

# **Effective Management of Human Resources and Provision of Adequate Healthcare Services:**

## **An Evidence from Alimosho Local Government, Lagos State, Nigeria**

By

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## ***Abstract***

*This study examines the effective management of human resources and provision of adequate health care services. The study adopted survey research design using quantitative method. Two hundred and twenty respondents were selected from Alimosho LGA through purposive sampling procedure. The purpose of the study was to encourage the government to pay adequate attention in providing competent human resources for effective operation of health care services to the citizens. Two hypotheses were proposed and tested with Pearson Correlation and Regression analysis. The finding of hypothesis one on the effect of human resources management on provision of health care services, the result revealed that a positive correlation exists between human resources management and provision of health care services. “r” (r-cal. = 0.589\*). The finding of the hypothesis two showed that financial resources, human resources and provision of healthcare services will significantly affect socioeconomic development of the local government( $F=47.374$ ;  $df= (3; 219)$ ). The study has provided through the empirical study the need for the state to pay adequate attention in the provision of basic health care facilities and related infrastructure such as qualified medical personnel, top- notch health care delivery system. Thus, the study recommended provision of more funding and improved infrastructure, state-of-the art medical equipment to boost the socio- economic development of the local government.*

***Key words:*** *Effective management, financial resources, human resources, health care services*

## **Introduction**

Understanding the impact of local government administration in socio-economic development in Nigeria has been subject of discussion for many policy makers in the country. Administration may be viewed as the discharging of day-to-day activities, organizing, utilization of the work force (the human resources), the management and financial resources. This may also include the management of its hierarchical structure to enhance the development of local government (Adamolekun, 1979).

Organizing in local government needs to be designed towards achieving goals and objectives of improving the lives of its citizen. The tasks, goals, activities and resources are to be integrated and coordinated to realize the set objectives and functions (Odenigwe 1977).

Local government administration may involve acquisition of sound human resources through the recruitment process, staffing and placement in the local government and ensuring that employees are qualified for the various departments of the local government i.e., personnel, finance, registry, internal revenue etc.

The question of hierarchical structure in local government seems to hinder the flow of authority from the top to the bottom. This is without consequence in that authority and responsibility for each department may hamper the smooth operation in the service delivery. Therefore, there is need to ensure compliance in all departments and an effective corrective mechanism is set in place.

Many local governments in Nigeria appear lack basic infrastructure; physical and organizational structures and facilities needed for the effective operation especially in the delivery of health services. This inadequate provision of infrastructure seems to slow the pace for speedy growth of the economy and reduction of poverty in the country. This may affect the supply chains and efficient distribution of goods and services. Infrastructure is very significant for households across metropolitan areas to enhance healthcare services facilities which are the components of effective local government administration.

More so, the healthcare system which is necessary towards the maintenance of health through the prevention, diagnosis, treatment, recovery or cure of disease, illness, injury and other physical

and mental impairments in people are grossly inadequate in most local government in Nigeria (Fajobi, 2010).

On the issue of education which involves facilitating learning or the acquisition of knowledge, skills or values seems to be a sad story as many of the local government lack the capacity to offer good educational facilities to the students in their area. The role of local government administration cannot be overemphasized as it provides a vital key for socio-economic development. Therefore, this study is to to examine how the local government administration can be maximized in providing effective health care services development in Nigeria.

### **Statement of the Problem**

Kyenge (2013) in his study speculated the slow pace of the local government administration in Nigeria in providing adequate socio-economic development as a result of poor human resources administration and inadequate knowledge of local government officials. This deficit may be due to absence of organised training to improve the capacity of the local government workers. Most officials lack the technical know-how and managerial skills needed in the discharge of their daily responsibilities. Some staffs are not qualified for the positions that they hold, even in health care services where requisite skills are needed.

Lack of financial resources is also a major factor that militate the local government administration from providing important services to the people within its jurisdiction. In Nigeria, non-provision of adequate finances to local government has impeded its performance in terms of effectiveness. Many healthcare centres seem to be in shambles, poor facilities, lack of drugs and health professional to attend to patients. Health workers appear not to accept local government jobs because of poor reward system, even when job is available. The fact is obvious that the statutory grants and allocations from the federal government and state government to the local government are not enough. Also, another problem is the low generation capacity of revenue by the local government. In most cases, it is very bad that some local government cannot afford to pay their staff salaries, hence maintaining adequate health services becomes a big challenge.

