

Research Article

Effective Management Practices of Government Owned Tertiary Hospitals: A Way out for Employee Development in Enugu State

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Abstract

The study examined effective management practices of government owned tertiary hospitals with regards to employee development. Low patronage and unprofessionalism of staff of government owned tertiary hospitals in Enugu state is tending towards an alarming rate. In every organizational set up, efficiency and productivity are of utmost importance, and it is common knowledge amongst managements of such organizations that these can only be attained through the employees. The aim of this study was to determine the extent to which staff training influences quality of output of employee, assess the extent to which conflict resolution affects punctuality at work of employee and ascertain the extent manpower planning influences employee turnover of government owned tertiary hospitals. Descriptive survey research design was adopted. A sample of 328 respondents were drawn from junior and management staff of selected government owned tertiary hospitals in Enugu State. A 4-likert scaled questionnaire with 18 items was used for data collection. Mean and t-test were used for analysing responses to the research questions and testing the hypotheses. Findings revealed, among others that staff training positively and significantly influenced quality of output of employee of tertiary hospitals $t(4)= 2.506, p< .05$], conflict management positively and significantly affected punctuality at work of employee of tertiary hospitals $t(4)= 2.324, p< .05$] and manpower planning influenced employee turnover of government owned tertiary hospitals $t(4)= 2.401, p< .05$]. It was concluded that management practices significantly and positively affected employee development of government owned tertiary hospitals in Enugu state. It was recommended, among others that as part of efficient management practice, already budgeted funds for career training and development in government owned tertiary hospitals should be enhanced through training, conflict resolution and manpower planning.

Keywords

Career Training, Employee Development, Management, Staff, Tertiary Hospital

1. Introduction

Effectiveness is a feature that organizations are known for; be it private or public, for profit or non-profit, small or big. In

government owned tertiary hospitals, productivity is usually aimed towards welfare maximization. Government owned

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tertiary hospitals have the mandate of serving the general good of the people, which even though might result in inefficiency [12]. Though the public expect efficiency of government owned tertiary hospitals in provision of services, they are more interested in effective management practices of the hospitals. To be effective, government owned tertiary hospitals need to respond to public perceptions regarding public needs and demands and maintain equity in provision of services [4]. Effectiveness or ineffectiveness is often mentioned in public sector such as government owned tertiary hospitals. To different people in different situations and environments, effectiveness means different things. In service-oriented organizations, it often refers to welfare returns or outputs in respect of a given input. According to Jehanzeb and Beshir [8], effective managers are result-oriented and are bent on achieving management objectives. Effective managers are holistic in thinking and actions, good team workers and astute in pursuing organizations' goals. Kehoe and Wright [10] maintained that effective management practices is about achieving the goals of that organization. For Robbins, Odendaal, & Roodt [14], effectiveness refers to achieving organizational goals, or getting things done. The authors present effectiveness simply as achievement of goals.

Interestingly, government owned tertiary hospitals do not have the same goals or interests. The government owned tertiary hospitals have broader set of interests, goals, values and norms, and are more concerned with welfare services. Unlike the business sector, most public sector organizations for example do not operate within a free competitive market. On the other hand, the main consideration of business sector organizations is profit and economic surplus [15]. Also, countering the 'one-size-fits-all' view of effectiveness expressed by the above authors, Nwokorie [11] argued that effectiveness in public and non-profit organizations is better viewed from multiple perspectives because most public and non-profit organizations are involved in production of public goods and services, with the aim of identifying and satisfying social needs and expectations of the people, instead of welfare services.

If effectiveness is simply seen as "getting things done", it holds implications in institutionally corrupt societies. In a short-term perspective, corruption can help business sector organizations to get things done or achieve goals; it might even be the only route to goal actualization. In this sense, it helps organizations to become effective. In this way, corruption can contribute positively to effectiveness. In the long term, corruption is detrimental to good governance, makes it more difficult to actualize short and long-term goals of public sector organizations and subsequently erodes the effectiveness of government institutions because corruption in several ways decreases the positive outcome of government spending [10]. Since the main goal of business organizations is profit maximization, they can achieve their short and long-term goals through corruption in institutionally corrupt societies. This literally makes them effective. However, such cannot be

said of public sector organizations like government owned tertiary hospitals whose broader goal is rendering welfare services to the public. Notwithstanding, the short term "benefits" of corruption decreases the quantity and quality of public goods and services and makes public sector organizations ineffective.

