Organisational Development as a Strategy for the Performance of Healthcare Institutions

Francis E. Monyei, Department of Industrial Psychology and People Management, School of Management, College of Business Economics, University of Johannesburg, Corner Kingsway & University Road, Auckland Park, South Africa.
Nnenna E. Ukandu, University of Calabar, Department of Business Management, Faculty of Administrative and Management Sciences, P.M.B 1115, Calabar, Cross River State, Calabar, Nigeria.
Wilfred I. Ukpere, Department of Industrial Psychology and People Management, School of Management, College of Business Economics, University of Johannesburg, Corner Kingsway & University Road, Auckland Park, South Africa.

Abstract: Organizational development has become an essential strategy for improving the effectiveness, efficiency, and sustainability of healthcare institutions in today's complex and demanding environment. This study examined how organisational growth affected general hospitals' performance, paying special attention to team building, training, performance management systems, and incremental change management. Data was gathered from both medical and non-medical workers using a standardised questionnaire as part of a cross-sectional descriptive survey methodology. Descriptive statistics and basic regression analysis were used to evaluate the data, and Cronbach's alpha coefficients were used to verify the instrument's reliability. All of these results satisfied acceptable criteria. The results indicated that organizational development significantly enhances hospital performance. Training was shown to improve employee productivity, while effective change management processes contributed to greater organizational efficiency. Performance management systems positively influenced the quality of service delivery, and team building promoted collaboration, thereby enhancing overall organizational effectiveness. These findings highlight the critical role of structured organizational development practices in strengthening healthcare service delivery. The study concludes that sustained improvements in hospital performance depend on intentional investment in organizational development initiatives. Accordingly, it is recommended that hospital management institutionalise continuous training programmes, reinforce performance management systems, foster teamwork, and implement proactive change management strategies.

Keywords: Organizational development, Performance, Productivity, Strategy, Training

Introduction

Monyei and Ukpere (2024) posit that organizational performance is a crucial factor for any institution, as it directly influences its success and sustainability. It reflects how effectively and efficiently an organization achieves its goals, with high performance typically associated with productivity, quality of service, efficiency, and long-term success. However, many organizations struggle to maintain high performance due to factors such as poor leadership, insufficient training, weak succession planning, inadequate performance management systems, and outdated processes arising from limited change management (Mankins & Garton, 2021). To address these challenges, organizations often adopt organizational development strategies, which involve structured interventions aimed at enhancing the capabilities of individuals, teams, and the organization as a whole (Briantisno et al., 2024). These interventions may include training, change management, performance management, and succession planning, with the goal of improving effectiveness, agility, and competitiveness. Organizational development focuses on systemic improvements, identifying and addressing underlying issues that may hinder performance while fostering a culture of continuous learning and improvement. Organizational development is guided by the need to seize opportunities and mitigate external threats (Olajide, 2021). It is closely linked to change management, which drives efficiency, strategic positioning, and competitive advantage. Effective management of change is essential for organizational survival, and experts stress that organizations must proactively plan for and adapt to change to thrive in dynamic and competitive environments. By adopting organizational development practices, organizations can ensure that resources and processes are appropriately aligned to achieve desired outcomes. Key strategies for

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organizational development include proactive response to change, employee training and development, leadership development, performance management, and continuous planning for improvement and sustainability (Musleh et al., 2023). Organizational development essentially facilitates the movement of an organization from its current state to a desirable future state. However, this process may face resistance from employees who fear negative impacts on their roles, capabilities, or status (French et al., 2021). In highly competitive environments, growth, efficiency, and effectiveness are unlikely without strategic developmental interventions. This study therefore seeks to examine the impact of organizational development on the performance of general hospitals in Cross River State. While organizational development can significantly enhance performance, several challenges can impede its success. Monyei and Ukpere (2024) offer that these include limited change management processes, inadequate training, poor performance management systems, resistance to change, and lack of team building, which can affect collaboration, productivity, and long-term sustainability. Additionally, there is a scarcity of research on organizational development and its effect on hospital performance in Cross River State, particularly regarding general hospitals. Addressing this gap will help identify areas for improvement, inform strategies to enhance efficiency and effectiveness, and provide insights to strengthen healthcare service delivery in the region.

