growth measure of survival were weak. This result points to the substantiality of targeted training as a significant antecedent of organizational survival as manifested in its contributions toward outcomes such as market share, adaptability and organizational growth.

In alignment with the answers provided for these research questions by the respondents above, the test result for the relationship between targeted training and the three measures of organizational survival is addressed in this section and with focus on the following three hypotheses of the study:

H01: There is no significant relationship between targeted training and market share of tertiary health institutions in South-South, Nigeria.

H02: There is no significant relationship between targeted training and adaptability of tertiary health institutions in South-South, Nigeria.

H03: There is no significant relationship between targeted training and organizational growth of tertiary health institutions in South-South, Nigeria.

The relationship between targeted training and the measures of organizational survival is observed to be significant where targeted training is significantly correlate with market share at a $PV = 0.000 < 0.05$; adaptability at a $PV = 0.011 < 0.05$; and organizational growth at a $PV = 0.030 < 0.05$. The results reveal that green training has a significant and positive correlation with all three measures of organizational trustworthiness. Therefore, the results from the test point to the substantiality of targeted training as a significant antecedent of organizational survival given its contributions towards the outcomes of organizational survival - market share, adaptability and organizational growth. On this premise, all previous hypotheses are rejected as the study restates as follows:

- i. Targeted training contributes significantly towards market share of tertiary health institutions in the South-south of Nigeria.
- ii. Targeted training contributes significantly towards adaptability of tertiary health institutions in the South-south of Nigeria.
- iii. Targeted training contributes significantly towards organizational of tertiary health institutions in the South-south of Nigeria.

Discussion of Findings

From the outcome of data analysis on the relationship between targeted training and organizational survival (market share, adaptability and organizational growth), it was established that effective regular targeted training of organization's workforce is an antecedent of organizational survival. Accordingly, Guire and Bagher (2010), maintains that diversity training has a significant role to play in fostering greater equality through knowledge acquisition, inclusion and fairness. This is because the foundation of industrial economies has moved away from natural resources to intellectual property (Morten, 2010), and it is only through targeted trainings that organizations learn to upgrade its intellectual standing for better and improved performance. As proven in our findings, no organization can effectively survive in a knowledge-based economy without regularly embarking on targeted training of its diverse workforce.

Similarly, our findings give impetus to the finding of Ogbo and Kifordu (2015) study which proved that training is an indispensable practice in the organization which can be channeled towards enabling a more collaborative and productive workplace. They further explain that targeted training contributes towards the

organization's ability to function and also facilitates the upgrading and application of competencies which lead to improved performance, adaptability and organizational learning. In the same trend, the outcome of our study supports the work of Sev and John (2017) wherein they discovered that effective employee training programs have positive relationship on productivity of the banking operations in Nigeria by modifying their behaviors and their work attitudes to conform to set standard and norms for service delivery and sound operations.

Conclusion

Drawing from the evidence presented and the position reached in this paper, it was concluded that the implementation of targeted training practices increases the employees' knowledgeability of the job through enhanced procedural knowledge in such away that enhances organizational outcomes, such as increased market share, corporate adaptability and general growth of public health institutions in the south-south of Nigeria.

REFERENCES

- Adelakun, O.J. (2015). Human capital development and economic growth in Nigeria. *European Journal of Business and Management*, 3(9), 29-38.
- Cooper B., Wang J., Bartram T., & Cooke F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. *Human Resource Management*, 58, 85-97.
- Darwish, T.K., Singh, S. & Wood, G. (2016). The impact of human resource practices on actual and perceived organizational performance in a Middle Eastern emerging market. *Human Resource Management*, 55(2), 261-281.
- Davis, P., Frolova, Y. & Callahan, W. (2016). Workplace diversity management in Australia. Equality, Diversity and Inclusion: *An International Journal*, 35(2), 81-98.
- Govindarajan, V. & Srivastava, A., (2016). Strategy when creative destruction accelerates. *Tuck School of Business Working Paper*, 2836135.
- Guire, D. & Bagher M. (2010). Diversity training in organizations: An Introduction, *Journal of European Industrial Training*, 34(6), 493-505.
- Gunu.U & Sanni .H.O. (2016). Impact of learning organization on organizational survival in some selected Nigeria manufacturing firms. *Asia Palific Journal of multidisciplinary Research*. 4(4),28-35.
- Izushi, H. & Huggins, R. (2014). Empirical analysis of human capital development and economic growth in European regions health reform foundation of Nigeria (HERFON) (2016). Last accessed on 24/6/ 2021]. Available from: <http://www.herfon.org/>
- Kerleau, M., & Pelletier-Fleury, N. (2016). Restructuring of the healthcare system and the diffusion of telemedicine. *European Journal of Health Economics*, 3(3), 207-214.
- Le, S. & Kroll, M. (2017). CEO International experience: Effects on strategic change and firm performance. *Journal of International Business Studies*, 48 (5), 573 – 595.
- Mahoney, J. T., & Kor, Y. Y. (2015). Advancing the human capital perspective on value creation by joining capabilities and governance approaches. *Academy of Management Perspectives*, 29, 296–308.

- Morten, T. H., Nitin, N., & Thomas, T. (2010). What's your strategy for managing knowledge? *Harvard Business Review*, 9(4), 106-116
- Mousavi, S., Hosseini, S., & Hassanpour, N. (2015). On the effects of organizational culture on organizational performance: An Iranian experience in state bank branches. *Iranian Journal of Management Studies*, 8, 97-116.
- Ogbo A, & Kifordu AA (2015) Diversity management research (DMR) as a strategy for sustainable development in the third world: experiences and future plans of intellectuals. *Procedia – Social and Behavioural Sciences* 195, 1303-1310.
- Raffiee, J., & Coff, R. W. (2016). Micro-foundations of firm-specific human capital: When do employees perceive their skills to be firm-specific? *Academy of Management Journal*, 59, 766–790.
- Rocco, R. and Scaroza, D. (2020). Human resource management in the public administration. In organizational development in public administration, *Cham: Springer International Publishing*, 61–101.
- Sev. J. T., & John, E. (2017). Training and development strategies: Approaches for performance enhancement in goal oriented firms. (a survey of commercial banking firms in Nigeria. *European Journal of Training and Development Studies*. 4(5), 37-73.1.
- Sofi, M. A. & Devanadhen, D. K., (2015). Impact of leadership styles on organizational performance: An empirical assessment of banking sector in Jammu and Kashmir. *IOSR Journal of Business and Management*, 17(8), 31-45.
- Tamunomiebi, M. D., & Wobodo, C. C. (2018). The changing trends in workers demographic: A review of X, Y, and Z generations in the corporate world. *Global Scientific Journal*, 6(10), 424-446.
- Welcome, M.O. (2011). The Nigerian health care system: Need for integrating adequate medical intelligence and surveillance systems. *Journal of Pharmacy, Bio-allied Sciences*. 3(4), 470–478.
- Wobodo, C. C., & Nwaeke, L.I. (2019). Globalization and Industry 4.0: A theoretical review of their impact on training and retraining of employees in developing and underdeveloped countries. *International Journal of Research and Innovation in Social Science*, 3(5), 320-327.