An exploratory study to investigate the Impact of Training and Development in Nigeria's health sector.

By

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Abstract

Purpose: The goal of this study is to determine how training and development initiatives affect employees' performance in Nigeria's health sector, specifically in a few primary healthcare institutions.

Methodology: Due to the limited sample size, this study combines an inductive research approach and a positivist research ethic to explore qualitative data gathering techniques. A semi-structured interview with 13 questions was used to obtain the data, and 9 health personnel were interviewed. In the analytical approach, thematic analysis was employed.

Findings: T&D are positively and strongly correlated with loyalty and involvement, Knowledge and skills; innovation and productivity, and that training and development programs in health sectors and are more closely related to workers performance. The research highlights that employees require effective T&D to reduce the cost and time managers spend supervising workers.

Research limitations: The main limitation of this work was the lack of empirical literature on the relationship between training and development in the healthcare sector and worker performance, which was used to identify and point to literature gaps. The need for further development of these research areas is considered an important opportunity

Originality: The study found that there exist a positive link between T&D and employee performance, and that training promotes employee loyalty and attachment to the organization. Nonetheless, there are still many other variables related to this particular area, so researchers' needs additional information such as employee involvement, employee satisfaction, employee skills, and employee inspiration. It is very imperative to conduct research in this particular area in the near future, employee motivation and organizational effectiveness, and other environmental conditions related to employee T&D and workers performance.

Submission of Thesis and Dissertation

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(Thesis/Author Declaration Form)

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List of Abbreviations

T&D – Training and Development

TA – Thematic Analysis

PV –Present Value

WHO – World Health Organization

SDG – Sustainable Development Goals

ROI – Return on Investment

(P1) – Participant 1

(P2) – Participant 2

(P3) – Participant 3

(P4) – Participant 4

(P5) – Participant 5

(P6) – Participant 6

(P7) – Participant 7

(P8) – Participant 8

(P9) – Participant 9

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The world is evolving rapidly and the entire being is full of challenges. Consistent training needs to be available at all time, everywhere. There is no doubt that organizations are facing intensifying competition due to globalization, technological change and the political and economic environment (Ramond, 2019). Therefore, these organizations are training their employees and improving their performance to prepare for the above increases. General evidence of skill development in the business world over the last two decades cannot be ignored. This growth was possible not only without the improvement of information and technology and the combination of factors of production, but also as a result of the organization's efforts to develop human resources. It is the responsibility of all organizations to begin training and training their employees to increase their productivity.

T&D deals with the process of impacting employees' with relevant expertise and knowledge for positive performance. Abdus (2011) sees it as a reshaping of employees' minds to improve their technical, conceptual and cognitive skills, which leads to organizational performance. Adewale (2015) states that T & D includes comprehensive formal and informal education provided to employees based on the organization's goal of improving the quality of the workforce and achieving its strategic goals. It states that it will be done. Dennis and Griffin (2007) found that training and development are current or future employees by strengthening their capability of implementation through learning, usually through changes in employee attitudes or expansion of skills and knowledge.

From these definitions it is evident that T&D is beneficial to employees and organisation. With good T&D organisations improve the staff quality, further increasing success in the marketplace. The performance of organisations is 75% dependent on the quality of staff (Bandura and Lyons, 2017). Therefore, organisations with highly trained staff reap the benefits of enhanced performance through high productivity, commitment and engagement, increasing customer services, relationships, profits, business responsibilities, brand impression, and market share. Afroz (2018) notes that a significant disparity exists between organisations with trained staff and those with untrained staff. Organisations with trained staff performed better than organisations

with untrained staff. Thus, T&D increases the competitive advantage of organisations. This is why huge companies like Apple, Samsung, Coca-cola, and Google invest significant portions of their budget in T&D.

T&D also benefits the employee by equipping them with relevant skills needed for productivity. T&D gives employees the current skills within the marketplace, enhancing knowledge in contemporary business practices, techniques and models, further increasing their chances of success in tasks. Furthermore, T&D increases the cognitive skills of employees, inducing innovation, creativity, and initiatives (Bender, Nicholas, David, John and Stefanie, 2018)..

Employee performance signifies the rate at which employees achieve goals and company objectives. Himabindu and Amarnath (2016), however, notes that traditional definitions of employee performance relied on goal attainment and achievement. Contemporary definitions of employee performance include other factors as commitment, engagement, and loyalty. Employee performance relies on their outputs and their relationships within the organisation and other employees. Bandura et al (2017), submits that employees with high performance achieved goals, behaved appropriately, adhered to organisational principles and, ethics; displayed a commitment to organisational norms and values, reduced negative behaviour, and were emotionally attached to the organisation.

This will increase your knowledge and provide important recommendations for adoption by different companies. Based on proceeding, this research aims to examine the effect of T&D, and its associated elements, on employee performance in Nigeria's healthcare area, with particular reference to selected primary health centres.

1.2   Research Problem

Training improves the performance of employees and organizations. Sloman (2012) aims to improve employee competence through training and capacity building by providing employees with the relevant skills and knowledge necessary to practice both current and professional activities. Being a systematically implemented process, I agree to improve performance, which is necessary for their future growth.

The Nigerian health sector plays an essential role in the well-being of society. With good health and skilled practitioners, patients can receive the best treatments and positive health status. Good healthcare attendants also excel in providing significant consultancy and teaching people the best habits to stay healthy (Ahmed, 2020). Nigeria with an estimated population of 200 million people (Ahmed, 2020) is at the mercy of the moribund health sector for healthy living. With such enormous functions, T&D becomes important to the performance of healthcare staff, providing them with the relevant skills that enhance productivity and goal achievement. Apart from attending to the health needs of the populace, hospitals and health care institution have specific goals and objectives, which are attainable with good T&D. Most available studies (Sitzmann, 2015; Nkosi, 2015; Himabindu and Amarnath, 2016) empirically discuss the role of T&D on productivity of employees in the health sector while neglecting overall performance of hospitals and health institutions.

Sitzmann (2015) and Nkosi (2015) discuss the relevance of T&D on the healthcare sector; however, they failed to do so substantially; thus, they provided weak and unconvincing conclusions regarding T&D and employee performance in the health sector.

Training and Development involves other process equipping employees with needed knowledge and skill. None of the existing studies discusses this as it related to performance and this study is concerned with filling the existing gap in the literature and practice in the health sector. There must be requirement for training, objective to be achieved by the trading, techniques involved in training as well as reaction to the training. Therefore, in light of the identified gaps, this work seeks to examine the effect of T&D on employee performance in Nigeria's health sector with reference to selected Primary Health Centres.

1.3   Research Questions

The research was guided by the following research question.

1. What significant influence does T&D have on employees' performance?
2. What is the relationship between off-the-job training and employees' performance?
3. What is the effect of training design on employee performance?

1.4.   Research Objectives

The main purpose of this work is to investigate the effect of training and development on the performance of workers in the health sector of Nigeria, using the example of a selected primary health centre. Based on the identified gaps, the subsequent specific research objectives are listed;

i   To analyse the effect of T&D on employee performance in Nigeria's Health institution

Several studies (Himabindu and Amarnath (2016); Khan, Khan and Khan (2011); Abdus, 2011), have discussed the relationship between factors as rewards, work-life balance, and employee engagement; however, very few have discussed effect of T&D on employee performance with specific reference to the health sector. Thus, this objective intends to achieve this.

ii   To examine the relationship between off-the-job training and employee performance in Nigeria's health institution

Oladipo and Adebayo (2021) opine that training and development outstandingly impact employees and organizational performance but they highlight that off-job training and development is stronger proxies for determining employees' performance. Off-the-job training programs lead to long-term success. However, three is needed to replicate tis study in the health sector. Therefore, an existing gap in the literature exists, which this research intends to fill.

iii   To evaluate the influence of training design on employee performance within Nigeria's health institution

There is scanty a research on the effect of Training design on workers performance within Nigeria's health institution setting. This research is set to achieve this.

1.5   Significance of the Study.

This study will be significant in empirically establishing the extent to which T&D increases employee performance in Nigeria's health sector, therefore authenticating the benefits of T&D within the sector. Furthermore, the research will fill in the existing literature gaps offering credible recommendations that managers in the health sector can adopt to develop T&D activities, therefore increasing employee performance.

1.6   Scope of the Study

This study shall concentrate on the effect of Training and Development on the employees' performance in the Nigeria's health sector. This research is intended to consider the following Training and Development elements: training need analysis, training design, training objectives, training delivery and training evaluation and their influence on employees' performance. The research is intended to cover some selected Primary Health centers in Nigeria. In other to avoid information explosion and imposition, that is representative and in order to have manageable data, Primary Health centers in Ogun state will be used. One (1) Primary Health centers each shall be taken from the three senatorial zones of the state. The rationale for the selection of the PHC is on the basis that they must have operated for at least ten years and that they should be in use by the community in which they are situated.

1.7   Organization of the Research

This work is sub-divided into six (6) chapters for the purpose of logical sequencing.

Chapter one centres on background to the study, research questions, research objectives, research hypotheses among other things.

Chapter two is on literature review on Training and Development and related concepts.

 Chapter three focused on a brief background of Nigeria's health sector.

Chapter four considers data collection and the research methodology for the study with clear identification of variables used in this study.

Chapter five shall undertake analysis and discussion of findings.

The last aspect which is chapter six considers the conclusion and recommendations, contributions to knowledge as well as makes suggestions for further research.

CHAPTER TWO

LITERATUTE REVIEW

2.1   Conceptual Review

2.1.1   Concept of Training and Development

Conceptualising T&D has been less strenuous than other terms that have divergent interpretations due to scholarly disparity in research areas. All Definitions of T&D point to the same direction. For instance, Shilpa and Nitya (2017) see T&D as the systematic acquisition of skills, techniques, knowledge, and strategies that improve work-related performance. In supporting this point, Afroz (2018), explain that T&D are purposed activities targeted at imparting/transferring knowledge to recipients to attain the required level of knowledge, thus enhancing performance. This shows that T&D aims to increase knowledge acquisition to attain a corresponding rise in capability, capacity, and performance.

T & D is an integral and unavoidable part of Strategic Human Resources Development (SHRD) aimed at investing in and developing human resources to attain the target and objectives of an organization. The importance of T & D cannot be exaggerated. Marijana, Jerotijević, and Jerotijević (2019) emphasize that T & D has multiple benefits for the organization. T&D is an activity whose primary purpose is to educate or learn, or to enable workers of an establishment to obtain and implement skills, abilities, knowledge, and behaviour for the benefit of the organization. T & D is also committed to improving the organization's overall assets. It involves expanding the skills and knowledge needed to perform the task. Due to the importance of T&D (Bandura et al, 2017) claims that it is worth the long-term investment of any organization**.**

2.1.2   Scope of Training and Development

Unlike the concept of T&D, scholars are significantly divided over the scope of T&D, this is due to the constantly changing nature of research on T&D, which adds to its scope. However, there still are most popular views on what T&D entails. Bender et al (2018), explain that T&D included

Micro and Macro levels. Micro-level focuses on increasing employee performance; therefore, it provides knowledge concerning skills and techniques to work. Choudhury and Mohanty (2018), see this as the means of acquiring competency for work-related tasks, thus stirring growth and organisational success. The macro-level involves skills associated with developing employee competency in relating with the external business environment; thus, these skills include customer relations, marketing techniques, promotional and brand awareness campaigns. It was rare to see organisations that did not include the two in their T&D strategy. Thus, micro and macro levels provide organisations with internal and external competency for survival.