Study Objectives

The main objective of this study is to examine the effect of organisational development as a strategy for the performance of healthcare institutions. Specifically, the study seeks to determine the effect of training on hospital productivity.

Understanding the Related Literature

Resource-Based View Theory

A fundamental framework in strategic management, the Resource-Based View (RBV) Theory was first presented by Jay Barney in 1991 and highlights an organization's internal resources and capabilities as sources of long-term competitive advantage. According to RBV, organizations achieve superior performance by leveraging resources that are valuable, rare, inimitable, and non-substitutable. The theory assumes that resources differ across firms that rare and valuable resources drive competitive advantage, and that organizational processes are key to effectively utilizing these resources. RBV has shifted the focus of strategic management from external industry analysis to internal capabilities, making it highly relevant for understanding how organizations can improve performance and sustain long-term competitiveness. By developing and optimally using internal resources, organizations can enhance their effectiveness and resilience.

Organizational Development

Organizational development (OD) focuses on improving organizational effectiveness by enhancing the skills, capabilities, and engagement of employees, while aligning processes and culture with strategic goals (Monyei et al., 2025; Cummings & Worley, 2018). OD promotes employee empowerment, continuous learning, teamwork, and innovation, all of which support successful adaptation to change. Organizational change, a key component of OD, involves implementing new strategies, structures, or technologies and requires effective leadership, clear communication, and employee participation to succeed (Smith et al., 2014; Armenakis & Harris, 2019). OD also encompasses diversity and inclusion initiatives, which enhance engagement, retention, innovation, and overall business outcomes (Richardson & Hamlin, 2016; Mankins & Garton, 2021). By investing in leadership development, change management, performance systems, and diversity initiatives, organizations can foster inclusive workplaces, strengthen employee performance, and adapt effectively to evolving business environments. Overall, OD represents a strategic, holistic approach to achieving competitive advantage and long-term success in dynamic and competitive contexts.

Training

A crucial component of human resource management is training, which aims to give workers the abilities and information necessary to carry out their jobs well (Beardwell, 2019; Noe, 2017). While training focuses on current job skills, development prepares employees for future responsibilities.

Both are essential for improving employee productivity, performance, and organizational effectiveness (Lingham, 2018). In healthcare organizations, lack of training and inadequate change management skills can lead to workflow inefficiencies, service delays, and reduced quality of care (Achara et al., 2024). Effective training programs, including on-the-job training, coaching, mentoring, workshops, and e-learning, help employees stay current with industry best practices, improve engagement, and enhance retention (Kraiger et al., 2019; Hingston et al., 2022). For training to be effective, organizations must identify skill gaps through assessments and feedback, select appropriate delivery methods to accommodate diverse learning styles, and leverage technology for accessible and flexible learning (Yuan et al., 2023; Alagaraja & Kesh, 2020). Regular evaluation of training outcomes ensures continuous improvement and alignment with organizational objectives (Thomsen et al., 2022). By investing in training and development, organizations can foster a culture of learning, enhance employee performance and motivation, and strengthen organizational capacity for long-term success.

Performance of Firms

A company's performance is a key indicator of its long-term viability and success since it shows how well it can accomplish objectives. Profitability, market share, product quality, staff retention, and overall growth are just a few of the multifaceted outcomes that fall under this umbrella (Downes & Sullivan, 2022; Makkonen & Olkkonen, 2020). High performance is often associated with operational efficiency, productivity, quality service delivery, and sustainability, all of which contribute to the organization’s overall success. Organizational performance can be assessed by the enterprise’s ability to attain financial goals, such as revenue, profit, and return on investment, which are vital for attracting investors and securing future funding (Kwak, 2018). Operational performance, which evaluates the efficiency and effectiveness of processes and systems, is critical for timely and cost-effective delivery of products or services, improving customer satisfaction, and creating a competitive advantage (Chalmeta, 2020). Similarly, employee performance is a key driver, as motivated and engaged employees contribute through dedication, innovation, and problem-solving (Van Naranjo-Valencia et al., 2021). Organizational culture also plays an essential role, influencing collaboration, innovation, and engagement. A positive culture enhances performance, whereas a toxic culture can hinder growth and effectiveness (Schein, 2017). Overall, organizational performance is shaped by financial outcomes, operational efficiency, employee effectiveness, and cultural dynamics, highlighting the need for holistic strategies to improve performance and achieve strategic objectives.

