

**INFLUENCE OF TRAINING ON JOB PERFORMANCE OF HEALTH INFORMATION
MANAGERS IN TEACHING HOSPITALS IN OSUN STATE**

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Abstract

The study assessed the training and job performance of health information managers in Obafemi Awolowo Teaching Hospital and Ladoke Akintola University Teaching Hospital, Osun State. The study adopted a survey research design. The population comprised of all health information managers in the selected teaching hospital and there was a total of one hundred and fifty-seven (157) staff across the selected university teaching hospital in the study locale. A total of 157 copies of the questionnaire were retrieved from the health information managers in the selected teaching hospital representing a 100% return rate. The data generated were coded and a descriptive analysis was carried out with frequency distribution tables where appropriate, mean, and standard deviation were used as a measure of central tendency and measures of dispersion. Health information managers recorded high levels with indicators recording a minimum of 80% level of performance. On-the-job and off-the-job training was strongly agreed to with the respondents agreeing to the high existence of both types of training. Respondents are varied in their opinions in connection with stated challenges. Some of the respondents agreed to the stated challenges while others disagreed. Staff level of education (86.5%), inadequate support from medical bodies (88.5%), motivation, (87.3%) lack of adoption of EHRs (82.2%), and job satisfaction (87.9%) were recorded as challenges facing job performance in the selected teaching hospitals in Osun State. The result indicated that an increase in the training will lead to a .374 units increase in job performance. The significant value is 0.000 which is less than 0.05. The aforementioned hypothesis was tested at a 0.05 level of significance using linear regression analysis. The null hypothesis assumed that there was a relationship of effect exists between the variables under consideration. The significant level is 0.000 (P-value is .000) which the $p < 0.0005$, the test was significant (there is a significant relationship). Therefore the null hypothesis should be rejected.

Keywords: Health Information Managers, Job Performance, Of-the-Job Training, On-the-Job Training.

INTRODUCTION

On the 4th of October, 2019, the Guardian newspaper published an article titled "Healthcare performance after 59 years is at its lowest ebb." According to this newspaper, healthcare performance in Nigeria is at an all-time low, especially after 59 years of independence. According to Voice of Africa (2019), Nigerian officials believe that medical tourism costs the country more than \$1 billion every year, as tens of thousands of Nigerians fly overseas in pursuit of the finest treatment. Furthermore, former Nigerian President Dr. Goodluck Jonathan, addressing at a presidential conference on Universal Health Coverage in Abuja, bemoaned poor employee performance in the Nigerian health sector and advocated that the country place a high value on performance (Innocent, Uche & Uche, 2014). Between 2016 and 2018, the current Nigerian president, Muhammadu Buhari, was in and out of hospitals in the United Kingdom, spending 105 days in the UK for medical treatment on one occasion, sparking widespread outrage in Nigeria.

In industrialized countries, teaching hospitals with top-of-the-line medical technology and highly experienced physicians are trustworthy. Fortunately, this is not the case in Nigeria, but poor medical officer performance has been documented over time. The act of executing a job is referred to as work performance. Job performance is a way of achieving a goal or set of goals inside a job, position, or organization (Campbell, 1990), but it is not the actual outcome of the acts performed within the job. Job performance is defined as that component of the work behavior domain that is relevant to the job and organization success, according to Villamova, Austin, and Borman (2005), citing Austin et al (1991). Poor service provider performance leads to inaccessibility of treatment and improper care, both of which contribute to poor health outcomes by preventing individuals from utilizing services or mistreating them due to harmful behaviors.

Poor performance by hospital health information management may result in inaccurate documentation of patient records, leading to incorrect diagnoses by medical practitioners or consultants. This might result in a loss of continuity inpatient treatment, as well as render health information managers unsuited for their roles as information managers inside the health institution. Though training has long been recognized as a vital aspect in improving employees' capacity to achieve better results, the Nigeria Teaching Hospitals have placed little focus on these factors.