With all the "benefits" of corruption highlighted above, one wonders why public sector organizations in Nigeria are yet to reap these benefits despite the depth of institutional corruption in the country. The reason for this could be drawn from the explanation by Russel, Terborg and Powers [15] that the negative effect of "extreme" selfishness of public officials, which they pursue through illegitimate means, consequently, results to "predatory behaviours." Such extreme cruel behaviours through improper use of public office for private purpose is taken to the extreme because such behaviours have been transformed to a necessary part of institutional duties, rules, routines and expectations of the public sector managers' job. These make public sector managers provide their official services in exchange for personal profits [3].

Effectiveness of public and non-profit organizations according to Martz [19] could be determined based on staff training and development, conflict resolution and the number of staff developed, people served, programmes efficacy, community impact among others. This, therefore, presents effectiveness in a much broader view, than mere goal actualization, though it aims at achieving goals. However, this study emphasizes a broader sense of government owned tertiary hospitals that embrace the values, characteristics, and ethics of public sector service, which anchors on getting things "rightly" done through due process. Alex, Zakarim and Patrick [2] define ethics as a set of principles that provide a framework for right actions. The ethical principles include (i) selflessness, which demands public servants to make decisions and act strictly in public interest, (ii) integrity, which demands public servants to conduct their public, professional and personal lives in a manner that maintain and strengthen public trust and confidence in public organizations, (iii) objectivity, which demands public servants to act impartially and make decisions based on merit; and (iv) accountability, which demands that public servants be held responsible for their official decisions and actions. These principles are public sector values and beliefs that characterize public sector organizations and employees of public sector organizations [5]. Going by these principles, values and ethics of public sector organizations, corruption does not contribute to public sector effectiveness, it rather contributes to public sector ineffectiveness. As a result, this study does not consider corruption as a proper means to effectiveness in public sector organizations. It has been observed that management practices in public sector such as staff training, conflict resolution and manpower planning influences quality of output of employee, affects punctuality at work of employee, and influences manpower planning of public sectors such as government owned tertiary hospitals among others.

In every organizational set up, efficiency and productivity are of utmost importance, and it is a common knowledge amongst managements of such organizations that these can only be attained through the employees. This is why managers of organization seek to recruit the best applicants and train their existing employees, hoping to improve efficiency and maximize productivity. As result, employee training and development has become an integral part of the corporate world. However, the case appears to be different in public sector organizations in Nigeria. Employee training and development is frosted with mirage of issues, which culminate into poor staff performance and ultimately low productivity in such organizations. This largely account for the overall performance level of government owned organizations in the country. One major contributory factor to the poor staff training and development system that public sector must contend with is ineffective management practices. Burdened with corruption, ineptitude of managers and poor supervision, public sector organization in Nigeria appear to be unable to build and sustain structures that will aid in-service training, professional development programmes, seminars & workshops, conferences and all other forms of career development for staff, which in turn would have led to improved performance.

Effective management practices of government owned tertiary hospitals in Nigeria have remained elusive since independence because of systemic. The increasing desire for effective management practices of government owned tertiary hospitals has attracted the attention of management researchers, scholars and practitioners globally, especially on how to subdue inherent challenges in managing government owned tertiary hospitals effectively. According to Drucker cited in Russel, Terborg & Powers [15], effective management of public sector protects democratic societies from sliding into totalitarianism. These give attention to the actions, behaviours and roles of public managers in Nigeria and how they affect effectiveness of public sector management. Staff training and manpower development is a necessary ingredient of management practices. Development and training of staff in public sector greatly affect effectiveness of the organizations. This study will pay attention to management practices of government owned tertiary hospitals in Enugu state, and how such practices affect management of government owned tertiary hospitals in the country. This is the thrust of the study.

1.1. Research Objectives

The general objective of the study is to examine the effective management practices of government owned tertiary hospitals: a way out for employee development.

The specific objectives are to:

- 1) determine the extent to which staff training influences the quality of output of employees.
- 2) assess the extent to which conflict resolution affects

punctuality at work of employee.