Himabindu and Amarnath (2016) and Khan et al (2011), also discussed another scope of T&D, which includes technical knowledge skills and interpersonal skills. Technical knowledge skills focused on increasing employee competence on the job; therefore, providing required organisational techniques/procedures, further enhancing the management and achievement of tasks. On the other hand, interpersonal skills involved developing cordial relationships with other staff. It was a central point of their argument that T&D increases staff skills for job performance and increases their level of tolerance, cooperation, and harmonious coexistence with other staff.

The final scope was explained by Bandura et al (2017). The study improves on the argument of Nkosi (2015), and argues that T&D focused on increasing three different skills: technical, human, and conceptual skills. Technical skills focused on skills needed for operating equipment, tools, etc. Human-focused on interpersonal and social skills while conceptual included cognitive and critical thinking skills, thus developing creativity, initiatives, and innovations. The three scopes are essential to understanding T&D. However, a more sophisticated scope is contained in the training wheel, as portrayed in the diagram below:
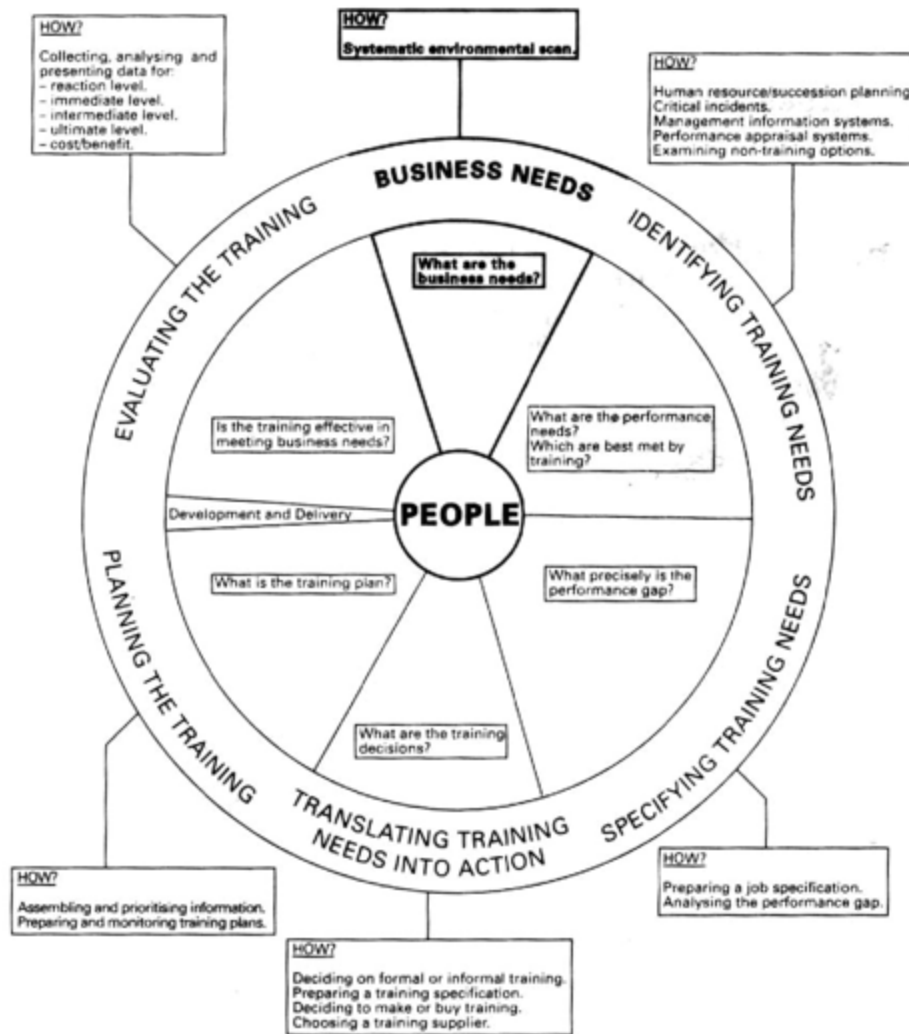
Figure 2.1:   The Training Wheel

**Source: Bandura et al (2017)**

2.1.3   Types of Training

Training method choices should be centered on specific criteria namely; training needs, training goals, trainee understanding, available resources, and awareness of learning principles. The widely used training and development methods in many organizations can be classify as either on-the-job training or off-the-job training.

a) On-The-Job Training

According to Heathfield, (2018), the commonly used training technique in companies is on-the-job training. This training technique is uninvolved and economical to use. Looking hypercritical at this technique, it puts employees in real-world work situations and quickly makes them seem productive. The training technique is suitable for giving workers operational and technical skills. This puts employees in a real-world work environment and provides trainees with the right skill to perform a variety of tasks. This form of training is an important topic in human resource management. It contributes to the development of an individual's career and the successful growth of an organization (Smit and de Cronje, 2003). This type of training introduces the working environment in which employees participate. Employees also have hands-on experience in handling machines, equipment, tools, materials and more.

d) Off-the-job Training

Another training technique is off-the-job. This training technique involves training organization's workers outside the organization's environment. The workers on training concentrate fully on their learning experience in a reduced stress environment training outside the organization's domain (Kanwal, 2015). This type of training program is organized outside the organized environment, freeing trainees from the stress and demands of the workplace. Off-the-job training was more effective because workers were away from the workplace and focused on training (Nassazi, 2013). Kanwal (2015) agrees with the same view that off-the-job training has a positive impact on employee performance and productivity. Succinctly put, off-the-job training includes a dedicated training area. This can be close to the actual workplace where workers need to learn skills and have sufficient tools and skills to be used in practice.

2.1.4 Process involved in Training

Training is a sequential process that completes after a particular series of activities has been successfully implemented. Previous literature on training (Karm and Ananthalakshmi, 2019; Sumaiya and Sahibzada, 2017; Adefope, 2017; Serkan and Emir, 2014) shows that training in an organization comprises of a systematic approach. Followings are process involved in training:

i) **Identifying the need for training:** Employee training needs can be identified early in an organization's strategy, talent, or personal development plan.

ii) Setting Objective: Managers should to analyse, prioritize, and translate the identified gaps into organization's training goals. Training programs have been tailored to keep head above water between standard performance and actual performance.

 iii) **Choose the right method**: An action plan is created to identify and set your training goals. A variety of training methods are available, but their suitability is assessed based on the needs of the organization's training needs.

iv) **Implementation of training initiatives**: Implementation of the program involves planning training activities and organizing all relevant resources. In this phase, a training program is created. The prepared plans and programs are carried out to achieve the desired results. Employees are trained to develop to improve the performance of organizational activities.

v.) Monitoring and Evaluation: The entire program should be evaluated to determine if the program was successful and achieved the training goals. This is related to the usefulness of training in terms of how it affects employee performance.

vi) Feedback: All stakeholders will seek feedback to determine the effectiveness of the program and trainer. By analyzing this feedback, organizations can identify weaknesses in the program

2.1.5   Benefits of Training

Training is primarily aimed at improving knowledge and skills and changing attitudes and behaviors (Elnaga and Imran, 2013). This is one of the most important potential motivations that can bring many potential benefits to both individuals and organizations. Training and workers development should be a continuous process undertaking by organizations (Katcher and Snyder, 2003). Managers highlight main reasons they expect their workers to continue learning new way of doing their job. These can be summarized as several reasons why all organizations must provide continuous training to their employees and are highlighted below. According to Cole (2002), training can achieve;

a) Self-confidence: Training not only improves the basic skills and knowledge of employees, but also help worker to cultivate the right attitude in of the organization and encourage greater loyalty.

b) Increased productivity: T&D provides workers with occasion to acquire varieties of skills, knowledge and technical ability. These improve real-world performance and enhance performance standard.

c) Learning Rapidly: A well-designed training program provides trainees with the chance to learn quickly. This is capable of reducing training-related time and costs.

d) Better management: Managers can use T&D to improve management of organizational activities as well as facilitating general management functions through breeding of efficient and talented people

2.1.6 Employee Performance

Employee performance has received significant attention giving the importance of the term to organisational practice. Shantz et al (2013), explain that worker performance involves ability of personnel to attain designated tasks. This definition is simple and does not adequately describe what employee performance entails, Thangaraj (2020), notes that employee performance is an indicator of organisational performance, which shows that organisations achieve goals effectively through employee contributions. This definition applies more to employee performance by explaining the role of employees in organisational performance.

Furthermore, Choudhury and Mohanty (2018), explains that employee performance is the achievement of fundamental responsibilities assigned to employees from the job description. This shows that employee performance focuses on goal/objective achievement or performance of assigned duties. No disputing this, Wajdi et al (2014), note that employee performance transcends traditional goal achievement to focus on two perspectives, i.e., employee engagement and commitment. Employee engagement involves the emotional attachment an employee has to the workplace; it signifies cognitive, emotional, and behavioural devotion to the organisation. Employee engagement becomes a significant part of employee performance as engagement

increases employee performance, Afroz (2018), notes that engaged employees possessed the right zeal for goal attainment. Thus, employee performance is linked to employee engagement leading to qualitative and quantitative tasks achievement. Second, employee commitment signifies employee loyalty and dedication to an organisation. This ensures that employees are retained in an organisation further devoted to adhering to organisational ethics and principles. Employee commitment was linked to employee performance, as the former ensured the devotion of staff towards the organisation, in the words of Choudhury and Mohanty (2018), committed employees stayed true to organisational goals, vision, and purpose". There were fewer turnovers if employees were committed to the organisation. Employees became focused on goal achievement. Hitherto, an integrated study on employee performance will consider goal/ tasks achievement, engagement, and commitment.

