



#### OPEN ACCESS

SUBMITTED 07 December 2024

ACCEPTED 09 January 2025

PUBLISHED 11 February 2025

VOLUME Vol.07 Issue02 2025

#### CITATION

Fatima Umar Rahis, & Dr. Umar Mohammed Ali. (2025). The Impact of Manpower Training and Development Practices for Organizational Efficiency: A Study of Some Selected Establishments under the State Ministry of Health and Human Services, Maiduguri, Borno State. The American Journal of Social Science and Education Innovations, 7(02), 31–38. <https://doi.org/10.37547/tajssei/Volume07Issue02-05>

#### COPYRIGHT

© 2025 Original content from this work may be used under the terms of the creative commons attributes 4.0 License.

# The Impact of Manpower Training and Development Practices for Organizational Efficiency: A Study of Some Selected Establishments under the State Ministry of Health and Human Services, Maiduguri, Borno State

Fatima Umar Rahis

PhD Student of City University Cambodia

Dr. Umar Mohammed Ali

Senior Lecturer, Department Business Management, City University  
Cambodia Africa Campus, Cambodia

**ABSTRACT:** This research examines the impact of manpower training and development practices on organizational efficiency, focusing on selected establishments under the Borno State Ministry of Health and Human Services. Training and development are pivotal in equipping employees with the skills and knowledge necessary to meet organizational goals, especially in resource-constrained and conflict-affected regions like Borno State. The study adopts a mixed-methods approach, combining quantitative and qualitative data to explore the nature, effectiveness, and challenges of training programs implemented in the healthcare sector.

Key objectives include assessing the types of training programs available, evaluating their impact on employee performance and organizational efficiency, and identifying barriers to effective training implementation. Data collection involves surveys, interviews, and document analysis from

three key establishments: the Hospital Management Board, the State Primary Healthcare Development Board, and the Borno State Contributory Healthcare Management Agency.

Preliminary findings reveal that while training initiatives enhance technical and administrative competencies, challenges such as limited funding, inadequate infrastructure, and high staff turnover hinder their effectiveness. The study underscores the importance of aligning training programs with organizational objectives and the unique healthcare challenges of the region. Recommendations emphasize increased investment in workforce development, adoption of innovative training methods such as e-learning, and strengthening policy frameworks to sustain manpower development efforts.

This research contributes to the discourse on human resource development in Nigeria's public healthcare sector, offering actionable insights for policymakers, administrators, and stakeholders aiming to optimize workforce efficiency and service delivery in challenging environments.

**KEYWORDS:** Training, Manpower, Practice, Development, Organizational, Efficiency, Establishment, Human, Ministry, Service, Health, Selected, Study.

**INTRODUCTION:** Manpower training and development are essential components for fostering organizational efficiency, particularly within government institutions where the delivery of services directly impacts the well-being of society. In the healthcare sector, effective training and development programs are crucial in ensuring that healthcare professionals are equipped with the necessary skills, knowledge, and competencies to address public health challenges and provide quality services to the population. The dynamic nature of healthcare, coupled with evolving technologies and healthcare practices, requires that healthcare workers continuously update their skills to keep pace with new developments and trends.

The State Ministry of Health and Human Services in Maiduguri, Borno State, plays a critical role in providing healthcare services to the people of the state. As one of the key governmental bodies responsible for overseeing public health infrastructure and services, the Ministry must ensure that its personnel are adequately trained to handle a wide array of healthcare challenges.

However, the effectiveness of manpower training and development programs within these establishments remains an area of significant interest. While various training initiatives are implemented, the extent to which they contribute to organizational efficiency and the overall quality of healthcare service delivery is not fully understood.