- 3) ascertain the extent manpower planning influences employee turnover of government owned tertiary hospitals.

1.2. Hypotheses

Ho₁: Staff training does not positively and significantly influence quality of output of employee.

Ho₂: Staff training positively and significantly influences the quality of output of employees.

Ho₁: Conflict resolution does not positively and significantly affect punctuality at work of employee.

Ho₂: Conflict resolution positively and significantly affects punctuality at work of employees.

Ho₁: Manpower planning does not positively and significantly influence employee turnover of government owned tertiary hospitals.

Ho₂: Manpower planning positively and significantly influence employee turnover of government owned tertiary hospitals.

2. Conceptual Review

2.1. Management Practices

Management practices usually refer to the working methods and innovations that managers use to improve the effectiveness of work systems. Common management practices include: empowering staff, training staff, introducing schemes for improving quality and introducing forms of technology. Effective management is getting things done efficiently and effectively with and through other people. It involves planning, organising, and aiming to achieve organisation's objective. An effective manager is often described as having a vision of where to go and the ability to articulate it. He must be a good communicator. A good and effective manager is the one who could direct, supervise, encourage, inspire and co-ordinate and in doing so facilitate action. Being decisive in fundamental to effective management [13]. Management practices involve communicating well, engaging workers, rewarding efforts, delegating task and listening actively. Best management practice involves communicating the organisations' goal and strategies. Good management begins with a clear set of goals and objectives of the organisation. Management practices involve leading by example, developing your employees, listening actively and communicating effectively and actively. Planning is an important function of management. It is a continuous process. It involves determination of future course of action [3].

2.2. Public Sector Organization

Government owned tertiary hospitals like University of Nigeria Teaching Hospital (UNTH), Ituku-Ozalla and Enugu State University of Science and Technology (ESUT) Teach-

ing Hospital, Parklane, Enugu both in Enugu State, Nigeria are public sector organizations that render welfare services to the public. Public sector organization in a broader concept incorporates both core civil service organizations and the public service organizations. The increasing expectations of the public from public sector organizations has diversified the scope, increased the functions and broadened the concept of public sector organizations. Public sector organizations consist of core administrative branch of government organizations (civil service organizations) and others that work under their supervision, as well as organizations that implement public programmes, policies and provide public services to the citizens (public service organizations) [13]. In general terms, they are agencies, entities and related government organizations that deliver public programmes, goods, or services whose sources of funds are from taxes, fees, charges and direct financial allocations or subsidies from government. They are publicly controlled or publicly funded [6]. They include ministries, departments, agencies, statutory bodies, publicly owned corporations, among others.

2.3. Public Sector Management

Management is a social practice that put various means in place for the achievement of various ends. It is concerned with achieving certain situation through the implementation of various courses of action in an organization [26]. On the other hand, Montana & Charnov [20] gave two related definitions of management as: (i) a means of getting things done through people; and (ii) a means of achieving the objectives of both the organization and its members by working with and through people. Management is the process of designing and maintaining an environment through which people work together to accomplish selected aims. Thomas [26]; Jabbar, Hussin, Hashmi and Jafri [7] agree that management is seeking to achieve established objectives through people, though their approaches may vary. Public sector management seeks to achieve the goals of public sector organizations through people. Effectiveness of public sector organizations relates to how the outcomes of such goals affect the public. Public satisfaction reflects managerial effectiveness of public sector organizations. Unlike in business organizations, effectiveness of public sector organizations is not often financially quantifiable [18].

The distinctiveness of public sector organizations makes their management different from business sector organizations. Unlike the private sector organizations that are often accountable to a board made up of shareholders, management of public sector organizations are headed by political leaders who are accountable to the electorates or the public. However, in an institutionally corrupt society, part of the challenges to effective management of public sector organizations is that political accountability is a mirage because the systemic nature of corruption has prevented the citizens from seeing the need to demand for accountability from political office hold-

ers. Management of public sector organization is guided by legislation, regulations, laws and political support. Most public sector organizations are not profit-oriented; the primary aim of public sector organization is to improve the communal interests of the citizens through provision of effective public goods and services. Public sector organizations have a broad range of goals, which make them different from the private sector [28].

