

## THE EFFECT OF MANPOWER TRAINING AND DEVELOPMENT IN HEALTH CARE DELIVERY SYSTEM IN NIGERIA: EDO STATE AS A FOCAL POINT

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### ABSTRACT

*This paper examines the Effect of Manpower Training and Development in Health Care Delivery System in Nigeria: Edo State as a Focal Point. It evaluates how effective the Manpower Training and Development policy have been able to restructure the health sector in Nigeria political system and utilization for the benefits of the citizenry. Everyone cherishes life when there is good health. However, if life is not sustained by good health, the joy and excitement that are associated with it will disappear and they will be replaced with considerable amount of stress. The constitution of the Federal Republic of Nigeria (1999, NO. 24, second schedule, part II: pg. 178) placed health in the concurrent legislative list, implying that the three tiers of government are supposed to join resources together in the achievement of meaningful level of health status for Nigerians. This is why proper manpower training needs to be put in place to achieve qualitative health for all. Over the last decade however, Public Sector, especially Health Sectors has not been able to convince Nigeria masses of their performance, if they must continue to exist. In the course of this study, the Effect of Manpower Training and Development in Health Care Delivery System in Nigeria: Edo State As A Focal Point were brought to the fore while the objectives of the study were well spelt out. Hypotheses were postulated and the Structural Functionalism Theory was used to explicate the works. Data were obtained from both primary and secondary sources. From the primary sources, the survey method, that is, the use of questionnaire were designed and adopted. Data obtained from this method were analyzed with the aid of Simple Percentage. Thereafter, the five researchable hypotheses were tested and accepted while the null hypotheses were rejected. The implication is that there was relationship between the dependent and independent variables. Generally, the paper brought to focus that the Effect of Manpower Training and Development in Health Care Delivery System in Nigeria is a collective effort in reaching a compromise in the management of Public Sector in Nigeria and it has contributed immensely to the growth and development of public sector elsewhere. Finally, it suggests policy prescription and recommendation which are aimed at repositioning Public Sector like Health Sectors in Nigeria not only in general but also in Edo State in particular.*

**Keywords: Effect, Manpower Training, Staff Development, Health Care Delivery, Edo State.**

## INTRODUCTION

Nigeria nation, more than anything else, the greatest obstacle to the nascent democracy is the pervasive insecurity of lives and property, as evidenced by the spate of armed robbery attacks, political assassinations, power distribution coupled with the seeming helplessness of security agencies to handle criminal acts. The situation is worsened by the increasing number of unemployed Nigerians some of whom are ready recruits for criminal activities. The above statement from an editorial comment by a national daily in Nigeria indeed, epitomizes the central focus of this paper, the aim of which is to analyze the nexus between democratic nurturing, sustenance and eventually consolidation via-a-vis the battles with one of the major ills of Nigeria nation. Sixty one years after Independence, Nigeria still battles with one of the major fall-outs of democratic dispensation, the battle for Manpower Training and Development in the Nigerian health sectors seems to be endless as the situation continues to surge with no concrete action in sight. However, Governments all over the world play important roles in the distribution of adequate health with goods and services to the citizens (Diakpomrere and Uhumwuangho, 2018).

In health care delivery system, personnel are involved in the case of health care services and the collective efforts of the entire health workers are channeled towards the improvement of the health of members of the concerned community. Therefore, health care delivery system represents an organization whose main objective is to ensure good health for the members of the concerned community or at least to enhance the health status of persons in that very community.

Everyone cherishes life when there is good health. However, if life is not sustained by good health, the joy and excitement that are associated with it will disappear and they will be replaced with considerable amount of stress. In extreme situation, the wish of death is even conceived. It is therefore not surprising that at personal, governmental and global levels concerted and continuous efforts are being committed to ensure good health. The constitution of the Federal Republic of Nigeria (1999, N0. 24, second schedule, part II: pg. 178) as amended, placed health in the concurrent legislative list, implying that the three tiers of government are supposed to join resources together in the achievement of meaningful level of health status for Nigerians. This is why proper manpower planning needs to be put in place to achieve qualitative health services for all citizens (Diampomrere and Uhumwuangho, 2018).