Organizational Productivity

Productivity is a critical dimension of organizational performance, reflecting the efficiency with which resources are converted into outputs (Monyei et al., 2025; Hadi et al., 2021). It is a key determinant of competitiveness, profitability, and value creation for stakeholders. Businesses can increase efficiency, profitability, and long-term sustainability by producing more with the same inputs when they have high productivity (Brown & Wilson, 2020). Prioritising productivity can help businesses produce better goods and services, lower operating expenses, increase customer happiness and loyalty, and improve financial performance (Llopis et al., 2020). According to Johnson and Williams (2022), productivity also enables businesses to adapt to market shifts, technical breakthroughs, and international rivalry. Key drivers of productivity include effective human resource management, employee engagement, communication, teamwork, and technology adoption (Bakker & Demerouti, 2018; Singh & Deshmukh, 2022; Cooper & Patel, 2021). Engaged employees who are supported through training, recognition, and growth opportunities are more likely to be productive, contributing to organizational success (Macey & Schneider, 2018). The integration of digital tools and automation can further streamline operations, reduce errors, and increase efficiency, enabling organizations to maintain competitiveness in dynamic markets.

Empirical Insights

Research indicates a strong link between organizational development (OD) initiatives and performance outcomes. Using a sample of 200 workers, Smith and Johnson (2022) investigated the impact of succession planning, performance management, change management, and leadership development on organisational performance in the US. Their findings revealed that OD significantly enhances performance, with leadership development and change management showing the strongest impact. Similarly, Brown and Wilson (2021) found in a Canadian study that effective succession planning ensures leadership continuity and talent development, positively influencing organizational performance. In South Korea, Lee and Kim (2019) demonstrated that performance management systems integrated within OD initiatives improved goal alignment, employee development, and overall organizational performance. Rees and Porter (2021) reported that leadership development programs in the UK enhanced organizational productivity, while Brown and Smith (2018) observed that effective change management processes in a US-based company significantly improved efficiency. Despite this evidence, most existing studies focus on developed countries and private-sector organizations, often examining OD dimensions in isolation. There is limited research on public healthcare institutions, particularly in Nigeria. Little is known about how organizational development practices affect the performance of general hospitals in Cross River State. This study seeks to address this gap by providing context-specific evidence on the relationship between OD and hospital performance, offering insights for enhancing healthcare effectiveness and efficiency in the region.

Materials and Methods

In order to gather data from respondents at a specific point in time, the study used a descriptive survey research design and cross-sectional approaches. This strategy was suitable since it permitted the variables of interest to be investigated in their natural state, devoid of any alteration. To find patterns, trends, and connections between organisational development elements and hospital performance, descriptive statistics, such as frequencies and percentages, were employed. Given the study's aim of assessing how organizational development affects the performance of general hospitals, the descriptive survey method was deemed suitable for providing an accurate snapshot of the current situation. The research was conducted in three selected General Hospitals representing the three senatorial districts of Cross River State: General Hospital Calabar, General Hospital Ogoja, and General Hospital Ikom. Located in the South–South region of Nigeria, Cross River State was established on 27 May 1967 from the former Eastern Region. The state has a rich historical background, particularly Calabar, which served as a major trade centre and port during the transatlantic slave trade and later as an export hub for palm oil and timber. Today, Cross River State is a prominent tourism destination, with Calabar as its focal point. This status has increased the demand for efficient healthcare services to meet the needs of both residents and visitors, highlighting the importance of effective public hospital performance. The state is roughly 20,156 square kilometres in size and borders the Republic of Cameroon to the east, Akwa Ibom State and the Atlantic Ocean to the south, Benue State to the north, and Ebonyi and Abia States to the west. Its accessibility by air, sea, and road networks emphasises how important it is to have operational healthcare facilities. The study population included all medical and non-medical staff of the selected General Hospitals in Cross River State, comprising a total of 420 personnel across various departments. The distribution of staff across the hospitals is shown in Table 1.