2.4. Managerial Effectiveness

Effectiveness according to Oxford dictionary is “the degree to which something is successful in producing a desired result; success”. Nwokorie [11] sees managerial effectiveness of any organization as the extent to which members of such organization succeed in achieving the organization’s goals. Organizations’ managerial effectiveness is defined based on organizational goal achievement. However, Martz [19] noted that since different organizations have different goals, effectiveness therefore vary according to organizations and their goals. For example, the goals of business sector organizations are centered on profit-making. This is different from the goals of public and non-profit organizations, which are multidimensional, non-profit oriented; and are centered more on producing goods and services that serve public needs and guarantee public good. Effectiveness of public and non-profit organizations according to Martz [19] could be determined based on the number of people served, programmes efficacy, community impact, etc. This, therefore, presents effectiveness in a much broader view, than mere goal actualization, though it aims at achieving goals. It is the amount of success an organization records in pursuant of its set goals.

Managerial effectiveness and efficiency are often used interchangeably by different people to represent attainment of organizations’ goals, growth and success. But these are two concepts with different meanings, even though they are often supposed to go hand-in-hand. Organization’s managerial effectiveness is however, seen as the degree to which an organization is able to achieve its set goals. While efficiency is the level of economy in terms of cost saving, or input/output ratio of human, material and financial resources expended in achieving such goals. The level of output an organization achieves with its limited resources determines its efficiency, while the extent to which it succeed in doing what it set out to do within a specified time frame determines its effectiveness. An organization could be highly efficient, but ineffective and it could also be effective, but very inefficient [13].

2.5. Employee Development and Training

Employee development refers to the institutional policies, programs and activities that facilitate and support employee in acquiring the skills, knowledge and attitudes required to undertake current and future responsibilities and roles in ways that are considered with the goals of the organization. Em-

Employee development can also be seen as a process that assists individuals in an agency or organization in attaining new skills and knowledge, gaining increasing levels of competence and growing professionally [9]. Training and development are functions within Human Resources Management used to fulfil the gaps between current and expected performance [23]. Training is planned and systematic activities which are focused on enhancing the level of skills, knowledge, and competency [21]. It is the process of conveying essential skills, programmed behaviour, so that individuals become aware of rules and procedures to guide their own behaviour to accomplish their job effectively. Training is focused on improving the skills necessary for accomplishing organizational goals since it expands the efficiency of individuals, groups, and organizations [8]. Although the concept of development can be seen as training, gaining new abilities and skills for personal growth, it may also be seen as a broader concept. It may be seen as the holistic, long-term growth of individuals to perform future roles and responsibilities [21].

According to Uzochukwu, Onwujekwe and Ezumah [27], employee development can be defined as the process of providing opportunities for employees to improve their knowledge, skills and performance in line with the goals and values of the organization and in relation to the interest and needs of the employees. They further elaborated on the purpose of employee development as follows:

- 1) To provide planned staff development opportunities that provide the learning necessary to enable the employees perform in the level of competency required in current and frame position assignments.
- 2) To foster a climate that facilitates personal self-fulfillment, institutional effectiveness, human creativity and system renewal.
- 3) To establish viable and meaningful programs that enable system personnel to work comparatively towards achieving the system goals and their own personal goals in the areas of achievement, satisfaction and self-fulfilment.

Employee training and development is one of the most significant motivators used to help both individuals and organizations in achieving their short-term and long-term goals and objectives. Training and development not only enhance knowledge, skills, and attitudes, but it also offers several other benefits. The following are common benefits of employee training and development, according to Nassazi [21]:

- 1) It increases employees' morale, confidence, and motivations.
- 2) It lowers production costs because individuals can reduce waste.
- 3) It promotes a sense of security which in turn reduces turnover and absenteeism.
- 4) It increases employees' involvement in the change process by providing the competencies necessary to adjust to new and challenging situations.
- 5) It opens the doors for recognition, higher pay, and

promotion.

- 6) It helps the organization in improving the availability and quality of its staff.

It is noteworthy to remember that individuals become more productive [1], because training and development programs improve individuals' skills and abilities. Even organizations offer tuition reimbursement for individuals to attend such programs [8]. In summary, there are several benefits that employee training and development programs offer to individuals and organizations.

