ORGANIZATIONAL DEVELOPMENT AND CORPORATE OUTCOMES IN OWERRI-BASED HEALTH FACILITIES

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Abstract
The study investigated organizational development and corporate outcomes in Owerri-based health facilities. The objectives of the study were to examine the relationship between sensitivity training and capacity expansion; investigate the extent to which sensitivity training influenced employee retention; assess the relationship between team building and capacity expansion; and evaluate the extent to which team building influenced employee retention in health facilities in Owerri. Four research questions and four hypotheses guided the study. SWOT Analysis Model was used to beef up the study. The researchers employed the survey research design in the research. A structured questionnaire was the major instrument for data collection. Data analysis was committed to descriptive statistics of mean and standard deviation. Cronbach Alpha statistics was used for determining reliability ratio of the survey instrument. Correlation analysis was used to test hypotheses. It was found that each of sensitivity training and team building positively and significantly impacted on capacity expansion and employee retention in health facilities in Owerri. It was concluded that organizational development indices were drivers of corporate outcomes in Owerri-based health facilities. The study recommended that management of health facilities should always train workers on organizational development techniques. Sensitivity training should always be embraced by all workers for improved corporate outcomes; management should design other strategies for expanding capacity and corporate policies should be developed to enhance the use of team building in health facilities for overall corporate wellbeing and sustainability.
Keywords: *Organizational development, corporate outcomes, sensitivity, team.*

Inroduction

It is a truism that various health facilities have serious needs for organizational development as such ought to have the capacity to boost their corporate outcomes. Any corporate entity that relegates organizational development to the background may at the same time deny itself the possible positive impacts of that very essential organizational behavior index. Menon (2023) opines that organizational development is a study area whose purpose is to enhance organizational efficiency and organizational effectiveness via planned, systematic change efforts. Also, Benstead (2023) emphasizes the systematic nature of organizational development hence she opines that organizational development is mainly a systematic approach to boost corporate performance. Bestead (2023) maintains that the essence of organizational development in a National Health Scheme, for instance, is to enhance the safety and quality of patient care.

While the researchers believe that there are various aspects of organizational development, Shama (2023) posit that organizational development involves team

building, mentoring and coaching among others. Also, Sujan (2023) asserts that organizational development techniques include sensitivity training, process consultation, survey feedback and quality of work-life programmes, among others. This study however focuses on sensitivity training and team building Organizational development techniques. Williams and Grimsley (2022) opine that it was Kurt Lewin and Ronald Lippitt that developed organizational development and its components including sensitivity training. Sensitivity training represents a training programme that encourages enabling the management in becoming more sensitive to workers' demands or needs in the organization. With sensitivity training, the relationship between management and staff becomes more cordial. Indeed, Carnevale and Davis (2022) maintains that the aim of sensitivity training is to teach employees how to interact with others appropriately, foster a welcoming and safe environment for all the workers while creating a workplace that has nothing to do with discrimination and harassment. The foregoing shows that sensitivity training is a tool for exposing people to the need to consider the life experiences of other people as well as their varied perspectives in the workplace. This will certainly help to encourage workers to be conscious of their words; of their activities and actions so as to avoid actions and words that may offend those around them. With this, work environment will no longer be inhospitable.

In fact, team building is another index of organizational development examined in this study. Hakoune (2023) opines that the conscious process of enhancing the quality of relationship within a given group with a view to enhancing productivity, corporate efficiency and engagement is called team building. It employs coaching, goal-setting, training, gamification and skill development. The researchers believe that team building is the process of employing daily interactions, activities and even exercises to organize a group of people into a cohesive and cooperative group. It ought to be targeted at instilling in the group members, the spirit of working together to achieve shared objectives so as to make the organization function more effectively. Pak (2023) asserts that the benefits of team building are many and they include but are not limited to improving relationships and dynamics, cultivating trust, enhancing communication, encouraging creativity and innovation, developing skills, boosting efficiency and productivity and improving overall corporate culture.