2.1.7   Other Components Affecting Performance

Anderson (2003) discovered the following elements have an impact on how well individuals perform inside an organization:

i.) Experience: Hiring someone who doesn't have the right background for work is one of the beginnings of a down turning spiral of performance. Company training programs should be used to improve the background of employees in order to improve performance. When workers perform below expectation in spite of the training attended, the challenge may be that the worker does not have the necessary experience to do the job.

ii.) Balancing Home and Work: Managers are sensitive to employee personal matters and are willing to discuss them with employees the need arises. For instance, if an employee needs a leave to solve a personal problem, extending the opportunity helps show all employees that the company cares about them (Anderson, 2003).

iii.) Workers/Manager interaction: If an employee does not receive feedback on work performance from the manager, the worker becomes unaware of his performance level. There is need for provision of feedback (positive or negative) on employee performance. In negative situations, managers should t work with employees to create programs that assist in addressing performance flaws. Knowing what's right and what's wrong makes it easier for employees to improve performance.

iv.) Setting goals: Employers should set goals that workers must achieve. Meeting minimum standards connotes that workers are getting the job done. This helps employees understand the minimum standards. It is also helpful to create incentives to motivate employees to exceed set goals. All the factors highlighted above serve as the central reason for a proper training program in any organization.

2.1.8   Relationship between Training and Development and Employees Performance

Influence of T&D on performance cannot be exaggerated. Most previous research (Adeniji 2010; Khan, Khan & Khan, 2011, Divyaranjiani & Rajasekar, 2013) on T&D focused on organizational performance, while some other studies (Gamage & Imbulana, 2013; Usman, 2014) have centered on employee performance. Others (Kulkarni, 2013; Adeleye, Adegbite & Aderemi, 2014; Rajasekar & Khan, 2013) have seen general research on training and development. According to Aidah (2013), T&D impact work-related employee performance. Amoah-Mensah (2016) analyzes training and development needs, designs training and development programs, implements training and development programs, monitors training and development programs, evaluates training and development programs Development programs perform employee performance. However, the most powerful indicator of employee performance is the design of training and development programs. Khawaja and Nadeem (2013) find it very beneficial for an organization to develop an employee development program. With a systematic T&D program for employees, organizations can benefit from the ever dynamic business environment and stay competitive in the system. An efficiently organized T&D program with assistive devices can greatly help an organization retain its most valuable talent, especially those with a lot of experience in the organization. In the long run, both employees and the organization will benefit if the organization can help meet the needs of all employees. It is also very important for the organization to timely assess the success of its employee training and development programs**.**

2.1.9 Conceptual Framework for the Study

The conceptual framework for this research was derived from the T&D process. The training and development process is a step with which a T&D program ensures that one achieves planned goals. Desmone, Werner, and Harris (2002) emphasize four phases of the training and development process. This includes training needs, training goals, training offerings, and training reviews.

a) Training Needs

Noe (2013) points out that assessing training needs is related to the process of deciding whether training is needed. Three analyzes are performed: employee (person), organization and task (location) analysis. Firdowsi (2011) believes that TNA can be used to evaluate educational courses or activities offered to both workers and managers and improve their offerings. Barbazette (2006) also suggests that TN is the process of collecting and assessing data to train workers to meet the needs of the organization. McConnell (2003) states whenever there are changes in the system or work, new technologies are introduced, new government specification are introduced, quality or performance of work deteriorates, or there is a shortage. It states that an analysis of training needs is needed. According to Noe (2013), methods for conducting an assessment of training needs include observations, surveys, interviews, focus groups, and documentation. He pointed out that the content, objectives, and methods of training and development programs could be incorrect if training needs were not assessed. In addition, the costs incurred can be wasted and do not lead to the results / impacts your organization expects. Nor can organizations maintain a quality workforce and increase productivity (Firdowsi, 2011).

b) Training Objectives

Noe (2013) suggests that T&D design addresses all elements or activities involved in T&D program and increase the likelihood of high-level knowledge transfer. Training design concerns the definition and identification of purpose and scope, as well as the methods and media used to provide the training program. Training program goals emanated from TNA that includes what should be done and achieved. This should be in line with the mission and vision (Boudreau, Boswell & Judge, 2001) of the organization. T&D is designed with involvement and full participation of management, supervisors, and employees (Brown & Harvey, 2000).

c) Implementation of training

Hailemichael (2014) argues that T&D implementation related to the initiation of T&D programs. Lehman (2007) believes it is the real training program offering. The organization ensures that trainers and trainees are at hand and ready to offer or learn. The program must also start on time as agreed. Resources such as money, vehicles, teaching materials and learning materials are provided and available. Facilities such as classrooms, furniture, and lighting systems, physical and general environments should also be useful for learning.

d) Training Assessment

Monitoring, assessment and evaluation determine success of the training program in relation to the set goals towards making suggestions for improvement or change (Armstrong, 2003). These include data collection and analysis (Boulmetis & Dutwin, 2000). According to Noe (2013), there are two types of assessments for T&D:

Formative assessments which include assessments performed during the T&D phases to ensure training is properly organized and the trainees are content with the program and have gained knowledge from it.. Organizations can also customize participant training and methodologies prior to implementation

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Comprehensive assessments which correspond to assessments performed following the training program. The assessments cover the program from beginning to end. Find out the knowledge, skills, and attitudes you have acquired that affect whether it is worth investing in a training program, and the overall impact on your business. The evaluation process has five phases: performing needs analysis, developing measurable goals and analyzing training transfers, developing measurement of results, selecting evaluation strategies, executing plans, and performing evaluations. Kirkpatrick (1998) proposed a model for evaluating training. According to the model, there are four elements used to evaluate T&D. This includes reactions, learning,

actions and outcomes.. This phase measures the knowledge and skills acquired. Figure 2.2 below show the conceptual framework to be used for this research.
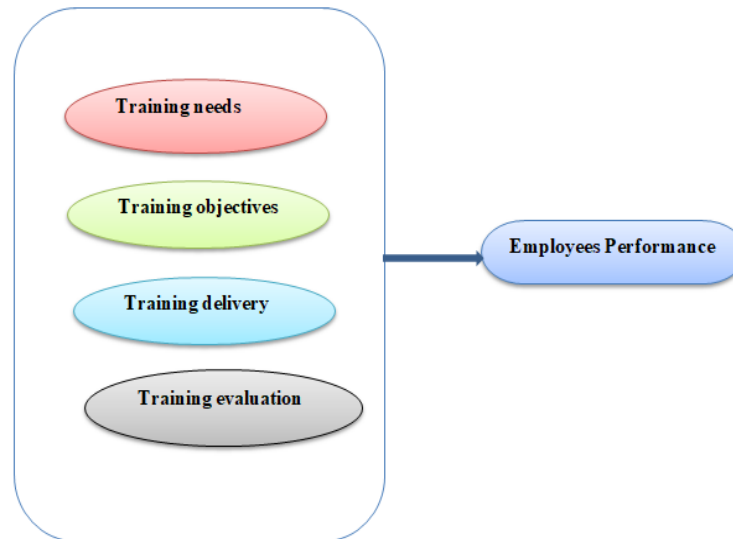
Figure 2.2: Framework of Training and development and Performance

Source: Author's Conceptualization

2.2   Theoretical Review

Several theories (including Wajdi, Khalil, Maria, 2014, Abdus, 2011, Marimuthu, Arokiasamy, Ismail, 2009) have been developed to appraise the association between T&D and workers performance. One of them is human capital theory. This theory develops further productivity because it considers talent to be the organization's most important resource. Wajdi, Khalil, and Maria (2014) are confident that companies will not hesitate to train their employees and achieve equal value through increased productivity. Vendor etc. (2018) provides an explanation related to why companies are spending huge budgets on T&D. They argue that it is important for companies to identify skill gaps and make clear training claims. As long as learning directly improves performance, the cost of not training can be higher than the cost of investing in workers. However, this theory has not always focused on T & D as a precursor to productivity by Abdus (2011), and has been criticized by some employees for being unemployed despite intensive T & D. Learning is a necessary requirement for an effective training and development process. Based on the

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growing importance of learning theory in educational psychology, trainers continue to emphasize the importance of learning theory in the training and development process. A deep dive into these theories is important to identify their impact in the areas of training and development. TD& programs are considered educator-led content-based delivery and lead to desirable behavioral changes. In training and development programs, learning is seen as an intervening variable for behavioral change.

2.2.1 Constructivism

Constructivism emphasizes the importance of learners building knowledge for themselves and actively participating in building new ideas and concepts based on current knowledge and past experience. (Singh, 2012). Constructivism is identified as an independent learning theory. Both activism and cognitivism buttress the practice of analyzing tasks, breaking them down into manageable parts, setting goals, and measuring performance based on those goals. Constructivism, on the other hand, encourages a more open learning experience where learning methods and outcomes are not easily measurable and may not be the same for all learners (Singh, 2012). According to (Smith, 2012), constructivists are of the opinion that all human beings have the capacity to build knowledge in their minds through the process of discovery and problem-solving. The extent to which this process can occur naturally without structure or guidance is a decisive factor among supporters of this learning theory. This allows individuals and groups to identify skill gaps and poor performance in specific areas.

2.3   Empirical Review

Ananthalakshmi and Ming (2019) investigated the impact of T&D techniques on employee performance. Adopting a positivist research philosophy and collected primary quantitative data through questionnaires. The results show that on-the-job training and off-the-job training have an outstanding positive impact on employee performance.

Lerato, Clinton, and Wellington (2019) are investigating the perceptions of Human Resource Management (HRM) staff on the impact of training and development (T & D) on the performance

of South African Class 9 construction staff. The survey followed a quantitative survey approach and the data was collected by the HRM department using a structured questionnaire. Insights from the data show that T&D increases work knowledge, improves organizational performance and productivity, and is essential to the performance of construction workers. In addition, the results show that T & D induces employees to take a positive attitude, improve their performance and productivity, and improve their skill levels.

Mobarak, Musfiq and Wasib (2019) found in their study, "The Impact of Training and Development on Employee Performance," that training and development can improve employee performance. The success of an organization depends on the performance of its employees. The survey found that workers were aware of training programs. Workers are highly motivated through training. T&D leads to improved performance. It was concluded that continuous T&D is imperative, taking into account resistance, market dynamics, customer satisfaction, net promoter score, and more.

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CHAPTER THREE

OVERVIEW OF NIGERIA HEALTH SECTOR

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3.0   Introduction

Nigeria's healthcare system is weak (NSHDP, 2018) and has evolved over the years. The healthcare system is plagued by negligence and lack of funding, poses serious challenges to all six pillars of health care at the World Health Organization (WHO). Nigeria is an emerging country and belongs to low- and middle-income countries. Nigerians generally have to pay for medicines from their pockets. Medicines are often expensive and difficult to obtain. In 2019, healthcare accounted for an average of 6% of Nigeria's household spending, higher in rural areas than in urban areas (Aregbeshola, 2021).

3.1   Structure of the Nigerian health system

Nigeria's healthcare system consists of primary, secondary and tertiary levels, with three levels of government sharing responsibility for the provision of health services (Asuzu, 2005). The Federal Government (FG) is responsible for tertiary health care, national health policy development and technical support to the State Department of Health (SMOH) and local health authorities (LGHA). The State Government (SG) is responsible for providing government tertiary and secondary health care, regulations, and technical support to LGHA, and LGHA is responsible for providing primary health care (PHC) services. The healthcare system includes the public and private healthcare sectors.

