



## HUMAN CAPITAL DEVELOPMENT EFFECTS' ON EMPLOYEES PERFORMANCE IN PUBLIC HOSPITALS IN NIGERIA: STUDY OF FEDERAL MEDICAL CENTRE, BIDA

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### Abstract

*This study examined human capital development effects on employee's performance in public hospitals in Nigeria. Methodology used for the study cover both primary and secondary sources of data collection. Survey research design was adopted. The population of study is 1578 comprises of medical and non-medical staff of Federal Medical Centre, Bida. The tools that were used in analysing data collected include simple percentages, and one sample t-test analysis. The study revealed that training and development has a significant positive influence on employee's performance. Level of former education and level of work experience has a positive significant influence on employee performance. Therefore, it was concluded that human capital development has a significant positive effect on employee performance, thereby recommends that management should have compulsory training programmes for all employees in order to make them more productivity and to improve performance. The study recommends that management should live up to their responsibility by adequately funding training, seminar, and conference programs to enable them sustain human capital development programs in FMC, Bida.*

**Keywords:** Human Capital, Training and Development, Productivity, Employee Performance, Public Hospitals

### Introduction

For any organization to succeed it depends on the efficient and effective performance of its employees. Chijindu et al., (2016) opined that employees are organizations most valuable assets because they project image of the organization, possess the skills and experience to develop and transform the organization. In the same vein, Ogujuiba (2013) argued that, there can be no significant development in any country without adequate HCD practices. HCD practices have therefore become very imperative for

any organization to attain success and economic growth.

On the other hand, Human capital development plays a vital role in relation to employee performance. This is because everything that needs to be conducted is run by the human resources in the hope to achieve optimal results according to organizational goals as collective team efforts between employees and their employers that development is an effort to improve employees' skills so that they are capable of handling various activities beyond their present capability Rumawas (2015). According to Puteri, (2015) that the

position of human capital becomes critical in an organization. The role of human capital in an organization occupies an important position as human capital can be a differentiating factor of an organization to another. Along with the development of human capital to switch its position as the capital for an organization so that it can be a competitive advantage for an organization as it is expected to improve the performance of employees of an organization.

For organizations, human capital development is basically an investment. Investment in human capital is an expenditure aimed at improving human production capacity, through efforts to improve work education and training as well as health. The logical reason that can be put forward is that an educated, skilled and healthy workforce will become a productive workforce and further increase in productivity means an increase in profits for the organization. With good human capital management, organizations will have competitive power and become difficult to replicate Rumawas (2018).

Human capital investment is a means through which labor force or the population that is willing and able to work acquires skills and knowledge required for the transformation of the organization and bringing about efficiency and productivity. It is believed that when employees are well trained and educated, the tendency towards innovation and creativity increases, which in turn improves the overall effectiveness and organizational performance, and strengthens the entrepreneurial activity in the country. When there is an increase in entrepreneurship, there will be an increase in goods and services produced as well as employment opportunities. Countries such as Japan, Great Britain, France, the United States of America, and China invest a lot in human capital, and they have done this for years. This is why they remain developed to date (Amadi & Alolote, 2019).

It is no exaggeration in the assertion that the most significant resource of any organization is often said to be its people. People, knowledge and skills are known as human capital (HC), Human Capital is the central of intellectual capital that energizes organizational performance. Human capital development has been known as an important factor

for the enhancement of employees' capabilities to attain better performances (Okafor et al., 2019). human capital development should be on a continuous basis. In other words, Nigeria hospital employees should be trained and re-trained continuously and adequately motivated in order to stimulate high productivity as this is one sure way that leads to performance sustaining (Anosa, 2021). Therefore, human capital development is essential for sustainability and growth of an organization. It is thus us, being realized now that the forces that give life to an organization are the human energy and creativity operating therein (Anosa, 2021).

Similarly, F. N. Onah (2018) established that in Nigeria, oil and gas resources are great assets, the greatest and most valuable asset of a nation is her people; because there is no oil-well richer than the human brain. It therefore means that for us to be a great nation, we must as a people begin to devote resources and pay attention to human capital development.

Education and health are the basic objectives of development; they are important ends themselves. Health is central to well-being, and education is essential for satisfied and rewarding life: both are fundamental to the broader notion of expanded human capita development that lie at the heart of the meaning of development (Amadi & Alolote, 2019).

Nigeria Federal Medical Hospitals is not an exemption to employee performance but no much emphasis on employees' performance. This is evident in the face of the present challenge for suitable human capital development procedures for the enhancement of employees' performance (Okafor et al., 2019).