The foregoing suggests that organizational development may influence corporate outcomes in health facilities. In the context of this study, corporate outcomes mean the use of organizational development techniques of sensitivity training and team building to improve employee retention and capacity expansion in health facilities. Employee retention is the ability of an organization to keep staff, thereby averting employee turnover. Crail and Watts (2023) reveal that to retain employees there is need to offer competitive base salaries or hourly wages, provide flexible scheduling, encourage and promote a work-life balance, recognize and reward the employees for their work, create a culture that employees want to be part of, build employee engagement, reduce employee burnout and provide wellness offerings.

Capacity expansion is another corporate outcome investigated in this study. Capacity expansion involves the increasing of the operational capability of an entity to meet growing demand or capture new opportunities. It involves investing in new facilities, technology, equipment and human resources. Capacity expansion needs a lot of capacity planning. Hyun (2020) is of the view that capacity planning is the practice of determining whether an organization's services department and workforce are equipped to meet a specific level of demand over a planned period. Flores (2022) defines capacity as the amount that something can contain and the amount that quantity can produce. Capacity expansion is the means by which insufficient capacity is rectified. This study on organizational development and corporate outcomes in Owerri-based health facilities is geared towards investigating how sensitivity training and team building influences employee retention and capacity expansion in the facilities.

Statement of the Problem

Any health facility that desires to consistently enhance its corporates outcomes, no doubt, does not toy with its organizational development techniques. This is also the ideal situation. It is however disturbing, as the researchers have observed, that many health facilities in Owerri are yet to take the organizational behavior issue of organizational development seriously and such corporate attitude is feared to have adversely influenced various corporate outcomes and indeed performance indicators of the health entities. It is unfortunate that many health facilities have been observed to have relegated organizational development competences of sensitivity training and team building to the background and such may be capable of affecting employee retention and capacity expansion in the health facilities.

Indeed, various researchers have made efforts to assess the relation between organizational development and corporate outcomes but none of the previous studies accessed by the researchers in this present study examined how each of sensitivity training and team building impacted on employee retention and capacity expansion. This shows that a very wide research gap exists. It is this identified research gap that constitutes the major problem of this present study which was conducted to fill the gaps with a view to contributing to knowledge.

Objectives of the Study

The major objective of the study is to investigate the relationship between organizational development and corporate outcomes in Owerri-based health facilities. The specific objectives include to:

i. examine the relationship between sensitivity training and employee retention.

ii. assess the relationship between sensitivity training and capacity expansion.
iii investigate the relationship between team building and employee retention.
iv. determine the relationship between team building and capacity expansion.

Research Questions

Based on the objectives of the study, the researchers developed the following research questions:

i. What is the relationship between sensitivity training and employee retention?
ii. To what extent does sensitivity training correlate with capacity expansion?
iii. To what extent does team building correlate with employee retention?
iv. What is the relationship between team building and capacity expansion?

Hypotheses

In other to answer the research questions, the researcher developed the following hypotheses:

H_{01}: There is no significant relationship between sensitivity training and employee retention.

H_{02}: There is no significant extent to which sensitivity training correlates with capacity expansion.

H_{03}: There is no significant extent to which team building correlates with employee retention.

H_{04}: There is no significant relationship between team building and capacity expansion.

Scope of the Study

The study concentrates on various health facilities in Owerri Imo State. The health facilities span across federal, state and private health facilities in Owerri. Owerri was the geographical scope of the scope. The content scope examined the relationship between sensitivity training and employee retention; sensitivity training and capacity expansion; team building and employee retention; team building capacity expansion.

For the unit scope, the researchers concentrated on various departments in the health facilities.

Theoretical Literature

The study employed the SWOT Analysis Model to beef up the study.