3. Theoretical Framework

3.1. Theories of Leadership

Considerable volume of theories and research has been carried out on leadership because of its relevance to group action. It is, therefore, no surprise that when in 1974 Stogdill completed his research on leadership, he analyzed over 3000 books and articles in the field. Though legion of leadership theories has been propounded, we are going to discuss briefly those considered popular and relevant to us.

3.2. Trait Theories of Leadership

The trait theory of leadership argues that there are certain traits which effective leaders should possess. According to Stogdill [24] the traits most cited in empirical studies are intelligence, achievement, dependability, and socio-economic status. He further argued that this might be because someone with one or more of these traits might be so different from others in the group that he would be viewed more as a deviant than a leader. Intelligence, for example is measured in many ways. While there is generally some correlation in intelligence test, it is common for a person to score high in one test and relatively low in another. Second, there is a failure to distinguish between effective and ineffective leadership. One might have a great deal of leadership capacity and have little ability to lead others in productive activity. According to Nwankwo [22] "characteristic like decisiveness, charisma, intelligence, enthusiasm, strength, bravery, integrity, self-confidence among others have been suggested as relevant traits which leaders should possess". Mahatma Gandhi, Martin Luther King (Jr), Adolf Hitler were all leaders, but for sure, they were individuals with utterly different characteristics. Herein lies the futility of the trait theory. If this theory were to be valid then all leaders should possess specific characteristics that could be identified in each.

3.3. The Contingency Model

This model was first developed by Fieldler in 1967. According to this model, effective group performance is dependent upon the compatibility between the style of the leader, controlled and influenced by the work situation with his

least-preferred co-worker (LPC) questionnaire. He purportedly measured if a person is task-oriented or relationship-oriented. He further isolated three situational criteria: leader-member relations, task structure, and position power. He believes that these criteria could be manipulated to create the proper match with the behavioural situation of the leader.

3.4. The Situational Approach to Leadership Theory

This theory, in some academic quarters, is called the “zeitgeist” theory. “Zeitgeist” is a German word meaning spirit of the times. According to Igboeli [17] “this theory of leadership maintains that a leader is a product of time or situation. This implies that one will be called a leader if he is able to meet up with the demands of a situation or time.

3.5. Behavioural Theory

If the trait theory had been successful, it could have provided the basis for selecting effective leaders for various organizations, but its futility led to the emphasis on the behavioural theory. The behavioural theory argues that effective leaders have distinct ways of behaving. It emphasizes the training of the leaders. This implies that leadership behaviour could be taught and learned. Experiences have however, shown that the behaviour of each leader is determined by prevailing situational variables. This implies that a leader can act in divergent ways at different situations. The demise of the behavioural theories is its inability to clarify such situational factors.

3.6. Empirical Review

Hameed, Khan, Sabharwal and Arain [16] did a study titled “Managing Successful Change Efforts in the Public Sector: An Employee’s Readiness for Change Perspective”. This study brings together public and private sector research on change management to highlight the important role of public servants as recipients of change, which is underemphasized in the public management literature. In doing so, the researchers identify and operationalize factors of managing successful change – involved communication and change recipients’ beliefs. The effect of involved communication on developing employees’ readiness for change is explored. Data were collected from public sector research and development organizations in Pakistan. The results of the structural equation modelling support the positive role of involved communication in developing employees’ readiness for change. Employees’ organizational identification and change recipients’ beliefs also exhibit a significant mediating role in the above-stated relationship. This study significantly contributes to the existing literature of change management in the public sector by focusing on employees as key players in an organization’s change process. Practical implications and future

research directions are also discussed.

Tejumola [25] conducted a study on the influence of employee training on performance of public servants in Kano State, Nigeria. The study employed descriptive and explanatory survey designs. This study targeted all the 25 ward administrators, 359 section heads and eight (8) members of public service board. Accordingly, the target population of the study was three hundred and ninety-two (392). The sample size of the study was 204 respondents. Correlation Results showed that there was a positive and significant association between employee training and employee performance ($r = 0.508$, $p\text{-value} = 0.000$). Regression Results revealed that there was a positive and significant relationship between employee training and performance of public servants. ($\beta_1=0.411$, $p=0.000$). The study concluded that employee training has a positive and significant effect on the performance of public servants. It was therefore recommended that training curricula should be reviewed periodically to align it with the changing training needs of the employees.