Figure 3.1 below shows the structure of Nigeria's healthcare system.
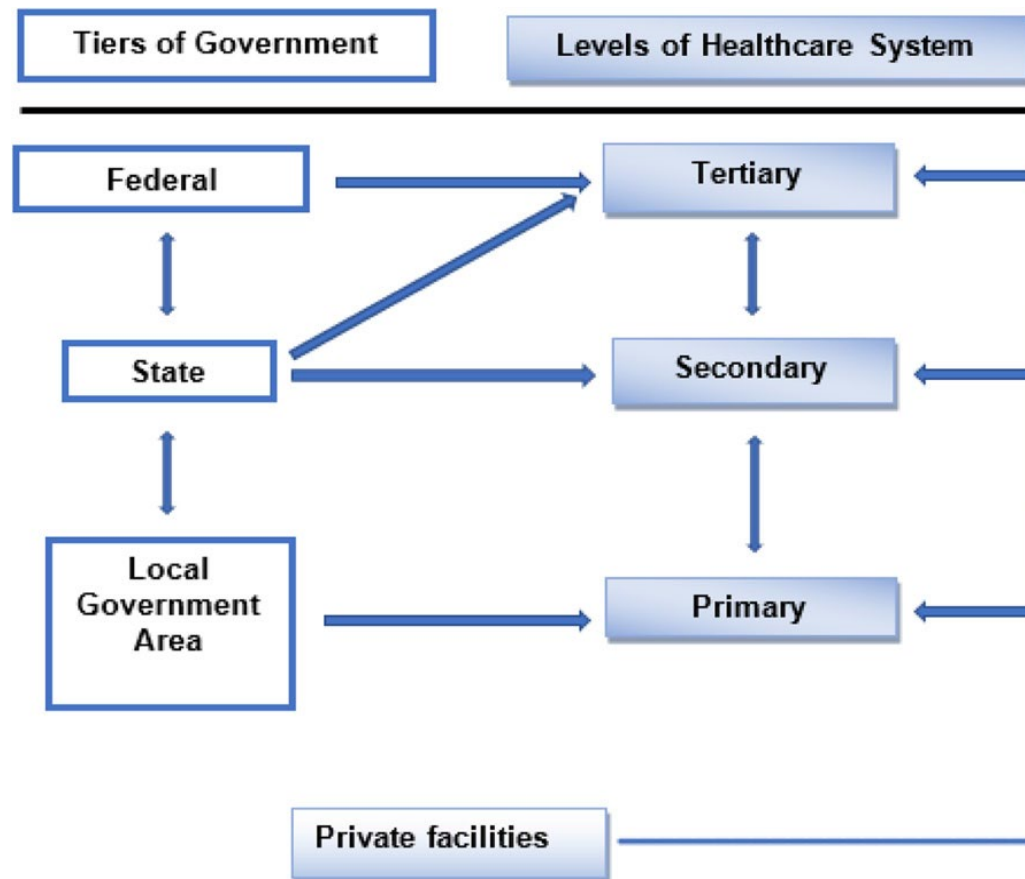
Figure 3.1: Tiers of Healthcare delivery in Nigeria

Source: National Strategic Health Development Plan Framework (2015)

3.2   Primary health Care Delivery in Nigeria

Primary health care is part of Nigeria's three-tier healthcare system. It is defined as a way to provide community members with full participation and affordable healthcare, the goal of which is for community members to be self-determined and self-reliant (Kehinde, 2015). Health Canada

(2012), quoted in Kehinde (2015), described primary health care as the first contact for citizens in need of treatment and counseling. It provides continuous care to patients in need and can be easily switched within the healthcare system when more specialized services are needed. Basic health care services include (1) educating citizens to identify and manage existing health problems (2) maternal and child care. (3) Health promotion (4) Detection, prevention and management of community-specific diseases. (5) Provision of essential medicines (6) Promotion of mental, emotional and mental health (Abdulraheem, 2012).

3.3   The development of primary care in Nigeria

An effective primary care system is essential for any country, whether developed or developing, to maximize results and minimize costs. It has long been recognized that the clinical problems in Nigeria's primary care are different from those in other types of care. Primary care is the backbone of Nigeria's healthcare system. Primary care plays an important role in using all resources through the right channels to promote, maintain and improve health.

CHAPTER FOUR
RESEARCH METHODOLOGY

4.1   Research Philosophy

Research philosophy is a belief in how to collect, analyzes, and uses data about phenomena. The term epistemology (what is known to be true) embraces various philosophies of research approaches, as opposed to Doxology (what is believed to be true). Therefore, the purpose of science is to transform what is believed into what is known. Western scientific traditions identify two major research philosophies: positivists and interpretists. This study adopts a positivist research philosophy. Interpretivists claim that reality can only be fully comprehended through subjective explanation and interference in reality. The study of phenomena in the natural environment is key to the philosophy of interpretiveism, with the recognition that it is inevitable that scientists will influence the phenomena they study. They admit that there are many possible interpretations of reality, but argue that those interpretations are themselves part of the scientific knowledge they pursue. Interpretivism has a tradition as glorious as positivism, and some shorter.

4.2   Research Approach

Saunders, Lewis, and Thornhill (2007) state that researchers may use a deductive or inductive research approach, depending on the quantity or quality of the research method adopted. In deductive studies (always containing large samples), researchers make hypotheses and then design studies to test the theory. In inductive studies (always containing small samples), researchers first collect data and then develop the theory from data analysis. According to Gay and Airasian (2003), "Inductive research approaches are usually qualitative in nature, but deductive research approaches are usually quantitative in nature. Studies using the inductive approach are You may pay particular attention to the situation in which such an event occurs. When using an inductive research approach, researchers start with specific observations and behaviors to identify themes and patterns in the data (Easterby-Smith., Thorpe, and Lowe, 2002). Therefore, the inductive study approach was chosen for this study due to the consideration of qualitative data collection and the small sample size.

4.3   Research Methods

Qualitative method is considered this suitable for this study. Qualitative research survey is connotes a social science survey that helps to source and sort non-numerical data, interpret the meaning from that raw data, and comprehend social life via surveys of the selected population and location. Quantitative research helps identify relationships between variables, while qualitative research can reveal why the connection exists by having direct access to the source. Qualitative research plays an important role in deepening understanding of various social phenomena, translating knowledge into meaning, and helping individuals develop new ideas for improving future situations (Cooley, 2013). Qualitative research aims to clarify the implications of communicating behaviors or outcomes that are usually measured through quantitative research. Therefore, qualitative researchers study the meaning, interpretation, sign, and process of social life. Qualitative studies may include the presentation of data collected from a single person (risk, 2013), such as a case study, or from a group of people (Grossoehme et al.,2013). Qualitative investigators are influencing and influencing their data, rather than indifferent outsiders who only observe without interacting with participants. Researcher emotions when reading a participant's story are data that should be included in the study.

4.4   Study Area

This research study focus on investigation of the effect of T&D on the employees' performance in Nigeria's health domain as exemplified in Primary Health centres. The study area shall include Primary Health centres in Ogun state, Nigeria. In other to avoid information explosion and imposition, that is representative and in order to have manageable data, one (1) Primary Health centres each shall be selected from the three senatorial zones of the state. The rationale for the selection of the PHC is on the basis that they must have operated for at least ten years and that they should be in use by the community in which they are situated. The variables involve are training needs analysis, training objectives, training delivery and training evaluation as they influence employee's performance in the selected Primary Health centres in Ogun state, Nigeria.

4.5   Population and Sample of the study

Population of the study consist all categories of health workers in the selected primary health centres. These include people working in maternity, family planning, pharmacy, laboratory, Immunization, eye clinic etc. The researcher will interview people across this area.

4.6   Sources of data

Two types of data was employed

Primary data; this was be collected first-hand from the respondents. Primary data is the most authentic form of data because it is collected directly from respondents; thus, it offers an accurate explanation of the influence of variables in the case study. Thus, primary data enable the researcher to investigate the opinions of employees concerning T&D. Secondary source of data: Secondary data will be collected from books, articles, and journals. This was used to buttress and offer further explanations on findings discovered from the primary data.

4.7   Instrument of data collection

The means of investigation was a semi-structured interview. According to Kabir (2016), semi-structured interviews are ideal when researchers have only one opportunity to interview a subject and / or when researchers send multiple interviewers to the field to collect data. The Interview format can provide clear guidance to interviewers and provide reliable, comparable qualitative data. This gives interviewer a deeper comprehension of the subject matter needed to create relevant and meaningful questions. However, training interviewers to follow relevant topics that may differ from the interview guide, including open-ended questions, gives you the opportunity to see new perspectives and understandings of the topic at hand. Most researchers prefer to made use of a semi-structured interview because they can prepare their questions in advance. This will make the interviewer ready and appear competent during the interview.

4.7.1   Recording Semi-Structured Interviews

Generally, the interviewer always has a paper-based interview format to stick to. These kinds of interview (semi-structured interviews) often include open-form questions. Discussions can

sometimes deviate from the interview guide, so you usually record the interview on tape and post those tapes for later analysis. It is also possible to take notes of respondents' responses, but it is more complex to focus on conducting the interview and taking notes. This method brings about some inconsistencies and also affects the development of a good rapport between the interviewer and the interviewee. In other interviews, developing relationships of trust and dialogue is essential. If you cannot record the interview on tape, consider having someone take notes during the interview.

4.8   Methods of Analysis

The thematic analysis was considered appropriate for this study. This is one of the most common forms of analysis in qualitative research (Braun and Clarke, 2006; Greg, Kathleen, and Emily, 2012). Subject analysis is often understood as a methodology or method, as opposed to most other qualitative analytical approaches such as narrative analysis, grounded theory, interpretive phenomenological analysis and discourse analysis. These techniques specify guiding theories, right research questions and data sourcing procedure, and method for implementing the analysis. Subject analysis is a flexible way to allow researchers to concentrate on their data in a different ways. TA allows you to properly concentrate on analysing the meaning of the whole dataset. Alternatively, you can examine certain aspects of the occurrence in detail. Researchers can indicate the apparent or denotative meaning in the data, or question the prospective meanings, presumptions, and concept behind what is unequivocal highlighted (Braun and Clarke, 2006).

4.9   Validity and Reliability of the Research Instrument

To confirm the validity and reliability of the research instrument, the researcher adopts the pilot study to identifying theoretical errors and limitations in the interview questions. The first interview served as a pilot for this study.