## **Local Government**

The concept of local government administration in Nigeria has gained significant attention both in the nation and internationally since its reforms in 1976. Agagu (1997) “viewed local government as a level of government which is supposed to have its greatest impact on the people at rural areas”. “It is a tier of government which is closest to the citizenry and it is saddled with the responsibility of guaranteeing the political, socio-economic development of its area and its people”. (Enero, Oladoyin and Elumilade, 2004).

Local government has been defined in many ways by various public administrators, political scientist, writers and scholars. According to Ogunna (1988), “it is a political authority, purposely created by the state government under a law by which local communities within a definite area are organized to manage their own affairs within the limit of the law under which authority is created”.

There is a general believe among scholars that local government was brought into existence in order to assist the government at the center, which invariably removes the numerous burden and undue intervention in purely local matters on national leaders. In addition, it is agreed that local government are run with a view to facilitating coordination and expedition of actions at the local level.

According to Odenigwe (1985), an erudite scholar defined local government as “a system of local administration under which local communities and towns are organized to maintain law and order, provide some limited range of social services and public amenities and encourage the operation and participation of the inhabitants in joint endeavours towards the improvements of their living”. It gives the community the formal organizational framework, which enables them to carry out their affairs effectively and to regulate the actions of their member for general public good

Local government can be described as a government body elected by the people that have administrative, legislative and executive functions on the territories under their jurisdiction. According to Tindal (1977, 2), it is defined as an authority that decides or determines certain measures within a specific territory. It means governance or management of the affairs of the people in that community so that their needs are better met.

While Lockard (1963) “defines local government as a public organization, authorized to establish and administer public policies within a given territory, being a subdivision of the central government”. The organization of local government is public organization, changing from private organization, it is aimed at the general interest of citizens of the community.

Local Government according to Hasluck (2010) “is the sphere of government where local authorities are allowed by law to issue acts or decisions to adjust the way of governance. In his book “Elements of Politics”, Sidgwick (2014) considers local government “as government of some suburban that have special powers to issue regulations or rules within the area which they manage. So, Sidgwick connects this government with its legislative character.

Stones in his definition (Stones, 1968) defines local government as “part of the governance of a country, which deals with problems or issues of population within certain territory or location”. A definition given by Godwin (2014) on local government, he defines the kind of government as “management of their affairs by the people of the locality where they are”.

The local government is defined as “government by the popularly elected bodies charged with administrative and executive duties in matters concerning the inhabitants of a particular district or place. (Appadorai, 1975, 287)

Hampton in his book “The local government and urban policy” states that “local authorities have boundaries defined geographically; are organs highly functional, directly elected, but on the other hand have disabilities related to the determination of local taxes, depending on the determination of the margin from the central government”. (Hampton, 1991).

Ikelegbe (1976) did not only define the concept of local government but also provide an elaborate explanation of the goals of local government according to him the goals are facilitation of democratic self-governance at the local level through local representative, the mobilization and management of local representatives through local involvement and encouragement, the planning and provision of services and development activities, based on local needs, enhance stability and decentralize government activities and services closest to the people and the integration of local communities into the federal scheme.

According to Humes and Marins (Martin and Humes, 1961) “the features of local government include the existence of certain population, a specific surface area, the capacity to sign contracts or to enter into relationships with third parties that is the legal status and authority. Also to have a continuous organization, realize the financial function therefore have the capacity to collect taxes and determine its budget.”

### **Administration**

Administration is a universal and an important concept. According to Simon (1950), “it is said to begin immediately two people agree to co-operate to undertake a given task, for instance, to move a stone which none of them can move alone. Nwosu (1985, 3), noted that “administration is inevitable in any given circumstance where a piece of work has to be done, and this piece of work requires the effort of more than one person to achieve it”. Cooperating with other people to attain specific objectives implies administrative behaviour.