Opusunju, Jiya and Murat [13] conducted a study to examine the “Effect of Staff Training on Performance in the National Assembly, Nigeria – Abuja”. The study was limited to the employees of the National Assembly in Abuja and it was also restricted to the period of six years between 2011 and 2018. This study adopted the survey research design using questionnaire as the research instrument. The population for this study consisted of all the Staff of National Assembly Abuja of about 1354 workers and a sample size of 308. The data collected for the study was analyzed using ordinary least squares multiple regression. The study found a positive and significant effect of staff Training and development on performance in the National Assembly, Abuja. Other findings were that; there was a positive but significant effect of staff training on performance in the National Assembly Abuja. The study recommends that National Assembly, Abuja should continue to increase her level of employee on-the-job training and off the job training to improve her employees’ capacity to improve overall organizational performance.

Jabbar, Hussin, Hashmi and Jafri [7] carried a study on “Effect of Administrative Practices on Job Performance: An Empirical Study among Public University Employees in Pakistan”. The study is descriptive in nature. Population of the study comprised of all employees from public Universities in Punjab, Pakistan. 180 respondents were selected through stratified random sampling approach from 6 public universities. The Data was collected through questionnaire containing 5-point Likert scale arrangement. Administrative practices were an independent variable whereas job performance of the employees was a dependent variable. The two questionnaires (administrative practices and job performance) were developed for this study. The main dimensions included in administrative practices were compensation, training & development, career planning and recruitment selection. On the other hand, the main dimensions in job performance questionnaire were quality of work, productivity, knowledge of job and

interpersonal relations. There were total of 32 questions. The result of the study showed that there was strong and positive effect of administrative practices on job performance of the employees at university level.

4. Methodology

Descriptive survey design was adopted for this study. The study was conducted using staff of University of Nigeria Teaching Hospital (UNTH), Ituku-Ozalla and Enugu State University of Science and Technology (ESUT) Teaching Hospital, Parklane, Enugu both in Enugu State, Nigeria. The population of the study covers all the permanent workers comprising of junior and management staff of both teaching hospitals. It comprises of one thousand two hundred and twenty-three (1223) workers in UNTH, Ituku-Ozalla and five hundred and ninety (590) workers in ESUT teaching hospital, Parklane Enugu. Therefore, the population of the study is one thousand eight hundred and thirteen (1813). A sample size of 328 was obtained using Taro Yamane formula. The sample

size was stratified so that 221 and 107 staff each were selected from UNTH and ESUT respectively. The instrument for data collection was questionnaire. Mean and t-test were used for data analysis and test of hypotheses.

Decision Rule: Items with mean scores of 2.50 and above are accepted or regarded as great extent, while those with mean scores below 2.50 cut off point are rejected or regarded as little extent. T-test result with p-value of 0.05 and above is regarded as statistically insignificant or with t-calculated value that is not less than -1.96 or not greater than +1.96 is regarded as not significant.

5. Results

5.1. Research Question 1

To what extent does staff training influences quality of output of employee?

Table 1. Mean responses on the extent staff training influences quality of output of employee.

S/N	Options	UNTH Staff N = 221			ESUT Staff N = 107		
		\bar{x}	SD	Decision	\bar{x}	SD	Decision
1.	Management adherence to work schedule/calendar allows staff time for seminar and conferences	3.22	0.59	Great Extent	3.77	0.93	Great Extent
2.	As part of good governance practice, management sometimes sponsor staff for technical/professional programmes	3.74	0.63	Great Extent	3.01	0.65	Great Extent
3.	Adopting financial prudence and accountability free finances that could sometimes be deployed for staff's sabbatical training	3.98	0.90	Great Extent	3.31	0.81	Great Extent
4.	Managerial style that recognises higher qualifications and bestow promotion accordingly encourages in-service training amongst staff	3.10	0.82	Great Extent	2.97	0.76	Great Extent
5.	Organisational structure with potential for career growth encourages staff to strive higher academically	3.36	0.85	Great Extent	3.76	0.76	Great Extent
	Grand	3.27	0.78	Great Extent	3.15	0.83	Great Extent

Key: \bar{x} = mean; A= Accepted; SD= Standard Deviation; N = sample size

Table 1 showed that all the items for both UNTH and ESUT teaching hospitals have mean scores above the 2.50 cut off point. This implies that staff training influences quality of output of employee.