4.10   Research Ethics

Ethics is a moral principle that guides a person's attitude. Research ethics can be defined as conducting research legally in a moral way. They are, in fact, the norms of behavior that distinguish between right and wrong behavior, and acceptable and unacceptable behavior. Ethics is central to the research process. Research is a multi-step process, a research process that leads to new

knowledge that is effectively shared (Research Excellence Framework, 2014). Researchers need to address different ethical considerations at different levels of the research process, as there can be ethical concerns at every step of the research process (Bickman and Rog, 2009). Although some aspects of research ethics are stipulated by law, the conduct of research is primarily governed by moral values. The obligation to respect research ethics is part of the general research obligation. This responsibility is shared among individual researchers, project managers, research institutes, and responsible authorities. Ethical considerations are becoming increasingly important throughout the research community. Ethical considerations in social research have come to the fore with growing public interest in research restrictions and legislative changes in the areas of human rights and privacy. Participants are primarily humans and animals, but different departments of the social sciences address different technical and ethical issues. In addition to the decisions that must be shaped by common values and experience, ethical guidelines can allow researchers to make individual ethical decisions in addition to professional ethics. Researchers are responsible for the ethical behavior of their research. All ethical issues must be considered at all stages of the research process.

Materials available on the Internet also raise many ethical issues. Apart from general ethical issues, this study also attempted to identify some of the ethical issues faced by young researchers. The innate ethical effect comes from the topic of research, as ethics plays a decisive role in research that comes into direct contact with humans. Social science researchers can only access researchers who have been researched through communication such as interviews and document analysis. Therefore, social scientists must have access to the respondents' languages and traditions in order to discuss and analyze the people being studied (National Committees for Research Ethics, 2006). The need for unique research on originality, transparency, and verification of general opinion can contradict some parties' desire to thwart research on a topic. Therefore, research is a discussion of specific interests (financial, political, social, cultural, or religious) and traditions (national committee for research ethics, national committee for research). Ethics, 2006) must be protected from internal or external controls that impede legitimate issues.

4.11   Ethical Considerations

Ethical considerations in research are series of rules and laws that govern the research conceptualization and execution. Researchers need to always follow strictly to a certain rule of conduct when sourcing for data from subjects (Bhandari, 2021). Most foremost fundamental related to ethical scrutiny in thesis are as follows;

i)   Informed consent

Informed consent connotes those who participate in the survey are completely informed about the interview being conducted. They are aware and have access to the objectives of the research, who or which group is funding the research, how the data will be used, whether participation can be detrimental, and who can access the results. If participants experience any form of stress during their participation, additional information should also be provided.

ii)   Voluntary participation

Voluntary participation (Autonomy) means that respondents need to participate in the survey without being forced. Participants are free to withdraw at any time without adversely affecting future services, participation in current programs (Trochim, 2006) or relationships with related researchers or institutions.

iii)   Do no harm

Harm can be physical and psychological which can manifest as stress, discomfort, worry, low self-esteem, or violation of privacy (Trochim, 2006). It is crucial that the evaluation procedure does not in any way hurt the participants (intentionally or otherwise).

iv)   Confidentiality

The Program Coordinator is the only person with access to or knowledge of any identification information, which is referred to as confidentiality (Trochim, 2006). Additionally, confidentiality makes sure that such identifying information is not included in reports or documents that are made public.

v)   Anonymity

Since the research team is not aware of the participants' identities, anonymity is more of a type of privacy than confidentiality (Trochim, 2006)). In the context of social research, it is more complex

to achieve than confidentiality, as participants are usually known to the program coordinator (Bryman & Bell (2007).

vi)   Assess relevant components

Evaluate only the components that are relevant to the research being conducted. The high-risk population is used as a withholding audience to ask in a review any kind of question that is of interest to the researcher conducting the survey but is not relevant to the survey or study participating group. It is important to keep the assessment as simple as possible and focus on the intent of the assessment and the use of the collected data.

The researcher needs to adhere to all above highlighted principles in conducting the research. The researcher will provide an ethics and consent form to the respondent to authenticate their participation in the research.

4.12   Limitation of the Research Method

Qualitative research is primarily conducted to gain a thorough understanding of the phenomenon's underlying causes and motivations. However, qualitative research has its limits, and so does the quantitative research approach. The restrictions associated with qualitative research are:

I)   It is a time-consuming procedure.

The main disadvantage of qualitative analysis is that it takes time. The second potential issue with qualitative research is that some issues may be overlooked (Bowen2006). Furthermore, researchers' interpretation is limited. Personal experience and knowledge influence research observations and conclusions.
.

ii)   No verification of results

Most qualitative research is unrestricted; it gives participants absolute dominion over the content of the raw data collected. For this, researchers cannot objectively verify the results using the scenarios given by the respondents.

iii)   It is a labor-intensive approach

'Qualitative' research is a labour intensive analytical process comprises of interviewing, recording, transcribing and classification (Elo & Kyngäs 2008). Similarly, qualitative research requires experienced researchers to obtain data of interest from a panel of respondents. Also, different conclusions can be drawn based on the same information, depending on the individual characteristics of the researcher (Maxwell2005).

iv) Causal relationship is complex

Investigating the significant connections between various research topics is difficult for researchers. In order to explain the variations in the quality and volume of information collected from various respondents and produce conflicting results, "qualitative research" is relatively sophisticated (Barbour2000). To guarantee accurate results from qualitative research, careful planning is necessary. Qualitative data cannot be mathematically analysed. Instead than using data, this kind of research relies on judgments and opinions. All qualitative research is distinctive by design and challenging to replicate.

CHAPTER FIVE

ANALYSES AND FINDINGS

5.0   Introduction

This section provides an analytical procedure of the results obtained from the main fact-finding data collected in nine semi-structured interviews. The data are synthesized within the limits of the study in relation to the relevant hypotheses suggested by the existing literature. Thematic analysis provided sufficient knowledge of the data, facilitated the coding process, made the subject appear organically, and allowed the development of accurate representations of the dataset. Twelve (12) themes were initially devised and integrated into four (4) different and comprehensive themes when they were too broad, duplicated with other themes, or lacked sufficient support.

5.1   Participant Data

Table 5.1: Participant Information

S/N	Years of Experience	Job Title
1	9	Community Health worker
2	11	Pharmacist
3	9	Community Health worker
4	11	Nurse
5	12	Nurse
6	10	Pharmacist
7	10	Laboratory Scientist
8	12	Nurse
9	13	Doctor
Total	**97**	

Source: Semi-Structured Interview (2022)

5.2   Themes

According to Braun and Clarke (2006), theme captures important things about the data related to the survey question and represents the level of patterned response or meaning in the raw data. These patterns are wider than the code because they contain many facets. From this perspective, Braun & Clarke (2013) states that pattern-based analysis permits researchers pin-point important characteristics of data that are prominent to answering 'research questions'. The frequency of occurrence of a particular code is important in determining the pattern that is most relevant to the answer to a particular survey question. Nonetheless, there is some code that is uncommon but can help you answer your research questions. Therefore, when identifying patterns in your data, you should also consider the frequency and importance of specific code to answer your research questions. The data identified four key themes:

- Loyalty and Commitment
- Innovation and Productivity
- Off-the job and On-the Job
- Knowledge and skill

These four identified themes were discussed and analyzed in accordance with the research questions and objective proposed in the study with key findings and conclusion drawn from them.

5.2.1   Loyalty and Commitment

Most academic research (Arthur, 1994; Porter, 1997; Jaw, 2004) on human resource management practice of states 'the employees engaged not only improve the effectiveness of the organization, but also that individuals are motivated, involved, and involved in organizational activities aimed at achieving the goals of the organization'. It suggested creating a culture to feel. True engagement promotes a high level of personal learning. Individuals coordinate their efforts to the goals of the organization and prioritize the needs of the organization over their own individuals who share common values.

Literatures (Abdullah & Othman, 2016; Abdullah & Othman, 2021) shows that committed employees commonly relate to the organizational goals, feel that they fit into the organization and are fulfilled by their work. Lerato, et.al (2019) also opines that T&D increases work knowledge,

improves organizational performance and productivity, and is essential to the performance of construction workers.

One of the main finding within this theme is the role play by loyalty and commitment toward employee's improved performance emanated from adequate training and development programs. This was evident from the findings of Andrew (2017) who assert that committed employees perform better, more creative, highly satisfied level and are less likely to leave the organization than employees' with low or no commitment in any organization. Aziz et.all (2021) opines employees continued commitment to the organization as they feel unethical to leave the organization.

All participants assert that T&D affects both employees' performance to the organization as well as their profession. In the research interviews, participants made reference to Employees' attitude to work, their way of thinking, employee's engagement as well as Loyalty and commitment to the organization as having a significant impact on employee's performance. Responding to question three and six of the interview questions;

"T&D affects both employees' performance to the organization as well as their profession. It improves employees' attitude to work as well as performance on the job he or she is assigned and also contribute immeasurably to his/her experience in the choosing profession. T&D also equipped employees with right skills to function well on the job" (P1)

"T&D affects both employees' performance to the organization and their profession. It *affects employee's performance by lifting their spirit on their assigned job. When employs are trained and retrained, their ability to function improves as well as their performance.*" (P2)

"T&D affects employee's performance positively by enhancing their productivity. It also increases their skill level as a professional. Training and development affects employees' performance in positive way by making the employee more innovative. When employees attend training, they have a sense of belongingness for the organization." (P3)

"T&D affects employee's performance by raising their work standard as well as their profession giving them more experience through improves job technique. It is an effective tool to provoke improved performance of employee if properly harnessed by managers."
(P4)

"T&D affect performance positively through enhances productivity. It also increases employee's skill level as a professional. Effective employee training leads to an increase in quality and standard as a result of potentially fewer mistakes." (P5)

"T&D surely affects the job performance of the employees and has a positive impact on employee performance. Though, it is crucial for organization to get skilled and capable employees that have the knowledge and skill of doing the task, yet is very important to train and retrain them to keep the updated to the ever dynamic occupational and business environment." (P6)

According to the literature, the effect of T&D on workers performance cannot be exaggerated. Some studies focus on T&D and organizational performance, while others (Gamage & Imbulana, 2013; Usman, 2014) focus on T & D and organization. This current study focuses on T & D and healthcare professional performance. Rothwell and Kazanas (2006) believe that training not only impacts revenue, but also contributes significantly to cost savings. It is clear that untrained workers are below expectations. As a result of employee training, volatility is reduced. It is concluded that T&D have a direct impact on the performance of staff in Nigerian healthcare facilities. This finding is consistent with the work that employees are motivated through training (Mobarak, Musfiq, and Wasib, 2019). Training and development leads to higher performance.