“Administration is the capacity to harmonize and implement many and often conflicting social demands in a single organism so perfectly that they should all operate as a unit” (Fayol 1949). Governing a group, organisation or a large state without a system may connote not even less intelligent than a common craft man (Adebayo, 2004).

Local government links the local areas which is part of a country’s government that deals primarily with the issues concerning a given population within a given territory with respect to harmonizing and implementing many conflicting social demands in a single organism perfectly so that they function as a unit.

### **Financial Resources**

For local area to function to fulfil its obligation for the citizens in provision of adequate health care services, they need funding (Ogunna, 1996). Without solid financial base, the transformation agenda of the local government will likely fail. Finance is essential component of an organization. It is the key element that helps an organization to function properly and effectively. It is therefore safe to say that for the local government to function efficiently, it requires adequate financial resources. Financial resources of the local government could be

raised from various sources; rates, fees, fines, statutory allocation, grants, fees and charges, earnings and profits, loans and miscellaneous sources etc.

In Nigeria, local government expenditure regularly exceeds the potential revenue generation owing to a gap between their source requirement and their fiscal capacity. Money generated externally or internally by the local government has different ways it is been utilized. This is a very crucial matter in local government finance.

### **Human Resources**

Provision of qualified human resources appears to be a fundamental challenge in the local government. Local government seem to be a dumping ground for political class's friends and families. Lack of competence among staff of the local government has affected the operating capacities of the local government, coupled with poor human development, training and exposure of the local government employees (Giguère, 2008; Fayol, 1984). Appointment and promotion are not done based on competence but on personal and political connections. This has affected its function and increase corruption at the grass root level.

### **Healthcare**

The health sector is one of the viable pillars for sustainable economic growth and development. Provision of primary health care services remain the primary function of the local government. This may demand proper budgeting, monitoring and evaluations for effective delivery (Fajjibi, 2010). The primary health care delivery should include some proper health education, maternal and child health training including family planning, immunization, prevention and control of diseases, adequate water supply, sanitation, food supply and nutrition, provision of essential drugs as well as treatment of ailments.

A health care system need to include all medical care services involve in prevention, diagnosis, and treatment. These elements should be funded in partnership with government and private sector (Tandon, et al., 2013, Anyika, 2014). Tandon and Anyika noted that despite the achievements of the primary health system in Nigeria, it still has some challenges that emanate from poor leadership, governance as well as service delivery and funding.

## **Employment**

Giguere (2008) posited that workforce development in local government has suffered significantly over the years. Local governments can perform many functions. They support and offer reward to sustain economic activity; take steps to foster changes in the pattern of local private investment, as well as creating friendly environment, through the right regulations, public investments and policies. Also, provision of employment for the local inhabitant. However, many local authorities seem not be functional in this area of providing employment. Many local government are managing to sustain the staff they already have. This might be attributed to the dwindling financial resources at their disposal.

## **Theoretical Framework**

The paper considers briefly a theory to buttress the need for efficient and effective local government in the provision of essential services especially healthcare services.

### **The Efficiency Service Theory**

The efficiency theory presents a solid theory that helps to explain local government administration and socio- economic development. The efficiency service theory explains that local government because of its closeness to the people is to provide social services such as infrastructure, healthcare, educational facilities etc. efficiently than the central government. The local government is the channel or link through which amenities reach the people at the grassroots. As a result, the central government should make adequate financial provision for local government administration to perform optimally. The logic is that there is relationship between adequate financial resources and provision of basic infrastructure in the local government areas, such as qualitative staff and overall healthcare service delivery..

## **Methodology**

The study adopted survey research design using quantitative method. The researcher selected a sample of respondents from a population and administers a standardized questionnaire to them.

The study population refers to the entire number of residents in Alimosho local government area which comprises of six Local Community Development Authority (LCDA)s. For this study, the population was drawn from four LCDAs; s (Egbe- Idimu, Ikotun- Igando, Ayobo- Ipaja and Mosan- Okunola). Because of the massive dispersion of the population, there may not be any specific figure attached to the population.