Human growth is based on the notion of training. It is focused on the development of a certain talent to a desirable degree through coaching and training. Training may help a person get into a position where they can accomplish their work appropriately, effectively, and conscientiously. The process of increasing an employee's knowledge and abilities is known as training. Training asserts that learning is primarily concerned with teaching employees how to perform their current jobs more effectively, as well as assisting employees in acquiring the necessary knowledge and skills to effectively perform their duties. Furthermore, training improves workers' knowledge and abilities, preparing them to take on new and bigger responsibilities. This means that hospital employee training should include a concerted effort to improve and increase employees' expertise, knowledge, and attitudes in the direction they need while caring for their patients and meeting the hospital's daily needs. As a result, well-trained, skilled, and well-guided professionals should be involved in the management of specialized jobs in Nigerian hospitals to improve the health sector's performance.

Training in the workplace improves performance and, as a consequence, productivity. It also promotes uniformity in work practices and processes, which helps to enhance the quality of the product or service. A structured training program saves the cost and time spent learning; good training aids in the efficient use of materials and machines decreases monitoring, lowers the rate of accidents, and raises employee morale to execute the task/job effectively. On-the-job training and off-the-job training are both options for medical staff.

On-the-job training refers to the practice of assisting employees in developing work-related skills, attitudes, and knowledge while they are on the job. On-the-job training is provided to a paid employee in the public

or private sector while he or she is engaged in productive work and gives information and skills necessary for complete and appropriate job performance. On-the-job training is supervised regularly by supervisors, employers, and other responsible parties on daily basis. It might be as easy as supplying or getting simple data like phone numbers or demographic information, or it can be more challenging. On-the-job training can take the form of face-to-face instruction or the use of media such as DVDs, computers, audio cassettes, and videotapes. Training may be done on one's own using tactics like reading or other techniques like coaching and mentoring, or it can be done with a big group of people using strategies like meetings and seminars.

Off-the-job training is a type of training in which workers/employees learn their job functions outside of the workplace. Off-the-job training necessitates the creation of a position specifically designated for training, which may be close to the actual workforce, and in which employees are expected to learn the skills and become more familiar with the tools and techniques that will be used in the actual workplace. Employees are trained at a location separate from their actual workplace. Trainers are typically experienced enough to train in off-the-job training; well-structured and effectively conducted programs provide greater value. Therefore, this study is to determine the influence of training on job performance of health information managers using Obafemi Awolowo University Teaching Hospital, Ile-Ife, and Ladoke Akintola University teaching hospital Osogbo, Osun state as a case study.

The objective(s) of the study

The main objective of this study is to determine the influence of training and career support on job performance of health information managers using Obafemi Awolowo University Teaching Hospital, Ile-Ife, and Ladoke Akintola University Teaching Hospital Osogbo, Osun state. The specific objectives are to;

1. determine the level of the job performance of health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state
2. find out the prevalent training method used for health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching Hospital Osogbo, Osun state
3. ascertain the significant influence of training on job performance of health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching Hospital Osogbo, Osun state

Research Questions

Specifically, the problem of this study is concerned with finding answers to the following questions:

1. What is the level of the job performance of health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state?
2. What training method is prevalent for health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state?

Research Hypotheses

Ho₁: training has no significant influence on job performance of medical officers Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state.

Methodology

A survey research design was adopted for this study. The design was considered appropriate as it enabled the researcher to elicit data from respondents to investigate the existing relationship between training, career support and job performance in Obafemi Awolowo University Teaching Hospital and Ladoke Akintola Teaching Hospital, Osun State. The reason for this is that surveys are aligned with populations and samples, and it constitutes a useful tool particularly in social science fact-finding (Mahajan, 2010). Data was collected with the aid of 2 trained research assistants. Analyzed quantitative data was with the aid of SPSS for

frequency, percentages, mean and standard deviation, while hypothesis was analyzed with regression analysis.