5.2.2 Innovation and Productivity

Presentation of theme shows that the prevalence of T&D is directly related to loyalty and commitment. When probe further, the participants reveal that a committed and loyal employee will be innovative and productive. Participant in this study through their response affirm that training and development is directly related to innovation and productivity:

"T&D affects employee's performance positively by enhancing their productivity…………..Training and development affects employees' performance in positive way by making the employee more innovative……..." (P3)

T&D affect performance positively through enhances productivity. It also increases employee's skill level as a professional through innovation……" (P5)

"T & D has a direct impact on performance by increasing productivity…….." (P7)

"T & D affects both the performance and work of employees' organization. It make them more innovative……"(P8)

5.2.3 Off-the job and On-the job

Ngu, (2006) confirmed that off-the-job training is a type that can be performed in a stress-free environment other than the work environment. This is usually done in the classroom. In that case, the trainee is given theoretical knowledge of how to handle a particular operation. While on-the-job training helps employees improve their jobs and gain insights, OJT also saves money and time (Flynn, 2006). On-the-job training is more effective because primary health care facilities provide employees with more skills and knowledge. Off-the-job training, identified and categorized by Kulkarni (2013), includes program descriptions, classroom lectures, workshops and seminars, meeting methods, front yard training, behavioral modeling, hands-on exercises, audiovisual methods, and case study methods included. At the employee's outdoor workplace, he was ridiculed to improve employee productivity and performance. Answers from all six participants show that 'off-the-job training' improves the performance level of the organization over on-the-job training.

"Off-the job training increases performance level in the organization because it refreshes the trainees' brain when they get back to work after the training." (P1)

"Off-the Job training increases performance level in the organization because it allows employees to be stress free as the training program is organized away from workplace." (P2)

"Off the Job training increases performance level in the organization" (4)

It is also confirmed from the finding that 'off-the job training' in efficacious and more productive in the primary health care setting than on the job training based on the responses of the participants

"Off-the job training in more effective and productive because it allows for adequate preparation and execution. (P1)

"Off-the-job training also allows the worker fully concentrates learning from the training. (P2)

"Off-the Job training is more effective and productive because workers are required to learn the skills to be well equipped with supposedly new the tools and techniques that are needed to function well on their job." (P3)

"Off-the job training is more effective as it involve wide range of job related activities done outside the work place which will be useful for the job." (P4)

"Off-the job training increases performance level in the organization and more effective than on the job training as it allow for more time to train." (P5)

"Off-the job training is more effective and increases performance level in the organization that on the job training because it allows for adequate preparation and execution." (P6)

The finding is in line with, Oladipo and Adebayo (2021) who affirmed that both on and off-job training and development are so vital to impact all organizational performance but off-job training and development are stronger proxies for determining organizational performance. Off-the-job training programs lead to long-term success. The finding shows that providing employees with 'off-the-job' training opportunities encourage them to pay more attention to the training activities as it is conducted in a stress free environment outside employee's work place and that the trainers are most likely to discharged high quality training, as they will be a professional in these specific areas.

5.2.4 Knowledge and skill

A study by Abdul Ghafoor, Furqan, and Muhammed (2011) found that professional training, training design, and delivery styles have a significant impact on the knowledge and skills needed to improve performance. Saleem et al. , (2011) mentioned many aspects of the training programs, such as training in knowledge and skills related to ethics, communication and labor relations. When asked about the relevance of the training attended so far to their work, all the respondent attest to the fact that all training they have undergone is very relevant to their work.

"They are very relevant to my work as health worker." (P1)

"*Almost all the training I have attended so far is very relevant to my work as health-care giver*."
(P2)

"All trainings I have received at my work place are very relevant to my work. From Oral polio vaccine; Management of acute malnutrition, to Essential newborn care and Care for people living sickle cell diseases are all relevant to the work." (P3)

"*All trainings I have attended are very relevant to my work."* (P4)

"Very revenant" (P5)

"Absolutely relevant" (P6)

Rassul and Farooqi (2015) suggest that T&D, training design, and off-the-job training are positively linked to the knowledge and skills of employees and their commitment to the organization. Training and development are important aspects of HRM (Rassul and Farooqi, 2015). It is important for an organization to have qualified and competent employees, who are more competent if they have the knowledge and skills to do their jobs. Training and development provide opportunities for employees to become more involved in the organization. Armstrong, (2003) argued that training should be carefully conceptualized and tailored to meet the needs of workers (Ginsberg, 1997). Training and development also impact employee skills, knowledge and performance. This means that when employees benefit from training and education, they tend to show more interest (Gonchkar, 2012). Participants' answers to Question 13 of the interview question, which addresses the impact of training design on employee performance, are as follows:

"One can only give what he/she has. Training designs of the organization affect employee's performance positively as the design targeted toward improve skill and knowledge and employee's commitment to the organization and performance." (P1)

"Organization's training design affect employee's performance at work because it incorporated mechanism that improves work standards by giving them more knowledge. Through a well-established training design, employees have a high sense of responsibility towards the achievement of organizational goal and objectives." (P2)

"Organization training design affects employee's performance positively as it improve work standard of employees and engagement. All the training I have attended was well designed and had improved my knowledge and skill as well as my performance. (P3)

"Training designs have a positive impact on employee's performance as it is design to improve their goal setting skill. Organization training design must be able to translate to job enrichment." (P4)

"Training design has a positive impact on employee performance. Employees who undergo a well-designed training very often are more likely to perform better and are more invested in the company's success and work towards meeting organizational goals." (P5)

The submission of all the participants reveals there is a link between training design and employee's confidence, knowledge and skill, employee's engagement, employee's commitment, employee's performance. Training at work is closely linked to employee's affective commitment and work performance. This study highlighted that training provided by organizations enhance employees' knowledge and skill and are commitment to enhance their job performance which in turn increases employee's loyalty. As long as T&D program creates more chances for worker-managers interaction, they develop a positive relationship and thus enhance workers performance leading to higher employee loyalty.

5.3   Discussion of Findings

This present research focused on the impact of T&D on staff performance in Nigerian healthcare facilities. The results of the study highlights that T&D have a direct impact on the performance of

workers in Nigerian healthcare facilities. T&D leads to employee's motivation at work (Mobarak, Musfiq, and Wasib, 2019). T&D leads to improved performance (Lerato, Clinton, Wellington, 2019), T & D increases work knowledge, improves organizational performance and productivity, and is critical to construction worker performance (Ananthalakshmi, 2019) . It also shows a positive and significant relationship between all education and training and employee performance. In addition, based on the respondents' responses, the survey found that the training program was organized outside the workplace. Workers can also focus entirely on learning from training. It also refreshes the trainee's brain when he returns to work after the training. Similarly, off-the-job training is considered more efficacious because workers need to acquire the skills to fully equip what is perceived as new tools and techniques needed to function well at work targeted and productive. This is consistent with studies such as finding that off-the-job training has a positive and significant positive impact on employee performance (Ananthalakshmi and Ming, 2019). This shows that training and development are powerful tools for improving employee performance. In terms of how training and development affect employee engagement, they say it makes them more engaged, loyal and ethical to the organization. It improves their employees' ability to set goals. T&D is often used to bridge the gap between current performance and expected future performance (Weil & Woodall2005). This is classified as an HRD feature that is considered an important feature of HRM (Weil & Woodall2005). Kleiman (2000) found that an important part of a valuable employee training program is based on employee orientation, management and operational skills. Noe et al. (2003) stated that there must be joint responsibility between employers and employees in the process of employee education. Training and development are not without obstacles. According to Robins et al. (2003) it resulted that some managers do not support T&D initiatives because they believe in workers should have been properly trained by educational institutions. They believe that workers are solely responsible to acquire needed knowledge on how to work effectively. T&D programs are considered a difficult expense to convince shareholders. Participants also explained the challenges they face in relation to training and development within the organization:

"There is always shortage of staff when people are selected for a training programme. Also, there is no adequate incentive to training." (P1)

"Logistics and Inadequate material" (P2)

"The only problem I have face with regard to training and development within my organization is timing of training. Notice for some of the training are very short." (P3)

Short notice for training is one of the problems. Another problem is logistic related. (P4)

The participant as well highlights how they think training and development their organization could be improved with the following responses;

"Early notice for training so that the work engagement can be planned so that the load will not be too much for those on duty when other are on training. There should be incentive to training no matter how small it is. Also certification of participation for the training is very important."
(P1)

"Training and development can be improved by training others so that the knowledge can be transferred. Also by evaluate training for effectiveness." (P2)

"Early notice of training so that work schedule could be adjusted based of the fact that we are short staffed in my work place. Also by investing more on training and development." (P3)
"Training and development in my organization can be improved through early notice of training. Also it can be improved thrush enrich job experience and job rotation." (P4)

"As a health worker, attending training exposes you to some health hazards. There should be incentive to training no matter how small it is to cushion the effect of the hazards". (P8)

"Some of the training we attended deserves to be incentivized". (P9)

"There is need for the provision of equipment. This will serve as the incentive to training as it help employee to perform better"

Perry (2007) and Kleiman (2003) scrutinized training and development program failures. For both of these tasks, the first reason T&D program fails is that sometimes training does not match the task needs. It was also found that training and development is closely link with motivation and job

satisfaction three participants stated that they are well motivated at work due to the training they have attended give and also have some sense of satisfaction. These submissions were found to be overtly strong among participants have attended various training.

""The health facility where I worked is one of the most busy health facilities in the town, and am more motivated to keep working and satisfied with my job. This is because we were being trained from time to time" (P7)

"I feel motivated and satisfied at work due to the constant training we do undergo" (P8)

"I have attended so many training that are very relevant to my work and I feel motivated and satisfied" (9)

As the discussion progresses, it is evident that the study is in good agreement with various possible predictions from literature reviews. The minimum year of experience expected for the participant is 8 year and all of them meet the requirement as the most of them have spent more than 10 years as a health worker The sample of 9 participants had experience across 5 heath facilities and it is noteworthy that all the facilities engaged in practices, procedures or processes closely related to training and development. They engage in training for almost all World Health Organization (WHO) programs and other health related agencies local, state, national and international. This coincides with the United Nations SDG3 that ensuring a healthy life and promoting well-being at all ages is the basis of sustainable development. The main interpretation of participant training and development was the need to keep what is happening in the world up to date, especially for healthcare professionals. This is a general perception to emphasize the level of T & D in all primary health care environments. These data represent 97 years of collective experience in five primary health care environments. The general opinion among the participants surveyed was correlated with the findings of Kassie (2017) that effective training is considered a key factor in improving performance. It can improve the level of competence of employees and organizations. T&D programs remain the stimulus workers required to uplift their performance and skills, and as a result, they improve.

Strongly related to employer performance is T&D opportunities and to a greater resulted in high level of commitment identified by participant 5 "*T&D affect performance positively through enhances productivity as employees are more committed to the organization.* This is consistent with the views of Ananthalakshmi, (2019) that shows a direct association between the T&D and workers performance in relation to employee's loyalty and commitment. Some of the participants believed that there is shortage of staff whenever there is need for some employee to attend training as most of the training they undergo is mostly off the job as opined by participant 1 "*There is always shortage of staff when people are selected for a training programme*" and participant 8 "*Any time employees attend training, there much work load of the few one available because we are short-staffed*". Such a shortage of staff can not only increase the apathy of the authorities concerned, but can also increase the stress of the work of employees as a result. As stated in the literature, the development interests of an organization must be consistent with the development interests of its employees. However, without communication about this, it is unlikely that it will be achieved and overworked healthcare professionals may be discouraged again. These agreements also added that if T&D are done accordingly, they should be significantly benefits to employers in the form of increased productivity, knowledge, loyalty and profits. In spite of scores of reasons and gains that result from training, T& Dprograms often fail. It doesn't matter if the course was taken on the best platform or by the most prominent trainers. Training is a thoughtful intervention aimed at achieving the learning needed to improve employee performance. Training and development are positively correlated with the overall performance of employees, and training and development are more strongly associated with employee performance. Preceding researches (Teck-Hong & Yong, 2012; Simmons & Richardson, 2012, Dabale et al. 2014) has shown that T&D affect employee performance.