Table 1: Population Distribution of Staff in Selected General Hospitals

Hospital	Population (N)	Sample Size (n)
General Hospital Calabar	216	140
General Hospital Ogoja	117	91
General Hospital Ikom	87	71
Total	420	302

To ensure that every employee had an equal chance to take part in the survey, respondents were chosen from the population using a straightforward random sampling procedure. The proper sample size was calculated using the Taro Yamane (1967) formula on the entire population. To guarantee equitable representation, the sample size was then distributed proportionately across the hospitals based on staff strength. A structured questionnaire created in accordance with the goals and hypotheses of the study was used to gather primary data. The questionnaires were distributed directly to staff members in their respective departments and offices, which enhanced response rates and allowed the researcher to clarify any questions. Two sections made up the questionnaire, which was the primary tool used to collect data. The demographic data of the respondents—such as gender, age, marital status, level of education, and work experience—was recorded in the first part. With a five-point Likert scale from "strongly agree" to "undecided," the second section concentrated on the study factors. To guarantee thorough coverage of the constructs, five items were used to measure each independent and dependent variable. Expert assessment by Department of Business Management professors established the validity of the instrument, and their suggestions were implemented before the study supervisor gave his or her final clearance. At the University of Calabar Teaching Hospital, a test-retest pilot research was carried out to confirm reliability. Thirty questionnaires were given out twice over a period of three weeks. Cronbach's alpha coefficients showed satisfactory reliability, ranging from 0.723 to 0.835. Data collected were analysed using descriptive statistics, while hypotheses were tested through simple regression analysis to determine the relationship between organizational development and organizational performance. All analyses were performed using IBM SPSS version 22.

Table 2: Reliability test

Variables	Mean	Std. Deviation	Cronbach's α	No of Items
Training	14.1310	2.86558	.743	5
Incremental change management process	14.1190	2.95102	.723	5
Performance management system	15.1310	2.94438	.791	5
Team building	14.7976	3.33575	.813	5
Performance	14.0119	3.39913	.835	5

Source: Researcher's compilation, 2025

Data Analysis

Table 3: Respondents' opinions on training

SN	Items	SA	A	SD	D	U
1	There are enough training possibilities offered by the organization.	86 (46.2%)	59 (31.7%)	30 (16.1%)	10 (5.4%)	1 (.5 %)
2	The organization's training programs are effective in preparing employees for leadership roles	74 (39.8%)	85 (45.7%)	18 (7.9%)	8 (4.3%)	1 (.5 %)
3	Every employee is encouraged to take part in training programs by the company.	93 (50.0%)	58 (31.2%)	17 (9.1%)	17 (9.1%)	1 (.5 %)
4	The organization recognizes and rewards employees who show strong leadership potential	62 (33.3%)	55 (29.6%)	44 (23.7%)	24 (12.9%)	1 (.5 %)
5	The organization's overall success and growth have been positively benefited by its training initiatives.	46 (24.7%)	79 (42.5%)	35 (18.8%)	25 (13.4%)	1 (.5 %)

Source: Fieldwork, 2025

Table 3 presents respondents' perceptions regarding training in their organizations. 86 respondents (46.2%) strongly agreed with the first statement, whereas 59 respondents (31.7%) felt that their firm offers plenty of training possibilities. On the other hand, 1 respondent (0.5%) was unsure, 10 respondents (5.4%) strongly disagreed, and 30 respondents (16.1%) disagreed. This item had no missing responses.

The organization's training programs successfully prepare employees for leadership roles, according to 74 respondents (39.8%), with 85 respondents (45.7%) strongly agreeing. Eight respondents (4.3%) strongly disagreed, one respondent (0.5%) was unsure, and a total of eighteen respondents (7.9%) disagreed. None of the responses were missing.

Regarding the third item, 58 respondents (31.2%) agreed and 93 respondents (50.0%) strongly agreed that their company encourages all employees to take part in training and development programs. One respondent (0.5%) was unsure, while 17 (9.1%) disagreed and another 17 (9.1%) strongly disagreed. There were no missing answers.

55 respondents (29.6%) agreed with the fourth question, which shows that 62 respondents (33.3%) strongly agreed that the company acknowledges and rewards workers who show significant leadership potential. In the meantime, one respondent (0.5%) was unsure, 24 respondents (12.9%) strongly disagreed, and 44 respondents (23.7%) disagreed. None of the responses were missing.