This role performance comes in form of decisions taken to give direction to the day to day running of state affairs (Uhumwuangho and Epelle, 2011). When seen as policy, a government decision could be distributive, re-distributive, regulatory or even symbolic depending on the effects it has on the lives of the citizens. These effects are particularly pronounced in Africa where small changes in resource allocation by the central government affect the ability of other levels of government to provide public services (Uhumwuangho and Epelle, 2011).

In Nigeria as elsewhere in the world, contributing to national development remains the fundamental goals of public sectors. A nation development is usually expressed in terms of health and economic advancement. As Nwanwene has noted, the root, the base of a country's manpower training and development is economy advancement (Nwanwene, 2017).

Human resources are unique in their potential to grow and develop to meet new challenges. Many individuals look at the chance to develop and move up as important in where they will seek employment. In order to facilitate employee progression, many organizations choose to spend substantial sum to train and develop their employees (Okoh, 2016:119).

In a nutshell, for effective conduction of the business of government and to achieve its goals, the tasks of government are broken down into different parts such as agencies, departments, among several others. These organizations are the instruments through which major social services such as hospital, schools, security, among several others are provided.

In any public sector people's efforts or behaviour are co-ordinated in order to attain the set objectives of the organization.

### **Problems**

The human resource (Manpower) is considered the most critical to any organization's survival as it ensures that adequate supply of material and financial resources are utilized to bring about the desired goals (Okoh, 2016). Training, according to Oxford Advance Learners Dictionary, is the process of preparing somebody for a job. In manpower training and development, training is therefore an indispensable element and at the same time, a vehicle for development and planning. Hence Peter Drucker (2004) emphasized the role of training in management activity especially in the area of human resource management. According to him, training function is a management activity in which the personnel department provides the necessary specialist knowledge and usually comes out in addition to the administrative requirements so that the function operates effectively within the organization.

Development on the other hand means the process causing somebody or something to grow or making something to become larger gradually (Bruce, 2017). Aina, (2021) stated that manpower development refers broadly to the nature and direction of change induced in the employees as a result of educative and training programmes. He says that development is managerial in nature and career focused. To distinguish training and development, Aina stated that unlike the training, workers will improve in technical and mechanical skills, development techniques are designed for work behavior modification.

According to him, development is an educational process, utilizing a systematic organizational procedure by which a worker learns the conceptual and theoretical knowledge for effective pursuance of their responsibilities.

Manpower training and development are interrelated process whose importance cannot be over emphasized in any strategic human resource management and employees productivity in any organization. Manpower development has been described as the systematic process which an organization has to go through to ensure that it has effective work force it requires

to meet its present and future needs (Ibekwe, 2020). As jobs are becoming more and more complex, it has become imperative for employers of labour to train their workers unlike when jobs were simple and little technical knowledge was required from the workers.

However, most organizations especially the public sector organizations do not consider the necessity for a well-planned and sustained training and development for members of Staff in order to upgrade their performance or they are not able to cope financially with training and development programmes. As a result of this lackadaisical attitude of management towards training and manpower development, there has been a progressive decline in the ability of manpower to cope with the challenges that attend the ever unfolding new dispensation in the health sector industry.

There are situations where members of Staff who function as Pharmacy Assistants in the Pharmacy Departments were originally employed as Ward Assistants who after performing their supposed duties are thereafter assigned to do the work of Pharmacy Assistants just for the mere reason that they are familiar with the activities that take place daily in that department. In this kind of situation, drugs are often wrongly dispensed (Okoh, 2016).