Hence, in relation to the government owned organisations, employees' performance is associated with the provision of essential services rendered to the general public. Though been a non-profit organisation, the employees need to have the qualifications and necessary skills that may influence the credibility of the institution towards the realisation of their core goals and objectives. In view of this, Federal Medical Centre, Bida is an arm of government of Nigeria. It has various categories of workers which comprises of medical and non-medical staff as both coming

together to form a unique organisation, rendering essential services for the good of the general public (Chijindu et al., 2016).

According to Okafor et al., (2019) the issues concerning employees' performances in Nigeria health sector has become a worrisome phenomenon among health management practitioners as Nigeria loses a lot of money due to the fact that her citizens travel abroad for treatment of different kinds of health condition. Worst still is that government officials including the president of Nigeria, patronises health facilities abroad. The situation is made worst in that while much is known on how human capital development has been used to improved employee's performance in other industry. There is still limited literature on human capital development in Nigeria health sector specifically Federal Medical Hospitals in Nigeria. Studies on issues associated with human capital development in Nigeria Federal Medical Hospitals are rarely found.

This study seeks to examine human capital development and its effects on employee's performance in Federal Medical Centre, Bida (FMCB). The Federal Medical Center Bida was established on April 3, 1997 as a result of an agreement between the Federal Government of Nigeria and the government of Niger State. Following the agreement, the former General Hospital Bida was upgraded to a tertiary health facility. The vision is to be the foremost health institution giving the best tertiary health care and comprehensive support as far as to the grass root level (of health care delivery) in Niger State.

The productivity of workers is falling resulting to low performance of the organization. This is because most organizations fail to send their employees on training because most organizations believe that workers are dubious in nature, after returning from training they desert their firms to join other firms. Therefore, this study examines the effect of human capital development on employee performance in Federal Medical Centre, Bida, Niger State Nigeria.

## **Literature Review**

### **Theoretical Framework**

#### **Human Capital Theory**

Schultz (1961) laid the ground for this theory which was later advanced by Becker, a Nobel prize winner in economics, in 1964 in his work on the economics of employer-provided training. The theory posits that the education or training of workers increase their productivity and income level as it raises their skills level and knowledge. In driving home, the main dictum of the theory, Becker (1967) categorized human capital into specific and general for which a clear distinction was made available. According to Becker (1967), specific human capital arises when workers acquire knowledge directly tied to their firms, such as how to use proprietary software. Companies are happy to pay for this kind of training since it is not transferable. On the other hand, general human capital bothers on the expertise acquired through training and education for which its application is across all facets of productive engagement (writing and reading skills fall into this category). Companies are often reluctant to go for this, because they may well jump ship to whichever company pays them most. In Becker (1967) train of thought, human capital bears similarities with the traditional factors of production like property, plant and equipment. As such funds can be invested in the development of human capital through training, education, provision of quality health care, and the level of total output, like the tangible investment in capital, varies partially with the rate of return on human capital owned. In this sense, human capital can be classified as a factor of production for which continuous investment results in increasing level of output.

According to the human capital theory, development of employees is best achieved through educating the human capital as well as enhancing their welfare. According to the theory, the development initiatives can include schooling, training, and improvement of benefits such as medical care Muralis (2018).

#### **Resource Based View Theory:**

Resource Based View (RBV) was articulated into a coherent theory by Wernerfelt (1984). The theory states that the organisational resources and capabilities that are rare, valuable, nonsubstitutable, and imperfectly imitable form the basis for a firm's sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies

that are firm specific, produce complex social relationship; are embedded in a firm's history and culture, and generate tacit organizational knowledge (Odhong, et al., 2013).

This theory recognises human capital as the most valuable, non-substitutable and imperfectly imitable resource that a firm can successfully utilize to achieve organisational productivity and competitiveness. Resource-based theory is linked to human capital theory in that they both emphasize that investment in people adds to their value to the firm (Baron & Armstrong, 2007).

### **Human Capital Development**

Human capital development which is conterminous with human capital formation, human resource development, investment in human capital, on the other hand refers to the process of acquiring and increasing the number of persons who have skills education and experience which are critical for economic and political development of a country, Wilson (2017). Human capital development according to Raymond and Ekponaanuadum (2021) refers to the process of acquiring and increasing the number of persons who have the skills, education and experience that are cited for economic growth and development of country's economy, it is the deliberate and continuous process of acquiring requisite knowledge, skills and experiences that applied to produce economic value for suitable national development.

In general, the overall benefits of human capital development is that they make individuals employee more effective and in turn this translates to organizations through the human capital achieving and maintaining competitive advantages, Murali (2018).