Lastly, the fifth item shows that 79 respondents (42.5%) agreed and 46 respondents (24.7%) strongly agreed that training and development programs had positively benefited overall organisational growth and success. Only one respondent (0.5%) was unsure, whereas 35 respondents (18.8%) disagreed and 25 respondents (13.4%) strongly disagreed. For this item, there were no missing answers.

Table 4: **Respondents' views on organizational productivity**

S/N	Item	SA	A	D	SD	U
1	The company efficiently employs resources to accomplish objectives.	68 (36.6%)	55 (29.6%)	35 (18.8%)	26 (14.0%)	2 (1.1%)
2	Workers are driven and dedicated to their jobs.	92 (49.5%)	52 (28.0%)	14 (7.5%)	26 (14.0%)	2 (1.1%)
3	The organization consistently meets deadlines and deliverables	55 (29.6%)	68 (36.5%)	34 (18.3%)	27 (14.5%)	2 (1.1%)
4	Communication within the organization is efficient and effective	66 (35.5%)	63 (33.9%)	29 (15.6%)	24 (12.9%)	4 (2.2%)
5	The organization continuously improves processes to increase productivity	89 (47.8%)	64 (34.4%)	18 (9.7%)	13 (7.0%)	2 (1.1%)

Source: Field survey, 2025

Responses to questions about organisational productivity are shown in Table 4. According to the first item, 55 respondents (29.6%) agreed, and 68 respondents (36.6%) strongly agreed that their business uses resources effectively to accomplish its goals. In contrast, 26 respondents (14.0%) strongly disagreed, 35 respondents (18.8%) disagreed, and 2 respondents (1.1%) were undecided. For this item, no responses were missing.

According to the second item, 52 respondents (28.0%) and 92 respondents (49.5%) strongly agreed that staff are driven and dedicated to their work. Two respondents (1.1%) were unsure, fourteen respondents (7.5%) disagreed, and twenty-six respondents (14.0%) strongly disagreed. No replies were missing.

Of those who responded to the third question, 68 (36.5%) agreed and 55 (29.6%) strongly agreed that their company regularly achieves deadlines and deliverables. Of the responses, 34 (18.3%) disagreed, 27 (14.5%) strongly disagreed, and 2 (1.1%) were unsure. There were no absent responses.

63 respondents (33.9%) agreed with the fourth question, which shows that 66 respondents (35.5%) strongly believed that communication is effective and efficient within the firm. A total of 4 respondents (2.2%) were unsure, 24 respondents (12.9%) strongly disagreed, and 29 respondents (15.6%) disagreed. For this item, no responses were missing.

Lastly, the fifth item reveals that 64 respondents (34.4%) agreed and 89 respondents (47.8%) strongly agreed that the organization consistently improves processes to maximise efficiency. Out of the responders, 18 (9.7%) disagreed, 13 (7.0%) strongly disagreed, and 2 (1.1%) were unsure. For this item, no responses were missing.

Test of Hypotheses

Ho1: Training has no significant effect on the productivity of General Hospitals in Cross River State.
HA1: Training has a significant effect on the productivity of General Hospitals in Cross River State.

Test statistics: Regression analysis

Table 5: Regression analysis of the effect of training on productivity

Model	**R**	**R square**	**Adjusted R-squared**	**Std error of the estimate**	
1	.708[a]	.501	.499	3.22356	
Model	Sum of squares	Df	Mean square	F	p-value
Regression	1912.789	1	1912.789	184.076	.000[b]
Residual	1901.611	183	10.391		
Total	3814.400	184			
Variables	Unstandardized Coefficient B	Standard error	Standardized coefficient Beta	t	p-value
(Constant)	2.698	.767		3.516	.001
Training	.754	.056	.708	13.567	.000

Source: SPSS output, 2025

The first hypothesis investigated how training affected Cross River State's general hospitals' output. As evidenced by the positive r-value, the analytical results shown in the previous table show a favourable association between training and production. Training is thought to be responsible for 49.9% of the variation in organisational productivity, according to the adjusted R-squared value of 0.499. With a p-value of 0.000 and an F-ratio of 184.076, the ANOVA results provide additional support for this conclusion. As the p-value is less than the significance level of 0.05, the null hypothesis, according to which training has no discernible impact on productivity, is defeated. This suggests that the output of the state's general hospitals is greatly impacted by training. With a standardised coefficient of 0.708 and a p-value of 0.000, the t-value section validates this significance. This suggests a 70.8% increase in production for every unit increase in training. Overall, the data shows that training increases hospital output in a statistically meaningful way.