Another manpower problem that affects the health care system is that fresh graduate who are recruited as personnel from various fields of study are immediately assigned duties in the relevant departments of the hospital; Administration, Pharmacy, Laboratory etc. with some even heading such departments they are being exposed to for the first time with little or no orientation and training. The Edo State Hospitals Management Board that is the regulatory body of the 34 government hospitals across the state including Central Hospital, Benin City and charged with the Statutory function of recruiting manpower for these hospitals also do not help matters as the Management of the Board often complain of inadequate funds for such needed and important training for members of Staff (Okoh, 2016).

Yet another observable problem of manpower in the health sector is that certain categories of staff like the Clerical Officers who are made to undergo some mandatory courses needed for their progression and self-development are seen doing nothing more than the duties of Messengers.

There is also the problem of preoperative Nurses doing the work of Surgeons and some other Nurses too handling and administering pharmaceutical drugs for which they are not trained.

Yet there are Medical Officers (Doctors) who after spending years in the system, keep prescribing same drugs for certain ailments repeatedly even when new and more potent drugs flood the market every now and then. For this reason, most often than not, most Pharmacists interpret Laboratory results rather than leave such to or for Medical Officers (Okoh, 2016).

All these problems confront the health care delivery system in Edo State, Nigeria. It is against this background that this study seeks to inquire into the effect of manpower training and development on the health care delivery system/services in Edo State as a focal point.

Consequently, this paper therefore seeks to provide answers to the following questions:

- i) What are the constraint militating against the Manpower Training and Development on Healthcare Delivery System in Edo State and as well as affiliated agencies in Nigeria?
- ii) What are the problems associated with the Manpower Training and Development on Healthcare Delivery System in Edo State, particularly in the Civil Service?
- iii) What are the derivable benefit Civil Servants gain from the Manpower Training and Development on Healthcare Delivery System in Edo State?

### **Objectives**

The specific objectives are:

- (i) To identify the training programmes available to employees of State Hospital Management Board.
- (ii) To ascertain the adequacy in terms of content and relevance of the available training programmes in Edo State.
- (iii) to examine Staff deployment and utilization after training programmes(s) in Edo State;

### **Hypotheses**

In order to achieve these objectives, the following research hypotheses were formulated:

1. There is no significant relationship between manpower training/ development and employees' productivity in the Edo State.
2. There is no significant relationship between lack of adequate manpower training and development and improved productivity.
3. There is no relationship between training and improved productivity of employees in Edo State and the organization.

### **Theoretical Exposition**

The particular theory that can sufficiently act as guide for the analysis of issues in this paper is the Structural Functionalism Theory. The origins of functionalism in the social sciences are linked most directly to organism, and specifically to homeostatic physiology (Bruce, 2017:76). Talcot Parsons is perhaps the most frequently mentioned writer in a systematic arrangement of the structural functional analysis. According to the theory, one important approach which can be adopted in the study of the society and the political system is the structural functional approach. The theory emphasizes that if a system is to be maintained adequately there are requisite structures which must perform indispensable functions. So if a political system is to be maintained adequately, or attain its goals efficiently there are certain functions that must be performed (Azelama, 2002:31). These functions could be regarded as interest articulation, interest aggregation, political recruitment, political education, political socialization, system maintenance, order, political development, law making, law implementation, adjudication, international relation et-cetera (Azelama, 2019:31). This theory recognizes the need for structures to be put in place to perform these functions adequately.

The premise of functional analysis is to provide a consistent and integrated theory from which can be derived explanatory hypotheses relevant to all aspects of a given system. The functional approach is characterized by certain common features:

- (i) an emphasis is on the whole system as the unit of analysis;

- (ii) postulation of particular functions as requisite to the maintenance of the whole system;
- (iii) concern to demonstrate functional inter-dependence of diverse structures within the whole system (Radcliffe-Brown, 2019:25).

The major objective of functional analysis is to determine the contribution which a social item (a structure or process) makes to the persistence of the system in which it occurs, that is, the role it plays in maintaining the system within specified limits. Among the early proponents of the functional analysis are Radcliffe-Brown and Mallinowaki who were anthropologists. They represented the classic functional analysts who view functionalism from the role of the individual human beings and the anthropological facts in the development of the society (Radcliffe-Brown, 2019:35).