This study investigates the training and development practices employed in selected establishments under the State Ministry of Health and Human Services in Maiduguri, Borno State. It aims to assess the types of training programs available to healthcare workers, evaluate their effectiveness in improving organizational performance, and identify the challenges faced by the Ministry in implementing these programs. The study will also explore the relationship between training initiatives and the level of efficiency in healthcare delivery, focusing on how well-trained personnel can contribute to better service provision, improved patient outcomes, and enhanced administrative functions within the Ministry.

Given the importance of manpower in driving organizational success, particularly in public healthcare systems, this research aims to provide evidence-based recommendations for improving training strategies within the Ministry. It is expected that the findings will inform policy-makers, healthcare managers, and human resources specialists, enabling them to design more effective and targeted training programs that address specific needs in the Borno State healthcare system. By highlighting areas of improvement, this study seeks to contribute to the development of a highly skilled healthcare workforce capable of delivering optimal services, thereby enhancing the overall efficiency of the healthcare sector in Borno State.

The ultimate goal of this research is to emphasize the significant role that training and development play in improving organizational effectiveness and service delivery, particularly in a healthcare environment where human capital is the primary asset in meeting the health needs of the population.

There is no doubt that organizations worldwide are striving for success and out-competing those in the same Entity. In order to do so, organizations have to obtain and utilize her Manpower effectively. Organizations need to be aware of face more realistically towards keeping their human resources up-to date. In so doing, managers need to pay special attention to all the core functions of human

resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals. This study, therefore, goes on to discuss one of the core functions of human resource which is training, employee performance, and how the earlier affects the latter.

Training both physically, socially, intellectually and mentally is very essential in facilitating not only the level of production but also the development of personnel in an organization. According to Okanya (2008) Training need occurs when the existing or anticipated short fall in overall performance is the most appropriate and effective remedy. The provision of adequate training is of fundamental to both the employees and the employers.

The literature review provides a comprehensive exploration of existing theories, empirical studies, and practical insights regarding manpower training and development practices and their impact on organizational efficiency. This study emphasizes the context of healthcare establishments under the State Ministry of Health and Human Services, Maiduguri, Borno State, specifically the Hospital Management Board (HMB), State Primary Healthcare Development Board (SPHCDB), and the Borno State Contributory Healthcare Management Agency (BOSCHMA). The review is structured into several thematic sections to provide depth and clarity.

### Concept of Training

Training is the methodical gaining and improvement of knowledge, skills, and behaviours imperative for employees to complete the job responsibilities or to perform better in their work environment (Tharenou, Saks and Moore, 2007).

The exponential rate of technological advancement of information and technology reduces the time frame which knowledge and skills become outdated. This makes it impossible for skills required by employees for work to remain stagnant. As a result, it is paramount for employees to align their personal development goals to that of their organisation and their own future growth. It is also important for the Human Resources Department to take into consideration the current and future requirements and goals of the organisation when designing, planning and implementing employee training programmes (Holden, 2001).

Despite these different views, it is important to note that the reviews by all the scholars imply that training helps in the improvement of employee

performance.

Consistent profitability of any business venture is largely determined by the level of employees' quality and their performance improvement via training and continuous learning. Human Resources experts agree that organisation strengths lie in the best of its employees indicating the importance of training being in tandem with employee training needs (Noe, 2008). In the same vein, Bratton and Gold (2000) confirm that effective cooperate leaders understand that their competitive edge in today's market place is their workforce. The human resources of few organisations aren't effectively coordinated as these organisations engage in old-style management methods are unsuitable in today's ever changing workplace.

Recruitment of competent employees is a major requirement in the management of any organisation, whether small or large. As a result of the inadequacies in the formal educational system in Nigeria, basic work skills and competencies needed to thrive in the workplace is lacking in a significant number of employees. This means that many employees have to undergo intense on-job training in order to gain the necessary skills required to make a significant contribution to the growth of an organisation. It's imperative for organisations to understand their employees train needs through a need's assessment design and analysis with overall organizational goals and objectives for actualization of the organizations vision and mission.