Discussion of Findings

The results of the study show that training significantly increases the productivity of Cross River State's general hospitals. Investing in continuous staff training equips employees with relevant skills and competencies, enhancing efficiency, quality of service delivery, and overall performance. Training enables staff to adapt to evolving work demands, perform tasks more effectively, and contribute meaningfully to organizational objectives. These findings align with previous research. Smith and Johnson (2022) found that organizational development initiatives, including training, significantly improve performance outcomes. While their study focused broadly on leadership development, change management, performance management, and succession planning in the United States, training remains a central component underpinning these processes. Similarly, Rees and Porter (2021) reported that leadership development programmes—driven largely by targeted training—positively influenced organizational productivity in a UK context. Lee and Kim (2019) also highlighted that performance management systems integrated into organizational development initiatives enhanced employee performance through training, feedback, and goal alignment. Studies by Brown and Wilson (2021) and Brown and Smith (2018) further support the notion that investing in employee development initiatives contributes to improved organizational efficiency and productivity. Unlike prior studies, which were largely conducted in developed countries and non-healthcare settings, the present study provides context-specific evidence from public general hospitals in Cross River State, Nigeria. The findings therefore bridge a knowledge gap by confirming that training remains a vital organizational development strategy for enhancing productivity within state-owned healthcare institutions.

Conclusion

The study concludes that organizational development significantly enhances the performance of General Hospitals in Cross River State, with training identified as a key driver of productivity. Effective training equips hospital staff with the knowledge, skills, and competencies required to perform their roles efficiently in a dynamic healthcare environment. Systematic implementation of organizational development initiatives fosters employee commitment, improves work processes, and strengthens institutional capacity, thereby contributing to better hospital performance. These findings are consistent with international empirical evidence while offering locally relevant insights from public healthcare institutions in Nigeria. The study underscores the importance of prioritizing organizational development as a strategic tool for improving healthcare delivery. Continuous investment in staff training, change management, and structured performance systems not only enhances organizational performance but also contributes to improved health outcomes and public confidence in the healthcare system.

Recommendations

Based on the findings, it is recommended that management in General Hospitals across Cross River State institutionalize continuous and structured training programmes for all staff. Such initiatives should equip employees with essential skills and knowledge to perform effectively, thereby improving productivity and service delivery. Training programmes should be tailored for both medical and non-medical staff, covering current healthcare practices, emerging technologies, and soft skills such as communication and teamwork. They should also be accompanied by follow-up support, mentorship, and performance monitoring to ensure practical application of learned skills. Additionally, the Cross River State Ministry of Health should provide policy support and allocate adequate resources to sustain training across all general hospitals. Institutionalizing staff development will improve motivation, reduce turnover, and enhance productivity, ultimately leading to better healthcare services and outcomes.

Suggestions for Further Studies

Future research could adopt a longitudinal approach to examine how organizational development initiatives impact hospital performance over time, providing insights into long-term effects.

Limitations of the Study

There were a number of restrictions on this study. Due to time and resource constraints, study was restricted to three general hospitals: Calabar, Ogoja, and Ikom. This could have an impact on the findings' applicability to other hospitals in the state or nation. The study mostly used self-reported information gathered via questionnaires, which could be skewed by social desirability, personal bias, or misinterpretation. The study focused on specific organizational development dimensions training, incremental change management, performance management, and team building without considering other factors such as leadership style, infrastructure, or policy constraints, which could also influence hospital performance. Finally, the cross-sectional design captured data at a single point in time, limiting the ability to establish long-term causal relationships between organizational development practices and hospital performance. Despite these limitations, the study provides valuable context-specific evidence on the critical role of training and other organizational development initiatives in enhancing the productivity of general hospitals in Cross River State.

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