RESEARCH QUESTIONS

Research Question 1: Determine the level of the job performance of health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state

Table 1: Level of the job performance of health information managers in selected Teaching Hospital

S/N	ITEMS	Very High	High	Low	Very Low	Mean	S.D
	DECISION MAKING						
1	I am able to make accurate decisions as a result of the resources I am provided with	69(43.9%)	67(42.7%)	18(11.5%)	3(1.9%)	1.71	.743
2	I am able to arrive at my work related decisions as quickly as possible	107(68.2%)	43(27.4%)	5(3.2%)	2(1.3%)	1.38	.614
3	I can discern very important decisions from less important ones	107(68.2%)	48(30.6%)	-	2(1.3%)	1.34	.551
4	I am able to make important decisions on my own	93(59.2%)	59(37.6%)	2(2.5%)	1(6%)	1.45	.582
5	My decisions are never out of context of the problem to be solved	100(63.7%)	47(29.9%)	7(4.5%)	3(1.9%)	1.45	.674
	EFFECTIVENESS AND EFFICIENCY						
6	I always plan my work so that it is done quickly	108(43%)	43(27.4%)	4(2.5%)	2(1.3%)	1.36	.601
7	I effortlessly handle tasks at work with little or n supervision	107(68.2%)	43(27.4%)	5(3.2%)	2(1.3%)	1.38	.614
8	I always fulfill all my job related responsibilities	75(47.8%)	63(40.1%)	16(10.2%)	3(1.9%)	1.66	.739
9	I always take on challenging work tasks when available	75(47.8%)	62(39.5%)	17(10.8%)	3(1.9%)	1.67	.746
10	I ensure that I minimize cost as I carry out my daily job description at work	104(66.2%)	51(32.5%)	-	29(1.3%)	1.6	.556
	CREATIVITY AND INNOVATIVENESS						
11	I am able to generate bright ideas at work	107(68.2%)	44(28%)	4(2.5%)	2(1.3%)	1.37	.602
12	I always take initiative when there is a problem to be solved	99(63.1%)	51(32.5%)	4(2.5%)	3(1.9%)	1.43	.643
13	I always come up with creative solutions to new problems at work	75(47.8%)	62(39.5%)	17(10.8%)	3(1.9%)	1.67	.746
14	I always suggest more flexible and easier ways than those in the laid down procedures	80(51.0%)	57(36.3%)	17(10.8%)	3(1.9%)	1.64	.752
15	I always maneuver through a tight situation with great skill	94(59.9%)	57(36.3%)	4(2.5%)	29(1.3%)	1.45	.614
	TIMELINESS						
16	I always resume early to work	99(63.1%)	51(32.5%)	4(2.5%)	3(1.9%)	1.43	.643
17	I always complete my work assignments in time	98(62.4%)	52(33.1%)	5(3.2%)	2(1.3%)	1.43	.623
18	My clients always get prompt attendance from me	93(59.2%)	48(30.6%)	7(4.5%)	9(5.7%)	1.57	.826
19	I always quickly rectify errors that occur during attendance to clients	96(61.1%)	42(26.8%)	12(7.6%)	7(4.5%)	1.55	.820
20	I always give my clients a precise response time during attendance	100(63.7%)	46(29.3%)	8(5.1%)	3(1.9%)	1.45	.684
	COMMUNICATION						
21	I communicate well with my colleagues and ask for help when I need one	101(64.3%)	48(30.6%)	5(3.2%)	3(1.9%)	1.43	.652
22	Communication with my colleagues always yield the desired results	82(52.2%)	56(35.7%)	12(7.6%)	7(4.5%)	1.64	.809
23	I relate well with my superiors and able to communicate my opinions	58(36.9%)	60(38.2%)	32(20.4%)	7(4.5%)	1.92	.886