### Types of Training

There are certain factors that determine the type of employee training suitable to a specific organisation. These include the job description, skill gap to be filled, the employees' current qualifications, and the difficult tasks employees encounter in fulfilling the responsibilities of the job.

Also, employee size to be trained, availability and cost can be factors to consider (Adamu, 2008). An employee's current or future job role is also a major deciding factor in the model of training to be adopted (Ezigbo, 2011). The models of training that can be implemented fall broadly into two types namely: on-the-job and off-the-job training, (DeCauza et al, 1996).

**A. On-the-job training (OTJ):** This is a model designed to provide training to employees in their normal/routine working environment. The goal of this type of training is to allow employees familiarize with their normal working circumstances, i.e. during the training period; employees would directly use processes, machinery, and equipment that will be

used routinely. Additionally, it provides employees with first-hand experience on how to handle difficulties that may arise during the execution of a task. Trainees aim to learn by observing the supervisor or a more experienced employee performing a specific task. To perform the task, trainees are guided by the instructions of the supervisors. This method is very common amongst companies for training employees currently working at the organisation and sets the tone for employees that will be hired in the future due to its cost-effectiveness and simplicity. Examples of the on-the-job trainings are discussed below:

### **Apprenticeship**

Apprenticeship is a training system that is commonly used for the new generation of practitioners of a specific trade or profession. It ranges from craft occupations to regulated professions that require obtaining a professional license. This system of training provides employee with the required knowledge and skill required for a craft or a variety of related jobs (Ezeigbo, 2011). Majority of the training involves working for an employer who teaches the apprentices their trade or profession, in exchange for their labour over a fixed period after they have attained assessable competencies. An allowance for upkeep is usually provided by the employer during the period of training.

### **Induction/Orientation**

This training is given to fresh employees to induct them into organisation's processes, policies, goals and regulations of an organization (Olaniyan and Ojo, 2008). New recruits are introduced to their new job responsibilities which usually occur during the first day/ week of resumption.

### **Internship**

This type of on-the-job training is mostly used for formal jobs/professional careers. Internships and apprenticeships are similar however they are both geared towards different career paths i.e. internships are for professional careers and apprenticeships for trade/vocational jobs. Internships are popular with under-graduates.

Post-graduate students can also undergo internship training. For the most part, internship provides you with an opportunity to expand your knowledge and benefit from invaluable on-the-job experience. Remuneration for internships are can either be paid, unpaid or on a part time basis.

### **Job Rotation**

In this type of training, trainees are given different

job roles and responsibilities in different departments over a period of time. This is an effective strategy for developing employees for management roles as they are alternated from one assignment to another exposing them to the entire chain of operations in the organisation.

\* well-structured job rotation program in an organization yields positive impact on job fulfilment and zeal to take on new challenges within the organisation. Rewards of this are building strong leaders, job enhancement and enthusiasm to perform due to exposure to new challenges and career development.

\* Off-The-Job training: This method of training is done at an organized off-site, at a different location from the current organization for an agreed time. The purpose of this method of training at a different site is to provide employees with a change of scenery which most times has a positive impact. They can also analyse previous behaviours for the purpose of reflection on what has been successful and what has not (Okanya, 2008). The trainees are provided with educational material, which covers the theory aspect. During the type of training, trainees feel more inclined to express their views and feelings. They can also explore new and pioneering impressions using case studies, conferences, seminars, audio-visuals, lectures, simulations and role-play. This is an expensive training method with expenses including the place of training, facilities used in training the employees, and hiring experts to add value to the training. A method of off-the-job training is the classroom instruction technique as described below:

### **Classroom Instruction Technique**

This type of training is typically designed to take place at off-site locations e.g. professional institutions and designated training centres.

Adamu, 2008 states that its main purpose is to stimulate and absorb the general principles of various ideas, the comparison between these ideas based on background knowledge. The techniques employed in this method include case studies and lectures. Seminars, Workshops, conferences and symposiums can also be used to achieve this type of training. A form of assessment is usually conducted after the training and a certificate of participation issued.