One important aspect of the structural functional analysis is the emphasis on adequate maintenance of the system. So where the system is seen not be adequately maintained, you can identify the structures which are not performed adequately and then detect the structures which are not performing their functions adequately (Radcliffe-Brown, 2019:37). Here lies the utility of the structural functional model as a tool for comparative political analysis. It can therefore be adopted for a comparative study of political systems, aspects of a political system, different periods of a political system et cetera.

Structural functionalism can be adopted for Public Administrative system which is made up of structures that perform various functions. These functions are stimulation, identification and communication of policy demand. They also concludes, advising the political actors, policy formulation, policy implementation and monitoring policy output. If the public administrative system is to be maintained adequately, there must be structures performing these functions adequately (Radcliffe-Brown, 2019:35). Furthermore, it may be observed that the public administrative system is to the political system what blood circulatory system is to the human biological system. This is because the public administrative system serves every facet of the political system and even the society (Azelama, 2019:31). Public servants serve in the legislature, the executive and the judiciary. They also minister to the press, political parties, interest groups, families etc. Structural functionalism can be adopted as a tool for a comparative study of public administration. This is done when it serves as an analytical tool for the study of administrative functions and the structures that perform them.

In the view of these scholars, the concept of integration is problematic as no society or social system can be perfectly integrated. Also, the concepts of adjustment and adaptation involve similar problems of specification. In the absence of empirical criteria, the concepts have no definite meaning. However, the functional approach from the foregoing facts falls short in some aspects. Its failure to lend the main features on which the system survives to empirical specification is a major drawback of the theory as one of the demerits as application to every organization. Furthermore, explanation of system maintenance and survival without corresponding appeal to change and innovation underscores this view. The Effect of Manpower Training and Development on Health Care Delivery System in Nigeria: Edo State As A Focal Point; and as institutions established to render services to the systems are dynamic and are programmed in approach and operation to be able to match the innovations and

growth in the systems and the public sector in Edo State in particular and Nigeria in general.

### **Literature Review**

Various authors have defined Manpower Training and Development, although in varied ways. Their definitions have also shown, directly or indirectly, that human beings are involved in all organizations and that they all contribute towards the achievement of the organizational goal(s).

Of all the resources required by an organization, to realize its set goals and objectives, human resource is the most important; In fact human resource will manage other resources. For instance, the plants, office computers, automated equipment and whatever a modern firm uses are unproductive except for human effort and direction. Human resources will manage even the human resources who will use the machines and other facilities of the organization. In support of the above contention Kennedy, (2021:270) stated that “one of the most important resources available to an organization is its employees, their commitment and competence largely determine the success or failure of an organization” while Okoh, (2016:132), stated that “human resources have become the most important resources to any organization. “A health care delivery system is an organization put in place to provide health care services to the citizens. The performance of the health care delivery system depends ultimately on the knowledge, skills and motivation of the people responsible for delivering the services. In fact, it has been shown that no matter how well equipped or funded the health care system may be, without adequately trained manpower to put the resources into efficient and proper use, all such resources are wasted as the objectives of the system will never be achieved. In the same vein, Cole (2012:151) said that “If personnel were to maintain any credibility in the organization, they must associate closely with the corporate image of the culture of the organization”.

In many African countries, health workers are often not well trained for the jobs they perform and this is mainly because of shortage of training opportunities. World Health Technical Committee Report (2015) series No. 803 stated that this situation will certainly affect the health manpower supply for the present and future if unaddressed by putting in place an adequate health manpower policy. The situation of health manpower supply is also made worse by the health needs of the citizens. This is a common situation in Eastern and central Asia. The contribution of human efforts towards the realization of the common goal is not a recent phenomenon. For instance, the construction of the great Egyptian Pyramids considered to be one of the world’s wonders was believed to have been built by about 100,000 men, spanning through many years. Whether this figure is correct or not is very irrelevant but the major issue remains that the construction was done by many people (Kennedy, 2021:262).