The accidental or purposive sampling technique was used, whereby four LCDAs were selected within Alimosho local government area to represent the entire local government area and the questionnaires were issued to the respondents who have lived in Alimosho local government for over five years and who can read and write.

### **Sources of Data Collection**

The main source of data used in this particular study was obtained from the primary and secondary source of data. The primary data is gotten or gathered through structured questionnaires. The secondary data was taken from literature review, data from the local government, past research studies and from the internet to support the primary data. The questionnaire comprises of 5 likert scale item ranging from strongly agree to strongly disagree.

A total of 220 questionnaires were distributed among the four LCDA'S in Alimosho Local Government Area. It is located in the Western part of Nigeria specifically Lagos state. The researcher went with the help of a research assistant to the major streets of the local government. The respondents completed filling the question and returned to the investigators immediately.

The face validity was done by experts in Human Resources Management. The questionnaire was corrected to develop a valid research questionnaire for the study.

In ensuring the reliability of the research instruments, a pilot study was carried out in another local government area where the Cronbach's alpha reliability test was used. The reliability

coefficient of the research instrument was 0.86, which indicated that the instrument was highly reliable.

## DATA ANALYSIS AND RESULTS

The section presents the analysis of data, both descriptive and inferential statistical analysis.

### Hypotheses

#### Hypothesis 1

H<sub>0</sub>: Human resources management does not have effect on the provision of healthcare services.

**Table 1: Correlation between resources management and provision of healthcare service**

<i>Variables</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>df</i>	<i>r-cal.</i>	<i>Sig. Value (p)</i>	<i>Decision</i>
Human resources management	220	11.56	2.56				
Human resources management	220	11.56	2.56	218	0.589*	0.00	<b>Reject H<sub>0</sub></b>

$p = 0.00 < 0.05$

Evidence from Table 1 revealed that a positive correlation was reported between human resources management and provision of health care services. As reported, the calculated “r” (r-cal. = 0.589\*) at 218 degrees of freedom given that the obtained level of significance (p-value) is  $0.00 < 0.05$  (*statistical benchmark*). By implication, the null hypothesis is therefore rejected; human resources management does have effect on the provision of healthcare services.

## Hypothesis 2

Ho: Financial resources, human resources and provision of healthcare services will not significantly affect socio- economic development of the local government.

**Table 2: Multiple Regression of Financial resources, human resources and provision of healthcare services with Socio economic development**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.630 <sup>a</sup>	.397	.388	2.30760

a. Predictors: (Constant), medical services, financial resources, human resources

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	756.795	3	252.265	47.374	.000 <sup>b</sup>
	Residual	1150.200	216	5.325		
	Total	1906.995	219			

a. Dependent Variable: socio-economic

b. Predictors: (Constant), Medical services, Financial resources, Human resources

Table 2 indicates that coefficient of determination ( $\text{Adjusted } R^2$ ) = 0.397, which gives proportion of variance ( $\text{Adjusted } R^2 \times 100$ ) = 39.7%. This implies that the independent variables Medical services, financial resources, Human resources accounted for 39.7% of the variance in the dependent variable, Socio-economic development. Hence, the joint effect of the independent variable is significant on the socio-economic development ( $F=47.374$ ;  $df= (3; 219)$ ; significant value  $p = 0.000 < 0.05$ ).

**Table 3: Relative Contribution of the Independent Variables financial resources, human resources and provision of healthcare services with the dependent variables, socio-economic development**

		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	T	Sig.	Remark
1	(Constant)	-1.206	1.217		-.991	.323	
	Financial resources	0.276	0.038	0.402	7.299	.000	Significant
	Human resources	0.443	0.055	0.487	8.060	.000	Significant
	Medical services	0.095	0.047	0.125	2.017	.043	Significant

Dependent Variable: Socio economic development

Table 3 shows the relative contribution of independent variables (financial resources, human resources and provision of healthcare services) to dependent variable (socio-economic development). Evidence from the data revealed financial resources:  $B=0.276$ ,  $t=7.299$ ,  $p=0.00<0.05$ , human resources  $B=0.443$ ,  $t=8.060$ ,  $p=0.00<0.05$ , and medical service:  $B=0.095$ ,  $t=2.017$ ,  $p=0.00<0.05$ ; contributed significantly to socio-economic development. Thus, financial resources, human resources and provision of healthcare services will significantly affect socio-economic development of the local government. The null hypothesis is therefore rejected.