The participant also testify that their skill level have improved because of the training they received at work because it boosted their confidence on the job, it lifting their spirit on their assigned job, engaged more than before the training, More committed and also work faster as highlighted by participant 7 *"I can say my skill level have improved because of the training you received at work because I am engaged more than before. I am more committed and also work faster. It had actually helped me to sensitize people on the need to live healthily and to stop stigmatization of people living with HIV"*. These confirmed a study by (Adefope, 2017) showing that training and

development affect employee engagement (Khaemba, (2017) employees consequent from T&D they received. Shows improved employee performance (Mohammed, 2016), suggesting T&D has a positive impact on employee performance and productivity (Falka, Rassul & Yasir, 2015). T&D, training design, training in the workplace, and showing a positive relationship between employee commitment and loyalty.

Some participant expressed a common opinion among the participants that though off the job training is more efficacious, yet there need to on the job training as this will forestall the problem of staff shortage during busy hour *"It is no doubt that off-the job training is more effective and productive, but it will be proper to have on-the job training once a while as this will prevent that shortage of staff we experience when other are on training."* this was corroborated by participant 9 *"I can say Off-the Job training is more effective and productive because workers are required to learn the skills to be well equipped with supposedly new the tools and techniques that are needed to function well on their job. But on-the job training is sometime recommended to reduce the effect of staff shortage"* This result is consistence with the work of Oladipo and Moses (2021) that on and off job training and development increase performance level and. The results complement views of Cho *et al* (2009) that investing on wprkers growth and development (through on-the-job and off-the-job) enhances the perception of organizational support, consequently promote loyalty and commitment.

Training design is also considered to exhibit a direct relationship with employee's performance as explained by participant 5 *"Training design has a positive impact on employee performance. Employees who undergo a well-designed training very often are more likely to perform better and are more invested in the company's success and work towards meeting organizational goals."* This complements a study by Noe (2013) who argued that T&D design addresses the elements or activities involved in the training program and increases the likelihood of high-level knowledge transfer to improve performance. Training design concerns the definition and identification of purpose and scope, as well as the methods and media used to provide the training program. Training program goals are conceptualized from analysis of training needs that includes what

should be put in place and fulfil. This should be in line with the mission and vision of the organization as postulated by Boudreau, Boswell & Judge, (2001).

Participant 2 also assert that "*Organization's training design affect employee's performance at work because it incorporated mechanism that improves work standards by giving them more knowledge. Through a well-established training design, employees have a high sense of responsibility towards the achievement of organizational goal and objectives.* The conformed with work of Falka, Rassul and Yasir (2015) who that there is a positive relationship between training and development, training design and employee commitment. The design of the training and development should be done with views and full participation of management, supervisors and employees (Brown & Harvey, 2000).

The practicability of training and the process of selection for the training are also linked to employee's performance as what pertains directly to their job. They also learn by making mistakes, resolving problems, and taking advantage of opportunities. Employees learn or are trained unconsciously on the job as a result of experience and success. This is what the participant has to say on the criteria for selection. Participant 1 says '*Selection is dependent on the department. Also selection is sometime based previous on experience"* Participant 2 on the hand explained that "*Selection for the trainings he had undergone so far were based on local government and health facilities in the local councils".* Participant 3 gave a clear idea about the selection as thus: "*There are different criteria of selection for training. Sometimes Doctors and Nurse are the first set of personnel considered for training. Sometime it is optional where worker volunteers to attend training that is relevant to their job."* Overall, this is still a confirmation of employee T&D as one of the tools that gives an organization's competitive advantage. Oforegbunam and Okorafor (2010) point out that, attempts to make employees prepared for the high demands of the 21st century need to involve continuous training and development packages. This was buttress by Rothwell and Benkowski (2002) that the need to maintain high-performing human capital is met by a greater focus on skill differentiation, employee motivation, and employee training and development. Therefore, training and development are extremely important to the organization. Once employees

have the necessary skills, they will focus on reducing waste and costs, increasing productivity and reducing surveillance by putting together high quality goods and providing standardized services (Vinesh, 2014).

Loyalty and Commitment were extensively covered in theme 1 and Innovation and productivity in theme 2, as participants call attention to their increased desire to remain with the organization as a result extensive T&D they have undergone. All variable (Loyalty, Commitment, innovation and productivity) are seen to be linked to enhanced performance through training and development of employee.

Participant 3 states that *"In my own view training and development affects employees' performance in positive way by being more innovative."* Trained employees are found to be more engaged, as a result of T&D, participants tend to be passionate about their work. Participant 4 highlights that *"Training and development improves employees engagement through loyalty to the organization".* Apparently, degree to which T&D can influence employee loyalty, commitment, innovation and productivity is substantial and commited, dependent on the extensiveness of the training that attended. Participant 1 explained that *"Yes. T&D affects employee's engagement as a result of their loyalty and commitment to the organization"* This display the underlying crucial role of T&D in improving workers Loyalty, Commitment, innovation and productivity in line with Carbery *et al*. (2015) who found commitment as the the most significant take away from training and development of employee.

Obviously, T&D can improve employee's performance level when done properly, which can have a significant results on an employee's skill level. T & D is very important for improving the skills of employees. The greater skill acquires by employee, the more productive the employee become. Participant 1 explained that *"I can say my skill level have improved because of the training you received at work because I am engaged more than before. I am more committed and also work faster".* Other participants are in the affirmative as regard increase skill level through training and development.

The extent to which T&D affects performance can also depend on role requirements. Role requirements can vary widely between employees, depending on which area / department they work in, and in some cases, in which area / department they work. T & D has proven to be the equivalent of improving performance. However, as with the impact of T & D on performance levels, the amount of training required for different roles varies. As highlighted in the results, the negative effects of inadequate training in terms of performance level are closely linked to the frustration of not being able to convert the training that you participated in to improve performance and not relying on the skills you already have. It is related. Or ineffective execution can reduce employee work engagement and then reduce engagement.

5.4 Summary of Main Results

As already mentioned, this chapter covers the analytical procedures of the survey. From the more than 10 theme, four (4) different and broad themes were identified. These four identified themes (loyalty and commitment, innovation and productivity, off-the-job and on-the-job, knowledge and skills) were discussed and analyzed according to the hypotheses proposed for the study, and the main findings from them. One of the key insights within this theme is the role-play of loyalty and involvement to improve employee performance resulting from proper training and development programs.

All participants claim that T&D affects both the performance of workers in the company and their work. In a survey interview, participants showed that employee attitudes, attitudes, employee involvement, loyalty and attachment to the organization all are significantly related to workers production. Participants also reveal enthusiastic loyal employees are innovative and productive. However, responses from participants in this study confirm that training and development are actively linked to innovation and productivity.

The results of this study provide more off-the-job training opportunities and are conducted in a less stressful environment away from the employee's workplace, allowing more attention to training activities and increasing trainers. It also shows that it is likely. Quality training as they become qualified professionals in these particular areas. Submissions from all participants reveal

that there exist a direct association among training design and workers self-confidence, knowledge and competence, employee involvement, employee involvement, and employee performance. Workplace training is closely linked to emotional involvement and job performance.

The study also identified some training and development challenges that were not without disabilities. Participants stated that staff shortages in selecting target audiences for training programs and the short-term nature of training are key challenges for training and capacity building. However, it suggests ways to improve training within the organization: early notification of training; training incentives. In summary, the results of a thematic probing of the impact of T&D on the employees' performance of healthcare professionals reveal many relevant facts that are consistent with the literature on this subject. From the findings, we can conclude that training and development are positively and strongly correlated with loyalty and involvement, Knowledge and skills; innovation and productivity, as well as the training and development programs in health sectors are more closely related to workers performance.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1   Conclusion

Attempt was made in this research to investigate the impact of T&D on the performance of workers in health sector of Nigeria as is the case of selected primary health centers. The specific goals set for this survey are: Analyze the 'impact of training and development on the performance of Nigerian healthcare staff'. Investigate the relationship between training design and staff performance in Nigerian healthcare facilities. Find out the relationship between off-the-job training and employee performance in Nigerian healthcare facilities. This study was based on the theory of human capital development (Thomas & Diez, 2013), as human capital is considered a source of effective organizational value. As part of the study, various studies on the relationship between T&D and performance (including Lerato, Clinton, Wellington, 2019, Ananthalakshmi, Ming, 2019, Ananthalakshmi, 2019, Khaemba, 2017) were reviewed. An overview of Nigeria's healthcare sector is also available. This study explores qualitative data collection methods and uses a positivist research philosophy and an inductive research approach due to the small sample size. The means of data collection was a semi-structured interview with 13 questions, with 9 staff members interviewed, recorded and posted. Thematic analysis was used in analytical process because it is a technique for comprehensively Identifying, sorting, and having understanding into sequence of meaning (themes) within a raw data (Braun and Clarke, 2012). Within this limits of the study, four different themes were identified from the dataset in relation to relevant suggestions from existing literature.

6.2   Research Question One

'What significant influence does T&D have on employees' performance?'

It was confirmed that T&D in terms of further education have a clear positive effect on employee performance. It improves employee attitudes towards work and also contributes immeasurably to their work experience. Investment in training influence employee labor standards by changing the way employees think. After that, loyalty and commitment to the organization will increase. However, loyalty and commitment to the organization is directly related on employee

involvement. It was observed that training courses taken have significantly improved the qualification level of employee's performance. Training and development eliminates risk because trained employees can use materials and equipment better, more economically, reduce waste and eliminate them. Training and development impact employee performance by improving work standards that result from new knowledge and skills. Training and development change employee attitudes towards work and life as a healthcare provider. Training and development impact employee performance by improving morale. Education and training bring great benefits to employers in the form of increased productivity, knowledge, loyalty and profits. To that end, training and skills are essential for the advancement and triumph of the organization. It is high-yielding for both workers and managers of the organization. Adequately-trained workers will be more efficient and prolific.

6.3 Research Question Two

'What is the relationship between off-the-job training and employees' performance?'