5.2. Research Question 2

To what extent does conflict resolution affect punctuality at work of employee?

Table 2. Mean responses on the extent conflict resolution affect punctuality at work of employee.

S/N	Management practices of:	UNTH Staff N = 221			ESUT Staff N = 107		
		\bar{x}	SD	Decision	\bar{x}	SD	Decision
6	taking staff welfare into consideration encourage high work attendance	2.71	0.99	Great Extent	2.69	0.76	Great Extent
7	offering relatively satisfactory financial incentive encourage staff commitment	3.74	0.63	Great Extent	3.01	0.65	Great Extent
8	providing efficient working tools motivate staff to dutifully maximize their working hours	3.02	0.88	Great Extent	2.96	1.05	Great Extent
9	making work environment conducive enhances staff delivery of quality service to the public	2.99	0.72	Great Extent	2.56	0.66	Great Extent
10	encouraging training and development encourages job enrichment, which enhances service delivery to the public	2.78	0.82	Great Extent	2.85	0.98	Great Extent
	Grand	3.05	0.81		2.81	0.82	

Table 2 showed that all the items, have mean scores above the 2.50 cut off point. This implies that they are ways through which conflict resolution affect punctuality at work of employee in Enugu State, Nigeria.

Research Question 3

To what extent does manpower planning influences employee turnover of government owned tertiary hospitals?

Table 3. Mean responses on the extent manpower planning influences employee turnover of government owned tertiary hospitals.

S/N	The following factors hamper efficient management practices:	UNTH Staff N = 221			ESUT Staff N = 107		
		\bar{x}	SD	Decision	\bar{x}	SD	Decision
11.	Financial diversion and misappropriation by administrators or managers	2.77	0.93	Agree	3.02	0.89	Agree
12.	Little or no supervision of administrators	2.98	0.82	Agree	2.97	0.76	Agree
13.	Ineffective accountability process	3.01	0.85	Agree	3.76	0.76	Agree
14.	Nonchalance of political officer holders towards staff welfare	3.02	0.99	Agree	3.77	0.93	Agree
15.	Non-implementation of statutory in-service training programme within the civil service	2.74	0.83	Agree	2.91	0.78	Agree
16.	Poor working relationship between administrators and junior level staff	2.97	1.01	Agree	2.96	0.95	Agree
17.	Poor working condition	3.00	0.79	Agree	2.96	1.00	Agree
18.	Bureaucratic bottlenecks in approving staff welfare and training programmes	2.85	0.79	Agree	2.93	0.89	Agree
	Grand	2.92	0.88		3.16	0.87	

Key: \bar{x} = mean; A= Accepted; SD= Standard Deviation; N = sample size

Table 1 showed that all the items for both UNTH and ESUT staff have mean scores above the 2.50 cut off point. This implies that they are all accepted to be factors that influences

employee turnover of government owned tertiary hospitals in Enugu State, Nigeria.

5.3. Test of Hypotheses

Ho₁: Staff training does not positively and significantly influence quality of output of employee.

Table 4. t-test result for hypothesis I.

Subjects	N	\bar{X}	SD	Df	p-value	t-cal	t-crit	Decision
UNTH staff	221	3.05	0.81	326	0.0127	2.5057	1.96	Significant
ESUT staff	107	2.81	0.82					

5.4. Interpretation and Decision

The analysis in Table 4 shows that the probability associated with the calculated value of t-cal is 2.5057, which is higher than ± 1.96 range. Furthermore, the two-tailed p-value

is 0.0127, which is statistically significant. This means that the null hypothesis is rejected and the alternate is accepted meaning that staff training positively and significantly influences quality of output of employee.

Ho₂: Conflict resolution does not positively and significantly affect punctuality at work of employee.

Table 5. t-test result for hypothesis II.