SWOT Analysis Model

SWOT Analysis is a useful technique for understanding business strengths and weaknesses, and for identifying both the opportunities open to the business and the threats it faces (Uchegbu, 2019 and Nwokeforo 2023). Originated by Albert S. Humphrey in the 1960s, the tool is as useful now as it was then. A firm can use it in two ways – as a simple icebreaker helping people get together to 'kick off' strategy formulation, or in a more sophisticated way as a serious strategy tool. Strengths and weaknesses are often internal to the organization while opportunities and threats

generally relate to external factors. For this reason, SWOT is sometimes called Internal-External Analysis and the SWOT Matrix is sometimes called an IE matrix
Uchegbu (2019) and Nwokeforo (2023) agree that SWOT Analysis is a basic, analytical framework that assesses what an entity – usually a business, though it can be a place, industry or product, can and cannot do, for factors both internal and external. Using environmental data to evaluate the position of a company, a SWOT analysis determines what assists the firm in accomplishing its objective, and what obstacles it must overcome or minimize to achieve desired results where the organization is today, and where it may go.

Analysts present a SWOT analysis as a square with each of the four areas making up one quadrant. This visual arrangement provides a quick overview of the company's position. Although all the points under a particular heading may not be of equal importance, there is insight in seeing how the number of opportunities measures up to the number of threats, and so forth.
For the elements of a SWOT analysis, organizations must use them as a guide and not a prescription. They are discussed as follows:

a. **Strengths:** They describe what an organization excels at, and separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology and so on. For example, a hedge fund may have developed a proprietary trade strategy that returns market-beating results. It must then decide how to use those results to attract new investors.
b. **Weaknesses:** They stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive higher than-industry-average turnover, high levels of debt, an inadequate supply chain, or lack of capital.
c. **Opportunities:** They refer to favorable external factors that an organization can use to give it a competitive advantage. For example, a car manufacturer can export its cars into a new market, increasing sales and market share, if a country cuts tariffs.
d. **Threats:** They refer to factors that have the potential to harm an organization. For example, a drought is a threat to a wheat-producing company, as it may destroy or reduce the crop yield. Other common threats include things like costs for inputs, increasing competition, tight labour supply and so on.

A SWOT analysis is a great way to guide corporate-strategy meetings. It is powerful to have everyone in the room to discuss the company's core strengths and weaknesses and then move from there to defining the opportunities and threats and finally to brainstorming ideas. An organization can use a SWOT for overall corporate strategy sessions or for a specific segment like marketing, operations or sales.

Empirical Literature

The researcher adopted the following empirical literatures to show the relevance of the study:

In a study on the role of sensitivity training for managing diversities in sustainable smart societies, Ceren, Fahriye, Zehra, and Gokmen (2020) adopted the survey research design in the study. The study discovered that empathy, emotional intelligence and self-knowledge were important for sensitivity training. It was found that sensitivity training was an essential tool for managing diversities in sustainable smart societies. This is in agreement with the findings in this present study. Also, organizational develop is problem-solving in nature. And so, Abosede, and Adesanya (2017) investigated "contributions of self-efficacy and problem solving skills on secretaries' job performance in Ogun State Public Service, Nigeria". The study ascertained the relationship among self-efficacy, problem solving skills and job performance of the secretaries. The study employed the descriptive research design. The data collected with questionnaire instrument were analyzed using Pearson Product Moment Correlation (PPMC), Multiple Regression, and ANOVA. The result showed that the predictor variables (self-efficacy and problem solving skills) accounted for 61.1% of variance in the job performance of secretaries in the public service of Ogun State. It was recommended that there should be provision for in-service training for secretaries in the public service. This agrees with the findings made in this study.

Gap Identified in Literature

Based on the literatures the researcher was able to access, very little or significantly nothing has been done on the link between sensitivity training and employee retention; sensitivity training and capacity expansion; team building and employee retention; team building and capacity expansion. This study bridges the gap.

Methodology

The study employed the survey research design in the study. The population of the study was made up of the staff of 27 health facilities in Owerri randomly drawn from the nine (9) local government Areas that make up Owerri Senatorial Zone and the facilities include public and private hospitals, pharmacies, medical laboratories and registered non-orthodox health facilities. Three health facilities were randomly selected from each LGA. The total population of the study was 656. The researcher used the Taro Yamen's formula for sample size determination to obtain a sample size of 248 for the study. The sources of data included the primary and secondary sources. While the questionnaire was the major instrument used for the study as a primary data source, the researchers relied on texts, journals and internet sources for secondary data. The validity of the instrument was done by showing the instrument to research experts for their inputs and by ensuring that the study focused on the research questions. The reliability ratio of the instrument was done with the use of pilot study whose results were committed to Cronbach alpha statistic. A ratio of 0.83 was obtained. The instrument was therefore 83 percent reliable. The study employed

the descriptive statistics of mean and standard deviation for data analysis. Correlation analysis was used to test hypotheses.
The rejection of null hypothesis was based on P<0.05.