### **Methodology**

This paper adopted a descriptive survey method. The survey was based on selected Local Government Areas in Edo State, Nigeria political system. The Local Government Areas are Akoko-Edo, Etsako Central, Egor, Igueben, Oredo, Owan West, Esan West and Uhunmwonde. The scope of the study is therefore restricted to years 2011 to 2021. The population of the study consist of 250 base on two categories (Senior and Junior) members of

staff Public Service (See Table One Below). Out of this number, one hundred and seventy of them met our criteria and therefore form our sample size as can be seen in table one below:

**TABLE 1: POPULATION OF THE STUDY OF THE EIGHT LOCAL GOVERNMENT AREAS IN THE THREE SENATORIAL DISTRICTS**

S/No	Local Government Areas	Category of Respondents	No. of Returned Questionnaires	No. of Not Returned/Invalid Questionnaires	Total No. of Sampled Respondents
1.	Akoko-Edo	Senior Staff	16	6	31
		Junior Staff	5	4	
2.	Etsako Central	Senior Staff	17	8	31
		Junior Staff	4	2	
3.	Egor	Senior Staff	18	7	32
		Junior Staff	4	3	
4.	Igueben	Senior Staff	15	7	31
		Junior Staff	6	3	
5.	Oredo	Senior Staff	17	6	32
		Junior Staff	5	4	
6.	Owan West	Senior Staff	17	8	31
		Junior Staff	4	2	
7.	Esan West	Senior Staff	18	7	31
		Junior Staff	4	3	
8.	Uhunmwonde	Senior Staff	16	6	31
		Junior Staff	5	4	
TOTAL	(EIGHT)		<b>170</b>	<b>80</b>	<b>250</b>

**Source:** Field Survey 2023.

**Result:** Table 1 above represents the population of the study in which the sample size of 250 respondents were interviewed through administration of questionnaire. Within the Local Government workforce of a capacity of 250, 170 respondents (both Senior and Junior staff) validly returned their questionnaire for analysis.

### **Demographic Data**

Of all the one hundred and seventy respondents, eighty (47%) of them are married; fifty (29%) are single while twenty one (13%) are divorced and the remaining nineteen (11%) are either widow or widowers. Thirty (18%) of them are within the age bracket of 18 – 25, Fifty (29%) are between the age bracket of 26-35; while eighty (47%) are within the age bracket of 36-45 and the remaining forty six years and above are ten (6%).



**TABLE 2: Hypothesis 1**

There is no significant relationship between manpower training/ development and employees' productivity in Edo State..

Responses	No. of Respondents	Percentage
Yes	110	65
No	60	35
Total	170	100

**Source: Statistical Analysis**

Table 2 shows that 110 (65%) of the total respondents agreed that manpower training and development have viable tools for addressing high productivity in the Nigeria Society and have more relevance and impacted positively on people enjoying the dividends of democracy in Nigerian's political system in particular and conversely responsible for the lack of poor performance of our health sectors and fragrant disregard for rules and regulations.

Therefore, the hypothesis one which states that there is no significant relationship between manpower training and development and employees' productivity in Edo State the Nigeria System is therefore accepted.

**TABLE 3: Hypothesis 2**

There is no significant relationship between lack of adequate manpower training and development and improved productivity.

Responses	No. of Respondents	Percentage
Yes	105	62
No	65	38
Total	170	100

**Source: Statistical Analysis**

Table 3 shows that 105 (62%) of the respondents agreed that there is correlation between adequate manpower training and development and improved productivity, while 65 (38%) were not satisfied or disagreed.

**TABLE 4: Hypothesis 3**

There is no relationship between training and improved productivity of employees in Edo State and the organization.