Subjects	N	\bar{X}	SD	Df	p-value	t-cal	t-crit	Decision
UNTH staff	221	2.92	0.88	326	0.0207	2.3242	1.96	Significant
ESUT staff	107	3.16	0.87					

5.5. Interpretation and Decision

The analysis in Table 4 shows that the probability associated with the calculated value of t-cal is 2.3242, which is higher than ± 1.96 range. Furthermore, the two-tailed p-value is 0.0207, which is statistically significant. This means that the hypothesis is rejected, which implies that conflict resolution positively and significantly affect punctuality at work of employee.

6. Discussion of Findings

Result from hypothesis one shows that staff training positively and significantly influence quality of output of employee. Responses to research question one showed that there are different ways through which efficient management practices such as staff training and development influence quality of output of employee. It was revealed that among other things some management practices allow staff time for seminar and conferences; attend technical/professional programmes, sabbatical training, and other refresher courses. In a prior similar study, Tejumola

[25] asserted that effective managerial strategies should include among other things employee development in the form of training and retraining. In the same token, Hameed, Khan, Sabharwal and Arain [16] found out in their study that a prudent and accountable administration in typical public sector organization free up funds that can be deployed for workers professional development.

Hypothesis two indicated that conflict resolution positively and significantly affects punctuality at work of employee. Result from the second research question two further revealed that efficient management practices such as conflict resolution, positively and significantly affect punctuality at work of employee. It was specifically revealed that management that take staff welfare into consideration encourages high work attendance; offering satisfactory financial incentive encourages staff commitment; providing efficient working tools motivate staff to dutifully maximize their working hours; making work environment conducive enhances staff delivery of quality service to the public; encouraging training and development encourages job enrichment, which enhances service delivery to the public. These findings are in line with the studies of Tejumola [25] and Hameed *et al.*, [16] as they both identified improved employee performance as one of the benefits of adopting ef-

fective managerial style in public sector organisations. Similarly, Jabbar, Hussin, Hashmi and Jafri [7] found out that there was strong and positive effect of administrative practices on job performance of the employees in public sector organizations. These findings from the first and second research questions affirmed the finding from the hypotheses that revealed that efficient management practices such as staff training and conflict resolution positively and significantly influence quality of output of employee and punctuality at work of employee respectively.

The third research question which is manpower planning, positively and significantly influence employee turnover of government owned tertiary hospitals. Financial diversion and misappropriation by administrators or managers; little or no supervision of administrators; ineffective accountability process; and nonchalance of political office holders towards staff welfare does not positively and significantly influence employee turnover of government owned tertiary hospitals. Similar factors were identified in the studies of Tejumola [25]. Others are non-implementation of statutory in-service training programme within the civil service; poor working relationship between administrators and junior level staff; poor working condition; and bureaucratic bottlenecks in approving staff welfare and training programmes. Eze [9] posit that most of these managerial problems in the public sector are direct consequence of the high rate of corruption in Nigeria. This corruption problem cut across all ramifications of public service in the country [11].

7. Conclusion

Effective management practices of any organization be it public or private is a major determinant of whether such organization will achieve its set objective. For public organizations such as government owned tertiary hospitals whose goals often centre around the delivery of social services to the public, failure to success would have massive implication for society at large. This seems to be one of the banes of Nigeria's development. This study has established that the adoption of effective management practices would impact largely public service in the country. These aspects of management practices include staff training, conflict management and manpower planning for quality of output of employee, punctuality at work of employee, and employee turnover of public sector such as government owned tertiary hospitals. It is therefore submitted that effective management practices are veritable tools for quality of output of employee, punctuality at work of employee, and employee turnover of government owned tertiary hospitals and ultimately excellent service delivery to the public. It was concluded that management practices significantly and positively affected employee development of government owned tertiary hospitals in Enugu state.

8. Recommendations

The study recommends as follows:

- 1) It was recommended, among others that as part of efficient management practice, already budgeted funds for career training and development in government owned tertiary hospitals should be enhanced through training, conflict resolution and manpower planning.
- 2) Staff of public organisation must take some initiatives themselves. They should make career training and development part of their agitation during industrial actions. This way, it can be brought to the front burner.

Abbreviations

ESUT	Enugu State University of Science and Technology
UNTH	University of Nigeria Teaching Hospital

Conflicts of Interest

The authors declare no conflicts of interest.

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