### Discussion of Findings

The inferential data to investigate the effect of human resources management and provision of health care services, revealed that a positive correlation exists between human resources management and provision of health care services. As reported, the calculated “r” ( $r\text{-cal.} = 0.589^*$ ) at 218 degrees of freedom given that the obtained level of significance (p-value) is  $0.00<0.05$ . By implication, the null hypothesis is therefore rejected; human resources management does have effect on the provision of healthcare services. This is at variance with Abdusalam, et al (2012) who opined that most primary healthcare facilities were in various state of disrepair with equipment and infrastructure being either absent or obsolete and the referral system is almost non-existent. He also observed that one of the hindrances to the development of

health care especially in the local government has to do with insufficient number of medical personnel as well as their even distribution.

The finding in hypothesis two indicated that a positive correlation was reported between hierarchical structure and development of local government. As reported, the calculated “r” ( $r_{cal.} = 0.465^*$ ) at level of significance (p-value) is  $0.00 < 0.05$  by implication, the null hypothesis is therefore rejected; LGA’s hierarchical structure has an influence in the development of local government. This is consistent with Lawal (2000) who posited that local government council is defined as that tier of government closest to the people which is vested with certain powers to exercise control over the affairs of people in its domain. A local government area is expected to play the role of promoting the democratic ideals of a society and coordinating development programmes at local level. It serves as a basis of socio- economic development in the locality.

Evidence from the data revealed local government administration and provision of infrastructure significantly impact on socio-economic development ( $F=117.02$ ;  $df= (2; 219)$ ; significant value  $p = 0.000 < 0.05$ ). Thus, Local government administration and provision of infrastructure significantly affect socio-economic development. The null hypothesis is therefore rejected. This agrees with Khoza (2009) who postulated that infrastructure development is at a crucial stage in the world today. Countries of the world ensure the provision of infrastructure to improve the livelihood of their citizens and their quality of life. Furthermore, infrastructure plays a key role in both socio- economic and political development and enrichment of living standards. According to Udoh (2004), access to infrastructure such as: pipe borne water supply, electricity and roads are necessary to reduce vulnerability and poverty in local government areas.

Data evidence from the hypothesis four showed that financial resources and human resources, ( $F=47.374$ ;  $df= (3; 219)$ ; significant value  $p = 0.000 < 0.05$ ). Contributed significantly to socio-economic development. Thus, financial resources, human resources and provision of healthcare services will significantly affect socio- economic development of the local government. This is in dissonance with Olusola (2011) who posited that local government has not been up and doing in terms of efficient and effective socio-economic service delivery to the grassroots. This he reiterated is evident in the poor environmental state, deteriorating public school building, poor

market facilities and lack of health centres which can be attributed to inadequate budgetary allocation

## **Conclusions**

The financial resources was established as a link to the provision of essential infrastructure in the local government areas. A positive correlation was reported between human resources management and provision of health care services. Local government administration and provision of infrastructure significantly affect socio-economic development. The study hereby found out that financial resources, human resources and provision of healthcare services will significantly affect socio-economic development of the local government.

It concluded that a good local government administration is necessary for social and economic development of the nation. The local government serves as a bedrock and beacon of hope for the citizens, therefore, the state needs to pay attention to provision of basic health care facilities and related infrastructure such as qualified medical personnel, top- notch health care delivery system. There will be outstanding development in the local government when residents have access to basic health care Also good structure with respect to leadership in the local government would bring positive development in the local government areas. Finally, there is the need for the state to increase LGA budgetary allocations for effective and efficient management and administration.

## **Recommendations**

- Provision of more funds, improved infrastructure and state-of-the art medical equipment,
- Increased number of qualified healthcare workers to ameliorate the socio-economic development of the local government area
- The central government should assist in the provision of financial and human resources as well as improved health care services for socio-economic development of the local government.

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