### **Employee Performance Indicators**

A major objective for HR departments is tracking employee training and its resultant effect. Organisations develop key performance indicators

(KPI) to guarantee ample return on investment from training of employees. Appropriately developed KPI serve as a yardstick for assessing the progress of employees against a series of wide-ranging goals or objectives. However, a significant number of organizations are unable to develop suitable KPI.

To effectively track employee training and its effectiveness, key performance indicators should include; specific objectives, measurable goals, relevant goals to the organization and Time-frame for achieving this goal. Hakala (2008) explains that the following indicators are used to measure performance:

**Quantity:** This indicator highlights the amount of items produced, or sold in comparison to the fixed standard i.e. the amount of items earmarked for production, processing and sale.

**Quality:** Several Indicators are used to measure the quality of a completed task. The ratio of work output repeated or rejected is an indicator. In a sales environment, a key indicator of quality salesmanship is the proportion of enquiries converted to sales.

**Timeliness:** This measures the speediness in the completion of tasks or provision of services. For example, in a manufacturing company; a time based indicator is the time frame used to produce a product or cycle time for a specific operation.

**Cost-effectiveness:** This factor can be used as a measurement evaluating how an employee is cost efficient.

**Absenteeism/Tardiness:** An absent employee cannot perform his/her duties. The performance of other employees can be impacted negatively by absences, too.

**Creativity:** This performance indicator may be problematic to quantify, but in a number of formal jobs, it is very vital. Managers and employees should create their own yardstick or metrics for creative input from employees.

**Policy Adherence:** Policies are put in place to create boundaries and ensure encouragement of creativity does not translate to deviation of companies' ethics, rules and regulations. Employees who deviate from company policies show that their performance and development goals do not align with those of the company.

**Gossip and Other Personal Habits:** This may not be an obvious performance-related indicator, but personal habits like gossip, can adversely affect performance and hinder that of others. Such behaviours should be confronted, and goals set to

reduce their occurrence.

### **Effect of Employee Training on Employee Performance**

Trainers must be knowledgeable on the relationship between training and profit (Pont, 2003). Training for the sake of training is no longer the order of the day. It must yield a competent workforce that can keep up to pace with the high level of skills and capabilities that are essential in today's dynamic work environment and prepare employees for future demands. It is then expected of trainers to use each opportunity as a response to achievements, mostly on the effect on the business to senior management (Pont, 2003). If the training provided is not delivered professionally, the quality of learning diminishes causing reduced individual competence and ultimately having an unfavourable effect on business performance (Biech 2009).

In a dynamic world of business and economic uncertainty, organizations acknowledge their plight in handling challenges that arise (Tai, 2006). As a result, firms should invest in training programs to ensure their employees are capable and competent to face uncertainties and take timely and effective decision, to maintain a competitive edge in the market. Effective training is of immense value to organizations as vital in capacity development, for the individual and organizational levels, as such influencing organizational performance (Ezigbo 2011).

Furthermore, it decreases the employee turnover and prevents employees changing jobs rapidly (Shaw et al 1998). It is also indicative of the organisation's dedication to its employees which in turn leads to an increase in their motivation.

**Agency,** effective training for staff involved in health financing, beneficiary management, and claims processing directly impacts the system's ability to deliver affordable and accessible healthcare services. Systems Theory emphasizes the need for holistic training programs that address the interdependencies within the healthcare system.

### **Empirical Studies on Manpower Training and Development**

#### **Impact of Training on Healthcare Efficiency**

Empirical studies consistently highlight the positive relationship between manpower training and organizational efficiency in healthcare. A study by Olaniyan and Okemakinde (2018) in Nigeria found that training significantly improves healthcare workers' competence, leading to better patient care and resource management. Similarly, WHO (2021)



underscores the role of continuous professional development in enhancing the quality of healthcare services, particularly in resource-limited settings.