### **Conceptual Framework**

Cross, (2019) mentions "human capital as human resources. He also said that human capital is of two dimensions; first it is the financial, physical capital which he said to be the tangible assets. The second is the knowledgeable capital which he called the intangible assets". And that Human capital draws attention mainly on two (2) components which are individuals and organizations. Ugochukwu & Ikechukwu, (2018) defines human capital

development as systematic and continuing process of analysing an organisation's human capital needs under changing conditions and developing personnel policies to the longer-term effectiveness of the organisation. human capital development is also defined as the determinant of human capital required by the organisation to achieve its strategic goals. It is the process for ensuring that human capital requirements of an organisation are identified and plans are made for satisfying those requirements. In the wider sense, therefore, investment in human capital means expenditure on health, education and social services and in its narrow sense it implies investment in education and training.

### **Employee Performance**

Performance is a general term used to explain the whole or partial actions or activities of an organization within a period in relation to a number of standards such as past or projected costs, based on efficiency, responsibilities or management accountability and the like (Gaol, 2014). Performance on the other hand is results of work that can be achieved by someone or a group of people in an organization according to their competency and responsibilities in order to legally attain organizational goals, without trespassing the laws; this needs to be done ethically as well as morally Rumawas (2015).

CIPM (2007) defined employees' performances as an individual level variable. That is, performance is something a single person does. It is important to note that there is no one universally accepted model for employees' performance improvements, but guidelines are followed depending on the nature of the organization and approach of the individuals attempting to implement them. In simple words, employee performance means the ability of employees to achieve individual allocated task on daily bases, the achievement of department objective and improvement in individual productivity. The understanding of individual employee performance is critical to the success of an organisation as it involves a systematic approach to the assignments of work, expectations and supporting employee efforts Okafor et al., (2019).

The objective of every organization is to improve individual work performance as it becomes imperative



without performance, an organization is zero. Ali, G. (2020) states that to define employee performance, organizations use different measures which include; the achievement of set goals, timely completion of assigned task and quality of output. Employee performance is also defined by the demonstration of competencies determined by whether employees behave in a way that is expected of them on their jobs, these criteria correspond to each other; however, they are different. Mensah (2015) states that most managers are able to identify goals but confuse competencies and skills.

### **Employee Training and Development**

According to Choudhury & Mishra (2010) as cited by Puteri (2015) training tends to be a key element in the development of human capital. Training employees contribute to the economic capital stock. Training is also very closely related to an innovation that will improve the skills of employees. Therefore, the development of human capital through training will complement these innovations. Training is a process of teaching specific knowledge and skills and attitudes so that employees are more skilled and able to carry out their better responsibilities, according to the standard (Puteri, 2015). In other words, the organization provides training to its employees to bridge the gap between the competences of their existing employees with the required competencies of the organization. It is not easy to say that after doing the training on the employee then began the development of the employee. The next step is to emphasize the long-term development and focus on developing the ability of the manager now or in the future. Development management is an attempt to improve performance management today or in the future by providing the knowledge, changing attitudes, or increasing skills.

### **Empirical Review**

Muhammad and Naintara (2013), in their work: The Impact of Human Capital on Company Performance and the Mediating Effect of Employee's Satisfaction, determined to find the effect of human capital on performance of the firm with the mediating effect of employee's satisfaction with his job. The research type was quantitative and for the collection of data, questionnaires were used. The sample size used was

200 and the target area was the telecom sector of Pakistan which included three leading companies in the telecom sector of Pakistan (i.e. Mobilink, Telenor and Ufone). The results showed that human capital investments have a strong relation with firm performance and employee's satisfaction mediates the process between both variables.

Yaya (2016) investigated the effect of human capital development on job satisfaction of librarians in Nigerian public universities. A correlation survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self developed questionnaire. The study revealed a significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

Chijindu, Ibeh, and Emerole (2016) examined the effect of human capital development programmes in optimizing employee productivity in Abia State. The research adopted survey research design, primary and secondary data was used, and questionnaire and oral interview was used in eliciting information from the respondents. The Population of the study consist of three hundred and fifty-seven (357) employees of the organisation, using Taro Yemen formula the sample size was deduce to be one hundred and eight nine (189), and simple random sampling technique was used to select the respondents. Descriptive statistics and Logistic Regression analysis were used to analysed the data obtained with the aid of SPSS version 20. The analysis was based on one hundred and sixty-five (165) questionnaire well filed and returned. The major findings revealed that human capital development programmes employed in Abia State House of Assembly includes: Training, Seminar, Workshop, and Skill Acquisition. With regards to the

relationship between the human capital development programmes employed in Abia State House of Assembly and the productivity of their employees, Logistic Regression result revealed that: training, seminars, workshops and skill acquisition are the human capital development programmes that are significantly related to the productivity of employees. The researcher concluded that training, seminars, workshops, skill acquisition enhances employee's productivity when effectively and efficiently implemented and sustained, and thus, recommends that government should live up to their responsibility by adequately funding Abia State