24	Information is accurately disseminated throughout the organization	83(52.9%)	47(29.9%)	26(16.6%)	1(.6%)	1.65	.775
25	I always discuss issues with my colleagues	104(66.25)	49(31.2%)	2(1.3%)	2(1.3%)	1.38	.582
ADHERENCE TO POLICY							
26	I understand the reasons for establishing an adherence policy	104(66.2%)	45(28.7%)	5(3.2%)	3(1.9%)	1.41	.650
27	I am well aware of the policies and procedures that govern my job	101(64.3%)	42(26.8%)	11(7%)	3(1.9%)	1.46	.712
28	I make sure I carry out my duties in line with the existing policies	79(50.3%)	58(36.9%)	17(10.8%)	3(1.9%)	1.64	.751
29	The existing policies enable me carry out my tasks with ease	102(65%)	38(24.2%)	16(10.2%)	1(.6%)	1.46	.703
30	When issues of concern arise, I always look out for the existing policies	72(45.9%)	65(41.4%)	17(10.8%)	3(1.9%)	1.69	.741

Table 1 above shows the responses of participants to questions on the level of job performance in the selected teaching hospitals. In terms of decision making, respondents generally held that being able to arrive at my work-related decisions as quickly as possible and ability to discern very important decisions from less important ones recorded the highest percentage with 68.2% recording a very high degree. I can discern very important decisions from less important ones recorded the lowest mean with 1.34. In terms of effectiveness and efficiency, the respondents recorded a high percentage of effectiveness at their jobs and adequate efficiency. Respondent recorded 98.7% high level of minimizing cost during daily work and the lowest percentage was fulfilling all job-related responsibilities which recorded 87.9%. In terms of Creativity and Innovativeness, the majority of respondents reported that they were able to generate bright ideas to solve new problems at work. However, they indicated a low level of performance in terms of suggesting easier ways than those in the laid down procedures, and this may be due to the rigidity of the laid down procedures. The Timeliness subscale also recorded a high level of performance 75% of the respondents indicated a high level of performance on each item. Similarly, there is a general indication that the respondents performed highly in terms of communication more than 80% of the respondents reckoned that they perform and communicate their opinions to their superiors. Lastly, in terms of Adherence to policy, the result reveals that performance was generally high. This means that there is a high understanding of the essence of an adherence policy, the details of such policies, and strict devotion to such policies.

Research Question 2: What training method is prevalent for health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state?

Table 2: Training method is prevalent for of health information managers in the selected Teaching Hospital

ITEMS	SA	A	D	SD	Mean	S.D
Training						
On-the-job training						
My company has provided me with on-the-job training which enables me to do my job better	88(56.1%)	50(31.8%)	16(10.2%)	3(1.9%)	1.58	.752
In the hospital, extensive on-the-job training programs are provided for the individuals	89(56.7%)	51(32.5%)	13(8.3%)	4(2.5%)	1.57	.753
I am satisfied with my on-the-job training opportunities	107(68.5)	44(28%)	4(2.5%)	2(1.3%)	1.37	.602
On-the-job training an employee to do his job well is a priority at my work place	88(56.1%)	50(31.8%)	16(10.2%)	3(1.9%)	1.58	.752

The hospital has made a substantial investment in me by providing me with formal on-the-job training and development opportunities	88(56.1%)	52(33.1%)	12(7.6%)	5(3.2%)	1.58	.769
Off-the-job training						
The hospital has given me off-the-job training that allows me to do my job better	96(61.1%)	55(35%)	4(2.5%)	2(1.3%)	1.44	.613
In the hospital, the individuals receive extensive off-the-job training programs	96(61.1%)	53(33.8%)	6(3.8%)	2(1.3%)	1.45	.635
I am pleased with my off-the-job training opportunities	103(65.6%)	46(29.3%)	5(3.2%)	3(1.9%)	1.41	.651
In my company, employees will normally go through off-the-job training programs every year	93(59.2%)	46(29.3%)	12(7.6%)	6(3.8%)	1.56	.795
Off-the-job training an employee to do his job well is a priority at my company	80(51%)	61(38.9%)	12(7.6%)	4(2.5%)	1.62	.738