In Borno State, where healthcare systems face unique challenges due to insecurity and limited resources, training is critical for building resilience. Healthcare workers must be trained to manage high patient volumes, operate in resource-constrained environments, and respond effectively to public health emergencies.

### Specific Training Needs in Healthcare

Different healthcare establishments have distinct training needs based on their roles and responsibilities:

#### Hospital Management Board (HMB):

Training programs often focus on clinical skills, hospital management, and the use of medical technology.

Studies indicate a need for administrative training to improve hospital management efficiency and reduce operational bottlenecks.

#### State Primary Healthcare Development Board (SPHCDB):

Training in community health, maternal and child health, and immunization campaigns is critical.

Studies emphasize the importance of building the capacity of community health workers, who form the backbone of primary healthcare services.

#### Borno State Contributory Healthcare Management Agency (BSCHMA):

Staff require specialized training in health financing, risk management, and data analytics to efficiently manage health insurance schemes.

Empirical studies highlight the challenges of implementing contributory healthcare systems, including the need for robust training in beneficiary engagement and claims management.

### Challenges in Training Implementation

Despite its importance, several challenges hinder the effective implementation of training programs:

**Funding Constraints:** Limited budgets often lead to inadequate training frequency and coverage.

**Security Issues:** In conflict-affected areas like Borno State, insecurity disrupts training schedules and limits access to external trainers.

**High Staff Turnover:** Trained employees often leave for better opportunities, reducing the return on investment in training.

**Lack of Tailored Programs:** Generic training

programs may not address the specific needs of healthcare establishments or individual employees.

Studies by Ibrahim et al. (2020) emphasize the need for context-specific training initiatives to overcome these challenges and maximize the impact of training programs.

### Benefits of Manpower Training in Healthcare

#### Improved Patient Outcomes:

Training enhances the clinical and interpersonal skills of healthcare workers, leading to better diagnoses, treatment, and patient satisfaction.

#### Operational Efficiency:

Trained employees are more adept at managing resources, reducing waste, and streamlining workflows. For example, in the SPHCDB, training in supply chain management ensures that essential medicines and vaccines reach remote areas efficiently.

#### Enhanced Job Satisfaction:

Continuous professional development boosts employee morale and motivation, reducing turnover rates.

#### Adaptability:

Ongoing training helps healthcare workers adapt to changes in policies, technologies, and healthcare needs, ensuring they remain effective in their roles.

Primary Healthcare Development Board, and Borno State Contributory Healthcare Management Agency, offering practical recommendations for improving training effectiveness and organizational efficiency in Maiduguri, Borno State.

### CONCLUSION

This study demonstrates the critical role of manpower training and development in improving organizational efficiency in healthcare institutions. The findings align with previous research in human resource development, particularly the Human Capital Theory, which emphasizes that investment in employee skills and knowledge is integral to enhanced organizational performance.

The research shows that while there are significant efforts made by the Hospital Management Board, State Primary Healthcare Development Board, and Borno State Contributory Healthcare Management Agency in promoting workforce development, several systemic challenges hinder the full potential of these initiatives. These challenges, particularly resource constraints and policy gaps, need to be addressed for these establishments to fully benefit from manpower training.

In conclusion, the study confirms that training and development are essential for improving organizational performance in healthcare settings. However, overcoming the challenges identified in this study is critical for ensuring the long-term sustainability of these practices.