There is a positive correlation between off-the-job training and employee performance. This improves the performance level of employees in your organization. On-the-job training refreshes the trainee's brain when they return to work after training. The study found that off-the-job training was more effective and productive because it allowed for proper preparation and delivery. It allows workers to fully focus on learning from the training there by improving their skills and knowledge. On-the-job training leads to greater efficiency and productivity. On-the-job training gives employees the opportunity to pay more attention to their training activities, and because trainers are qualified professionals in these particular areas, they are more likely to promote quality training. In conclusion, this study established that off-the-job training was more effective in productivity, with improved performance levels in primary health care settings.

6.4 Research Question Three

'What is the effect of training design on employee performance?'

The study found the organization's training design affect employee's performance positively at work because it incorporated mechanism that improve work standards by giving them more knowledge and skill. Organization training design affects employee's performance via improve

work standard of employees and engagement. Employees who undergo a adequately designed training very often will surely to acquire more knowledge and skill needed to perform better and are more invested in the company's success and work towards meeting organizational goals. Training design of health institution from identification through implementation to evaluation is jeered toward improving employee's knowledge and skill and enhanced performance. It was evident from study that training design should include incentive to training no matter how small it is. Also stresses the need for provision of certificate of participation for the training to put together utmost influence in the form of improved performance.

6.5   Recommendations

The study made recommendations regarding the findings of the study as follows;

6.5.1   Recommendations for Management

Company's policies regarding training, need to be clear, objective, simple and well communicated. Every employee needs a mandatory training program to improve their knowledge and skills to achieve the company's goals. Employers need to offer a diverse mix of T&D techniques to allow employees to acquire knowledge, skills and abilities from various areas in separate delivery styles. Management should develop strategies related to T&D of workers within the organization before carrying out the training program. Managers should adopt these strategic approaches to ensure that your training program is in line with their organization's entire goals. In addition, strategies designed for T&D should consider the following factors: changes in the work environment, changes in technology, consistency with the overall goals of the organization, training needs and solutions, training rules and levels, costs, benefits, time, and more. Organizations need to organize quality and related training and development programs to meet employee expectations for increased productivity. Off-the-job training and development technique are highly endorsed for primary health care settings.

6.5.2   Recommendations for Employees

Employees need to actively and enthusiastically partake in their organization T&D programs in order to uplift their skills and knowledge. Workers are always required for a particular career stage and must demonstrate their willingness and ability to engage in T&D programs related to their

work in the organization. Workers are expected to understand the importance of T&D programs to develop their professional skills and abilities. They should be aware of how crucially important competence is, in terms of improving skills and knowledge, as well as motivating and actively participating in training programs, in order to benefit both staff and the organization. Workers also need to have more time to time training programs to reduce the cost of hiring and training new workers. After training, there is need to provide feedback so that employees can identify areas where they can improve their performance the most. Employees require effective T&D to reduce the cost and time managers spend supervising workers. Workers need to be knowledge-based individuals, taking advantage of all the self-development opportunities that an organization offers with easy access to resources and facilities. This kind of employee development cannot only improve the productivity of the organization, but also enhances the skills of employees and prepares them for future challenges. Workers should always be alert to their needs and capabilities and, through consultation, be aware of the training and development required for specific career transformation and advancement. Successor development plan also play a major role in this. Career forecasting plans, T&D forecasts should be provided to each employee to fully recognize their contribution to the organization and its entire performance.

6.6   Contributions to knowledge

This study is not without contribution to knowledge. Most studies on T&D and employee's performance utilizes quantitative approach through the use of questionnaire to answer research questions through analysis of data. But this study uses qualitative data, sourced from semi-structured interviewed using thematic analysis for its data analysis.

6.7   Suggestions for further study

The study found that there exist a positive link between T&D and employee performance, and that training promotes employee loyalty and attachment to the organization. Nonetheless, there are still many other variables related to this particular area, so researchers' needs additional information such as employee involvement, employee satisfaction, employee skills, and employee inspiration. By including variables, it is very beneficial to conduct research in this particular area in the near future, employee motivation and organizational effectiveness, and other environmental conditions

related to employee T&D and workers performance. This are expected to produce more robust and compelling outcomes that can expand the reliability of employee training programs as a tool to improve performance.

6.8   Limitations to the Study

This study is not without its limitations. The first main limitation of this work was the lack of empirical literature on the relationship between training and development in the healthcare sector and worker performance, which was used to identify and point to literature gaps. The need for further development of these research areas is considered an important opportunity. Despite the limited access to these respondents, an attempt was made to recruit nine trusted participants to conduct the interview. Research was also limited in time.

6.9   Personal Learning Statement

The accomplishment of this thesis has brought an exceptional challenging experience which as increased my knowledge through the past year. I have acquired a lot of skills throughout the year of my research. It was a difficult task at first because I had to communicate with my supervisor remotely which was tough from the beginning, but I had to adapt to it because that is what HR is all about, been able to adapt to changes around me. I had to focus more on time management and make good use of my time by balancing my day to day activities with creating time to work on my research. I also learnt how to be professional in conducting interviews and getting the right information from the participant. HRM was not my first course I had in mind when applying for my post graduate, but through my years of studying the course, I have understood the basics of being an HR and would love to pursue a career under HRM after my post graduate

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Appendix A: Interview Questions

Demographic Information

Number of Years of Service in the Health facility

Current or last Job Title

Interview Questions

1. What kind of training have you undergone in the last three years?

2. How were you selected for training?

3. In your view does Training and development affect employee's performance to the organisation or their profession? In what way?

4. How do you think Training and Development impact work standards?

5. In your view, does Training and development affect employee's engagement? In what way?.

6. In your view, does Training and development affects employee's performance? In what way?.

7. Do you think your skill level have improved because of the training you received at work? If yes, how?

8. In your view which would you say increases performance level in the organization, on-the job training or off-the job training? In what way?

9. Which would you say was more effective and productive, on-the job training or off-the job training? In what way?

10. How relevant were the trainings you received to your work?

11. What problems do you face with regard to training and development within your organization?

12. How do you think training and development in your organization could be improved?

13. How has your organization's training design impacted your performance?.

Appendix B: Participant Information Sheet

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully. Ask questions if anything you read is not clear or if you would like more information. Take time to decide whether or not to take part.

WHO I AM AND WHAT STUDY IS THIS STUDY ABOUT?

My name is Abiodun Osonuga, the research I am conducting is for a dissertation as part of attaining a Master of Arts in Human Resource Management degree at the National College of Ireland. The dissertation is a study of the impact of training and development in Nigeria primary health care and how it affects employee's performance and the desire to continue working.

WHAT WILL TAKING PART INVOLVE?

To participate in the research, you will be asked to answer 13 questions about your experience with training and development while working in primary health care facilities, as well as how this may have affected your knowledge, skill performance, and commitment. This will take the form of a telephone interview, which will be recorded with your permission. There are no correct, incorrect, good, or bad answers, and the research is solely concerned with their experiences, beliefs, ideas, opinions, and insights, all of which will likely benefit the research.

WHY HAVE YOU BEEN INVITED TO TAKE PART?

Due to your prior experience working in primary healthcare settings and the important impact your ideas and insights can bring to this study, you have been invited to take part in the research.

DO YOU HAVE TO TAKE PART?

Your participation in this study is entirely voluntary, and you may refuse to participate, decline to answer any questions, or withdraw at any time without consequence.

WHAT WILL HAPPEN TO THE RESULTS OF THE STUDY?

The outcomes of this investigation will only be applied to my dissertation submission.

WHAT ARE THE POSSIBLE RISKS AND BENEFITS OF TAKING PART?

Your participation will hopefully add to the larger body of research into the reasons for employee performance in primary health care facilities and how this can be improved, in addition to making a valuable contribution to my own research. There is little risk in participating because the information I am seeking is not sensitive. Personal information will not be requested; only information pertinent to your role will be requested - Years of service and position within the organization.

WILL TAKING PART BE CONFIDENTIAL?

A breach of confidentiality will occur only if the researcher has a strong belief that there is a serious risk of harm or danger to either the participant or another individual (e.g., physical, emotional, or sexual abuse, child protection concerns, rape, self-harm, suicidal intent, or criminal activity) or if a serious crime has been committed. As part of the research process, non-anonymized data in the form of signed consent forms and audio recordings is collected and stored.

HOW WILL INFORMATION YOU PROVIDE BE RECORDED, STORED AND PROTECTED?

Signed consent forms and original audio recordings will be kept in password-protected digital file locations that only the researcher will have access to until my degree is awarded. After that, a transcript of interviews with all identifying information removed will be kept for another two years. You have the right to access the information you have provided at any time under freedom of information legislation.

WHO SHOULD YOU CONTACT FOR FURTHER INFORMATION?

Researcher Information:

Name: Abiodun Osonuga at National College of Ireland

Degree: Master of Arts in Human Resource Management

Contact Email: x20178085@student.ncirl.ie

Supervisor Information:

Name: Rachel Doherty, Lecturer and Programme Developer at National College of Ireland

Email: rachel.doherty@ncirl.ie

Thank you for your participation.

Appendix C: Consent Form

PRINCIPAL INVESTIGATOR

Name- Abiodun Osonuga

Course- Human Resources Management

Phone number- 0892385167

Email address- osonugabiodun98@gmail.com

Supervisor Name- Rachel Doherty

Supervisor Email- Rachel.Doherty@ncirl.ie

Dear Participant,

Firstly, I would like to thank you for your agreement to participate in my research.

PURPOSE OF STUDY

You are being asked to take part in a research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please read the following information carefully. Please ask the researcher if there is anything that is not clear or if you need more information.

The purpose of this study is to analyses the effect of Training and Development on employee performance in Nigeria's Health institution. This is with the hope of examining the relationship between Training and Development and employee commitment as well as to investigate the relationship between Training and Development and employee's Engagement within Nigeria's health institution

STUDY PROCEDURES

Semi-structure interview is needed to acquire data for this study. The investigator is expected to

engage each participant on a 30 minutes interview. The interview shall be tape recorded for thematic analysis.

RISKS

You may decline to answer any or all questions and you may terminate your involvement at any time if you choose if you feel threatened by your involvement.

BENEFITS

The study is essential will not only be beneficial to the investigator for answering the research questions but will also be beneficial to the participant as it will widened their horizon on the subject matter.

CONFIDENTIALITY

Your responses to this survey will be anonymous. For the purposes of this research study, your comments will not be anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following:

VOLUNTARY PARTICIPATION

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part in this study, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: Abiodun Osonuga   Student number: 20178085

School: School of Business   Course: MA HRM

Degree to be awarded: Masters of Arts, Human Resource Management

Title of Thesis: An exploratory study to investigate the impact of training and development in Nigeria health sector.

An electronic copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. This electronic copy will be accessible in NORMA norma.ncirl.ie the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (NORMA) are made available on open access.

I agree to an electronic copy of my thesis being available for consultation within the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository NORMA.

Signature of Candidate:

_____

For completion by the School:

The aforementioned thesis was received by _____

Date:_____