Table 2 above shows the responses of participants to questions on training. Each of the constructs measured under training (on-the-job training and off-the-job training) recorded a relatively high percentage of the agreement to questions asked. On-the-job training subscale, the respondents indicated strong agreement to hospital providing staffs with on-the-job training which enables me to do my job better, satisfaction with my on-the-job training opportunities, employee to do his job well is a priority at my workplace, the hospital has made a substantial investment on me by providing me with formal on-the-job training and development opportunities. This implies that on-the-job training is well used within the selected hospital. Off-the-job training subscale also recorded a strong agreement by respondents with over 80% of respondents accepting the hospital has given me off-the-job training that allows me to do my job better (86.1%), the individuals receive extensive off-the-job training programs (94.9%), staffs are pleased with my off-the-job training opportunities (94.9%), employees will normally go through off-the-job training programs every year (88.5%) and off-the-job training helps an employee to do his job well in the hospital (89.9%).

Testing of Hypotheses

H₀: training has no significant influence on job performance of health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	31.443	2.872		10.950	.000
TRAINING	.924	.184	.374	5.028	.000

a. Dependent Variable: Job performance

Table 3 above shows the training influences job performance of health information managers in Obafemi Awolowo University Teaching Hospital Ile-Ife and Ladoke Akintola University Teaching hospital Osogbo, Osun state. The result indicated that an increase in the training will lead to a .374 units increase in job performance. The significant value is 0.000 which is less than 0.05. The aforementioned hypothesis was tested at a 0.05 level of significance using linear regression analysis. The null hypothesis assumes that there is a relationship of effect exists between the variables under consideration. The significant level is 0.000 (that is a P-value is .000) which the $p < 0.0005$, the test is significant (there is a significant relationship). Therefore the null hypothesis should be rejected.

Discussion of the Findings

The study examined the training and job performance of health information managers in ObafemiAwolowoTeaching Hospital and Ladoke Akintola Teaching Hospital Osun State, Nigeria. The research questions and hypotheses are drawn for this study were aimed at determining the influence of training on job performance. The findings revealed that the level of the job performance of health information managers in teaching hospitals was high. Considering the elements of job performance, the health information managers indicated a relatively higher rating under the Adherence to Policy element than others. The Creativity/Innovativeness elements showed that their performance in terms of alignment with set down rules, regulations, and policies very much outweigh their creative and innovative capabilities. Although the general performance in terms of creativity/innovation in this study was somewhat high, the fact that it was the least rated dimension corroborates the finding of Soile and Ayoade (2017) that

performance in terms of innovativeness is often the hardest to achieve because it depends not on only experience and will power, it also requires the employee to step out of his or her comfort zone.

Looking at the Timeliness element, many respondents thought their performance also to be generally high. They largely held they resume early to work, complete all work assignments in time, rectify errors quickly, and give precise responses to clients during attendance. This is to say that services were mostly prompt. Performance in the Communication dimension also was highly rated and respondents mostly reckoned that they communicate freely with their bosses daily. However, the respondents were generally of the opinion that they communicated well with their colleagues and that their communication always yielded desired results. As regards performance about decision-making, effectiveness, and efficiency, high notes were also recorded. There was a consensus to discern important decisions to be made and make accurate decisions at work which are rarely ever out of the context of the problem to be solved.

The result showed that training could be in the form of on-the-job training and off-the-job training. The result revealed that the selected teaching hospital equally made use of both types of training and ensured the staff obtained adequate training to achieve the goal of providing quality healthcare services to users and enriching their job performance.

Conclusion

Health information managers, like other workers, play a critical role in achieving goals and objectives as well as providing high-quality healthcare to patients. The work performance of health information managers in University Teaching Hospitals was impacted by their training. Employee morale rises as a result of training, as does job security and happiness. In these chosen University Teaching Hospitals in Osun State, health information managers reported a high degree of work performance.

Recommendation

1. Health information professionals should be encouraged to be more innovative and creative in order to improve and maintain their level of job performance.
2. Health information professionals should be encouraged to improve on their will-power and step out of their comfort zone to improve their level of job performance.
3. There should be a more freely open line of communication between heads and subordinates

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