### REFERENCES

- Adamu, S. (2008), *Manpower Planning and Administration*, Lagos: National Open University of Nigeria
- Afshan, S., Sobia, I., Kamran, A. & Nasir, M. 2012. Impact of training on employee performance: a study of the telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business* 4, 6.
- Ahmed, Ibrahim & Yohanna, Yemen. (2014). Training and Development as a Tool for Enhancing Employee's Productivity: A Case Study of Ashaka Cement Company, Nigeria Plc. *IOSR Journal of Business and Management*. 16. 17-26. 10.9790/487X-16531726.
- Armstrong, M (2000), *A Handbook on Personnel Management Practice* (5 edition), London: Kogan Page.
- Beardwell, I., Holden, L. & Claydon, T. 2004 *Human Resource Management a Contemporary Approach*. 4th Ed. Harlow. Prentice Hall
- Beardwell, Holden, L (2001) and I, *Human Resource Management: A contemporary approach*. Essex Pearson Education Limited
- Biech, E (2009). *Pfeffier Annual Set: Training and Consulting*
- Bratton, J and Gold, J (2000), *Human Resource Management: Theory and Practice*, New Jersey: Lawrence Erlbaum Associates, Inc.
- Dialoke I., Ukah F. O. & Ikoro E. I. (2016). Implications of Training and Manpower Development on Employee Productivity in Alvan Ikoku Federal College of Education, Owerri. *International Journal of Economics and Business Management*, Vol. 2 (4), pp30-39.
- Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017). The effect of soft skills and training methodology on employee performance. *European Journal of Training and Development*.
- Igbaekemen, G. O. (2014). Impact of leadership style on organisation performance: A strategic literature review. *Public Policy and Administration Research*, 4(9), 126-135.
- Kaimahi, T. K. (2015). *Improving Workplace Productivity in Public Sector Council of Trade Unions*. The New Zealand Council for Trade Unions.
- Karim, M. M., Choudhury, M. M., & Latif, W. B. (2019). The impact of training and development on employees' performance: An analysis of quantitative data. *Noble International Journal of Business and Management Research*, 3(2), 25-33.
- Malaolu, V., & Ogbuabor, J. E. (2013). Training and manpower development, employee productivity and organizational performance in Nigeria: An Empirical investigation.
- Naveen, B. & Ramesh, T. B. (2015) Productivity Improvement in Manufacturing Industry Using Industrial Engineering Tools. *Journal of Mechanical and Civil Engineering*. Vol.6 (1). Pp 11-18
- NGUTSAV, D. A. S., & IJIRSHAR, V. U. (2018). Labour Productivity and economic growth in Nigeria: A disaggregated sector analysis. *Lafia Journal of Economics and Management Sciences*, 3(1), 256-256.
- Ofobruku, S. A., & Nwakoby, N. P. (2015). Effects of mentoring on employees' performance in selected family business in Abuja, Nigeria. *Singaporean journal of business, economics and management studies*, 51(2681), 1-22.
- Ogundiran, S. O. (2018). Manpower Development: A Tool for Efficiency and Productivity of Employees. *KIU Journal of Social Sciences*, 4(3), 201-209.
- Okowa, E., & Vincent, M. O. (2019). Human Capital Development and Labour Productivity in Nigeria. *Australian Research Journal of Humanities, Management and Social Sciences*, 11(1), 142-155.
- Paulley, F. G., & Owede, V. C. (2020). Awareness Level of Sustainable Development Goals among Social Science Education Pre-Service Teachers in Niger Delta University, Wilberforce Island, Bayelsa State. *Benin Journal of Educational Studies*, 26(1&2), 52-64.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International journal of law and management*.
- Sanusi, F., & Dibyantoro, D. (2022). Improving Employee Performance Through Innovative Work Behavior, *Tbk Periode 2011–2020. Syntax Literate; Jurnal Ilmiah Indonesia*, 7(5), 5189-5202.
- Taamneh, A., Alsaad, A. K., & Elrehail, H. (2018). HRM practices and the multifaceted nature of organization performance: The mediation effect of

organizational citizenship behavior. EuroMed Journal of Business.

Tolulope, A., & Joshua, S. (2016). Manpower training and employee performance in public organizations: a study of Ogun state property and investment corporation (OPIC). *Revista de Administratie Publica si Politici Sociale*, 17(2), 19-37.