Questionnaire Analysis
Out of the 248 copies of the questionnaire distributed, only 202 copies were properly filled and returned. This represents 61.5% return.

Research Question 1:
What is the relationship between sensitivity training and employee retention?

Table 1: Respondents' responses on sensitivity training and employee retention

Q/No	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
1	Employees appreciate sensitivity training so much hence enhancement of employee retention in health facilities.	85	74	10	12	21	202	3.94	**0.721**
2	Management gives sensitivity training a lot of attention hence improved employee retention.	94	68	12	11	17	202	4.04	**0.952**

Field Survey (2023)

The table 1 above presents data from respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between sensitivity training and employee retention. It accounted for a grand mean of 3.99. The results further show that the respondents agreed to the facts that: employees appreciate sensitivity training so much hence enhancement of employee retention in health facilities with a $\bar{\bar{x}} \pm \mathrm{S.D}$ of 3.94 ± 0.721; management gives sensitivity training a lot of attention hence improved employee retention (with a $\bar{\bar{x}} \pm \mathrm{S.D}$ of 4.04 ± 0.952).

Research Question 2
To what extent does sensitivity training correlate with capacity expansion?
Table 2: Respondents' responses on the relationship between sensitivity training and capacity expansion

Q/N	Item	SA	A	SA	D	UN	N	Mean	Std. Dev.
3	Sensitivity training helps enhance capacity expansion.	95	77	9	12	9	202	**4.17**	0.736
4	Management invests serious resources in sensitivity training so that workers can understand each other for improved capacity expansion.	87	72	22	6	15	202	**4.04**	0.811

Field Survey (2023)

The table 2 above presents data from respondents on the relationship between sensitivity training and capacity expansion. The results accounted for a grand mean of 4.11 which implies that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that sensitivity training helps enhance capacity expansion as the result accounted for a mean of 4.17 and a standard deviation of 0.736. The result has indicated that the majority of the respondents agreed to the item statement that: management invests serious resources in sensitivity training so that workers can understand each other for improved capacity expansion (with a $\bar{x} \pm \text{S.D}$ of 4.04 ± 0.811).

Research Question 3:

To what extent does team building correlate with employee retention?

Report on Research Question 3 is presented on table 3

Table 3: Respondents' responses on the relationship between team building and employee retention

Q/No.	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
5	Members of various teams work with cohesion and such triggers employee retention.	91	79	15	15	17	202	**4.27**	0.773
6	Management frowns at workers who do not contribute effectively to team building in the organization for improved employee retention..	93	76	13	9	11	202	**4.14**	0.895

Field Survey (2023)

The table 3 above presents data from respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between team building and employee retention. It accounted for a grand mean of 4.21. The results further shows that the respondents agreed to the facts that: members

of various teams work with cohesion and such triggers employee retention with a $\bar{\bar{x}} \pm$ S. D of 4.27 ± 0.773; management frowns at workers who do not contribute effectively to team building in the organization for improved employee retention (with a $\bar{\bar{x}} \pm$ S. D of 4.14 ± 0.895).

Research Question 4
What is the relationship between team building and capacity expansion?

Table 4: Respondents' responses on the relationship between team building and capacity expansion

Q/No.	Item	SA	A	SD	D	UN	N	Mean	Std. Dev.
7	Team building has always been practiced by both management and workers hence capacity expansion.	86	76	18	16	6	202	4.09	0.971
8	Capacity expansion will improve in the future if more efforts are exerted in the area of team building.	90	82	16	10	4	202	4.21	0.874

Field Survey (2023)

The table 4 above presents data from respondents on the relationship between team building and capacity expansion. The results accounted for a grand mean of 4.15 which implies that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that team building has always been practiced by both management and workers hence capacity expansion as the result accounted for a mean of 4.09 and a standard deviation of 0.971. The result has indicated that the majority of the respondents agreed to the item statement that: capacity expansion will improve in the future if more efforts are exerted in the area of team building (with a $\bar{x} \pm$ S. D of 4.21 ± 0.874).