## Methodology

### Research Design

**Survey Research Design:** This approach is a research method that studies people or objects, their attitudes, belief system, opinions and other behavioral

manifestations. Survey research is designed to scientifically describe phenomena and their relationships in the actual environment after a given time, survey must depend instead on samples of respondents drawn from the population and considered a representative of the population. This work was carried out in Federal Medical Centre, Bida, Niger State, Nigeria. The population of the study consists of 1578 comprise of medical non-medical staff. This study makes use of primary data. The instrument employed for data collection is questionnaire constructed by the researcher. Reliability of instrument make used of correlation method. The need to enhance easy comprehension and analysis prompted the use of the frequency distribution table to present the data gathered. Simple percentage analysis was employed to answer the research questions. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

### Data Presentation and Analysis

Table 1: The Population And Percentages

S/No.	DEPARTMENTS	POPULATION	PERCENTAGES
1.	Surgery Department	20	1.27%
2.	Accident & Emergency	10	0.63%
3.	Ear Neck and Throat	8	0.51%
4.	Anesthesia	6	0.38%
5.	Family Medicine	38	2.41%
6.	Radiology	20	1.27%
7.	Dental department	21	1.33%
8.	Pediatrics	18	1.14%
9.	Ophthalmology	18	1.14%
10.	Internal medicine	17	1.08%
11.	Community health	45	2.85%
12.	Obstetrics and gynecology	23	1.46%
13.	Mental health	2	0.13%
14.	Administrative department	333	21.10%
15.	Finance department	87	5.51%
16.	Audit department	18	1.14%
17.	Works and estates department	90	5.70%
18.	Hematology department	26	1.65%
19.	Anatomy and histopathology	10	0.63%

20.	Pharmacy department	49	3.11%
21.	Physiotherapy department	6	0.38
22.	Health information department	76	4.82%
23.	Medical Social Services	24	1.52%
24.	Nursing services department	613	38.85%
.	TOTAL	1578	100

**Table 2: T-Test**

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Population	24	65.7500	134.30052	27.41398		

  

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Population	2.398	23	.025	65.75000	9.0399	122.4601

From the t-test result, it revealed the mean of the data to be 65.75 with a standard error of 27.41 implying that there are good representation of the data been sampled. The result also indicates that it is statistically significant since the P-value = 0.025 < 0.05.

### Findings and Discussions

The results established that human capital development is a significant predictor of employee performance. By implication, the result shows that providing consistent training and development programmes that are related to the specification of jobs and methods will assist in satisfying and improving the performance of health workers in Nigeria.

The study by Camuffo and Wilhelm (2016) as cited by Adewale et al., (2020) also affirmed that sustainable performance could be achieved when jobs are clearly defined, employees are promoted as at when due and training acquired create opportunity in the external environment that match the firm's overall objectives. According to Adewale et al., (2020) when employees are trained and developed, they can get, acquire and improve their skills that help them

perform well at work and when they can do so they get the confidence they need to participate and involve themselves in decision-making processes in various levels of the organization. In studies before this, human capital development components (especially training and development and education) are used as antecedents, drivers or factors of employee performance.

### Conclusion

the importance of human capital development, and the role it plays in providing an organization with the high quality of personnel necessary for effective and efficient services, we must conclude, that the development of human capital, especially in federal hospitals in Nigeria is inevitable. Any nation that desires guaranteed economic vitality and self sufficiency; high quality human development indices, social wellbeing and qualitative life for its citizens must of a necessity place high premium on human capital development

## Recommendations

Based on these findings of the study, government should view human capital as an asset, not as variable costs. It can be deduced from the above analysis and discussions that human capital development is vital importance to individuals, organizations, and industries; it is arguable that the human capital development can be used to ensure that employees gain better efficiency when it comes to interpersonal relations as well as better systems thinking. It does not only improve their understanding of their work-related duties, but it also improves their understanding of how the entire organization functions. They gain a better understanding of how the different aspects of the organizations blend together.

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- There are dimensions to follow in order to better employees' productivity and performance, these are, On-the-job training and off-the-job training, formal education, conferences, seminar and workshop should be encouraged in order to improve employee's performance and to be abreast with current human capital development practices.
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