Responses	No. of Respondents	Percentage
Yes	120	71
No	50	29
Total	170	100

**Source: Statistical Analysis**

Table 4 shows that 120 (71%) of the respondents agreed that the strategies of training and improved productivity of employees has not been good enough in addressing the effective performance of the employees and which are likely to bring unimaginable low productivity while 50 (29%) disagreed with the opinion.

Therefore, the hypothesis which states that there is no significant relationship between training and improved productivity of employees in Edo State and the organization which conversely will lead to lack of dividends of democracy as per health sector to its citizenry in Nigeria is accepted.

### Findings Based On Hypotheses

Based on the analysis of the hypotheses, all the research hypotheses were positive which implies that

(H<sub>1</sub>) 1-3 were accepted.

More so, the study revealed that there is correlation between Effective Manpower Training and Development in Nigeria political and health system which led to slow developmental and suffering of masses in the midst of plenty, conversely led to lack of dividends of democracy in Nigeria.

1. Furthermore, this paper have highlighted several challenges and solutions as per the findings in the hypothesis carried out in the research. However, again, it was found that the welfare of workers is most paramount in every organization, and as such, the only way to keep and improve workers productivity is to ensure frequent training and re-training with adequate welfare of workers (Okoh, 2016).
2. It was revealed that the manpower training and developments in recent times have whittled down.

. See below the political map of Nigeria.

. See figure 1 below for more details of Nigeria Political map.



Figure 1: Political map of Nigeria

Source: Nigeria political map caught 20 November, 2022

## **Conclusion and Recommendations**

In conclusion, the Nigeria sovereign nation, more than anything else, the greatest obstacle to the nascent democracy and illicit drug trafficking is the pervasive insecurity of lives and property, as evidenced by the spate of armed robbery attacks, political assassinations, religious conflicts and ethnicity of politics of state creation coupled with the seeming helplessness of security agencies to handle criminal acts (Uhunmwuango and Epelle, 2011). The situation is worsened by the increasing number of unemployed Nigerians some of whom are ready recruits for criminal activities (Nigerian Tribune, 2002). The above statement from an editorial comment by a national daily in Nigeria indeed, epitomises the central focus of this paper; the aim of which is to analyze the nexus between democratic nurturing and to sustain the current debate on sustainable democratic dispensation and Manpower Training and Development in the 21st century, which is a topical issues in Africa in general and Nigeria in particular.

This study revealed that on the job training and development of staff is most paramount in every organization in order to strive towards excellence in the training of manpower and development; and, also that manpower training and development would improve productivity of Health Care Delivery System in Edo State. Furthermore, it was revealed that lack of adequate manpower training and development will not increase labour productivity. On the whole, the study revealed the need for manpower training as it improves not only the productivity of the employees, also that of the organization as a whole. The assumption that productivity would not be improved if staff is sent on regular training because their duties would be abandoned was proved wrong. It was also discovered that manpower makes an organization grow. And that induction or orientation course is not viewed seriously for junior staff in the public sector. This assumption was substantiated by the high number of responses obtained from the analysis. Manpower training and development will keep employees abreast of the latest techniques to perform their duties effectively and efficiently, broaden their outlook, inject a sense of belonging, dedication, commitment and initiative to aid the achievement of the organizational goals and objectives. Training enhances growth and progress in an organization, more so, when workers are aware of prospect and provision for them in their organization's training scheme. Therefore manpower inventory should be carried out regularly to identify training needs which should be planned to ensure that every worker benefits.

There should be an atmosphere of co-operation, good communication, workers participation and harmonious inter- personal relationship. Employees should be accorded recognition where possible and assigned with responsibilities and provided with good working tools to enhance efficient performance. The government and organizations should promote manpower training and development because well trained employees are more confident in the job.

Finally, a permanent autonomous body should be established or contracted by the authorities of the hospital to induct and update the knowledge of new and old staff on their job and to co-ordinate the activities of staff training and development. Efficiency and effectiveness in job performance will / should attract the attention of the management to recommend such staff

for an award or further training and development in order to assume higher responsibility and bring about higher level of productivity (Okoh, 2016).

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