Testing of Hypotheses
Here the hypotheses associated with the study were tested. The hypotheses were tested in order to find out whether the difference in opinion was significant to draw conclusion.
Hypothesis One: There is no significant relationship between sensitivity training and employee retention.

Table 5: Correlation analysis between sensitivity training and employee retention

Item	Mean	Standard Deviation	Correlation Coefficient	P-value

Sensitivity training	3.94	0.721	0.912	0.001
Employee retention	4.04	0.952		

SPSS Correlation Analysis Output (2023).

The result on table 5 presents the correlation analysis between sensitivity training and employee retention. The result shows a p-value of 0.001 and correlation coefficient of 0.912. The result shows a p-value less than 0.05 being the level of significance; therefore, rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between sensitivity training and employee retention is significant. Therefore, there is a significant relationship between sensitivity training and employee retention.

Hypothesis Two: There is no significant extent to which sensitivity training correlates with capacity expansion.

Table 6: Correlation analysis between sensitivity training and capacity expansion.

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Sensitivity training	4.17	0.736	0.951	0.001
Capacity expansion	4.04	0.811		

SPSS Correlation Analysis Output (2023).

The result on table 6 presents the correlation analysis between sensitivity training and capacity expansion. The result shows a p-value of 0.001 and correlation coefficient of 0.951. The result shows a $p - value \leq 0.05$ level of significance, thereby rejecting the null hypothesis and accepting the alternative which states that there is a significant extent to which sensitivity training correlates with capacity expansion.

Hypothesis Three: There is no significant extent to which team building correlates with employee retention.

Table 7: Correlation analysis between team building and employee retention

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Team building	4.27	0.773	0.947	0.001
Employee retention	4.14	0.895		

SPSS Correlation Analysis Output (2023).

The result on table 7 presents the correlation analysis between team building and employee retention. The result shows a p-value of 0.001 and correlation coefficient of 0.947. The result shows a p-value less ≤ 0.05 level of significance; therefore,

rejecting the null hypothesis and accepting the alternative which states that there is a significant extent to which team building correlates with employee retention.

Hypothesis Four: There is no significant relationship between team building and capacity expansion.

Table 8: Correlation analysis between team building and capacity expansion

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Team building	4.09	0.971	0.983	0.001
Capacity expansion	4.21	0.874		

SPSS Correlation Analysis Output (2023).

The result on table 8 presents the correlation between team building and capacity expansion. The result shows a p-value of 0.001 and a correlation coefficient of 0.983. The result shows a $p - value < 0.05$ level of significance, thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between team building and capacity expansion is statistically significant. This means a positive and a strong relationship existing between team building and capacity expansion.

Summary of Findings

Based on the analysis, the researcher found that:

1. There is a significant relationship between sensitivity training and employee retention.
2. There is a significant extent to which sensitivity training correlates with capacity expansion.
3. There is a significant extent to which team building correlates with employee retention.
4. There is a significant relationship between team building and capacity expansion.

Conclusion and Recommendations

The study concludes that organizational development enhances corporate outcomes in Owerri-based health facilities. Sensitivity training improved employee retention and capacity expansion. Also, team building is a driver of employee retention and capacity expansion. The study therefore submits that any health facility that does not takes organizational development seriously risks stunted growth, poor corporate outcomes and reduced corporate wellness.

It was recommended that management of health facilities should always employ organizational development techniques of sensitivity training and team building in the management of their outfits so as to always enhance employee retention and

capacity expansion. Workers should consistently support management in its efforts to boost organizational outcomes.

Contribution to Knowledge

The researchers submit that this study contributes to knowledge by providing empirical literatures on the relationships between sensitivity training and employee retention; sensitivity training and capacity expansion; team building and employee retention; team building and capacity expansion. It bridges research gaps identified earlier in the study.

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