

ADMINISTRATIVE SKILLS ENHANCEMENT STRATEGIES AND EFFECTIVENESS OF PRIMARY HEALTHCARE CENTRES IN PORT HARCOURT CITY LOCAL GOVERNMENT AREA IN RIVERS STATE.

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ABSTRACT

The study examined administrative skills enhancement strategies and effectiveness of Primary Healthcare Centres in Port Harcourt City LGA in Rivers State. The objective of the study was to examine the relationship between dimensions administrative skills enhancement strategies (training/development, industrial association membership and mentoring) and measures of effectiveness such as care timeliness, staff/clinician burnout reduction and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA in Rivers State. Thus, the study was anchored on vroom expectancy theory as its theoretical foundation. The study adopted the explanatory cross sectional survey research design, the population of the study consisted of twenty-three (23) Primary Healthcare Centres operating in Port Harcourt City LGA. Due to accessibility and manageability, only fifteen (15) Primary Healthcare Centres are purposively covered. Since the study is macro in nature and the population is not too large, the sample size consists of the entire population (Fifteen Primary Healthcare Centres in Port Harcourt City LGA). However, the study adopts a census method of sampling. In terms of respondents, three (3) top level medical personnel were purposively selected from each from the Fifteen (15) Primary Healthcare Centres in Port Harcourt City LGA. Thus, the sample of the study was Fifteen (15) Primary Healthcare Centres in Port Harcourt City LGA with Forty-Five (45) respondents. After validation by the experts in test and measurement, a total of forty-five (45) copies of the validated questionnaire were distributed to the targeted audience. The researcher was able to retrieve thirty-eight (38) copies of the entire validated questionnaire distributed. The reliability of the instrument was ascertained using test-retest. Mean and standard deviation was used for research questions analysis while Pearson Product Moment Correlation Coefficient was used to test hypotheses. It was found that there is a significant positive relationship between dimensions of administrative skills enhancement strategies and measures of effectiveness of Primary Healthcare Centres in Port Harcourt City LGA. It was concluded that Primary Healthcare Centres who fail to properly create strategies of ensuring that their administrative skills are enhanced, will always encounter issues of ineffectiveness in their daily work routine. The study recommends that staff of Primary Healthcare Centres should undertake professional courses through off-the-job trainings in order to advance their knowledge and expertise in their career line.

INTRODUCTION

Every organization are expected to be effective in the way they operate. This is because and effectiveness of organization does not only benefit the organization but also the customers who patronizes them. However, effectiveness as viewed in this study represents organizational ability to accomplish assigned tasks or jobs as specified using minimum resources and on time, effectiveness is a key component which enables effectual operation and delivery of complex initiatives. Effectiveness is doing the right thing at the right time, with the rightly available resources to achieve a delineated result (Bao, 2012). Care timeliness, clinician/staff burnout reduction and patient healthcare improvement are used as, measures of effectiveness of Primary Healthcare Centres in Port Harcourt City LGA.

Care timeliness as the first measure of effectiveness refers to the system's capacity to provide care quickly after a need is recognized. For a primary healthcare to have said to be effective in their operations, they must as a matter of fact ensure that patients are administered and given required medical attention at the exact time they are needed. This is because, most primary healthcare centres in Rivers State specifically are found wanting when it comes to rendering medical services to patient. Most of them that try to usually do them at odd time. This show how ineffective they are in claying out their duties (Ogbobe, 2011). Clinicians are currently experiencing very high rates of burnout (Nahrgang, *et al.*, 2011). Burnout can occur among clinicians largely due to the excessive demands they face on the job. Their role involves working closely with other health care professionals in emotionally and physically demanding situations during taxing shift schedules and experience overwhelming demands including work overload, time pressures, technology challenges and moral and ethical dilemmas. Thus, this study defined staff/clinician burnout reduction could be seen as modalities set aside to ensure that staff/clinicians are satisfied with their respective jobs which adequately control or erase staff/clinician exhaustion either mentally, physically or otherwise. The last measure of effectiveness as used in this study is patient healthcare improvement. However, it is conceptualized as clinicians or medical professional's ability to ensure that the administration and medical attention to illed persons are greatly enhanced.

Sangwien (2012) view administration as a process of directing the utilization of material and human resources for the purpose of accomplishing predetermined goals of an organization. The activities involved in the pursuit of goals to meet a variety of human needs are carried out in organizations. However, it is pertinent to create techniques for enhancement of administrative skills in organization, especially Primary Healthcare Centres.

Statement of Problem

It appears most Primary Healthcare Centres in Port Harcourt City LGA are ineffective as a result of lack of timeliness of care, staff exhaustion, inappropriate patient healthcare which may arise through unavailability of drugs/working materials, work-life imbalance among workers, lack of programmes to reduce burnout of clinicians etc. However, healthcare centres in Port Harcourt City LGA suffer from uneven leadership, poor and dilapidated health facilities, shortage of human resources and poor funding among others. By observation, it also seems these healthcare centres are said to be ineffective because there is little or no training/development of workers, staff are not allowed to freely join industrial association and there is no reasonable level of mentoring going on among staff of these Primary Healthcare Centres urderstudy. These has given room to clearly ask the level of strategies set aside by management of Primary Healthcare Centres in Fort Harcourt City LGA to enhance their administrative process.

Another issue that necessitated this study is the dearth of empirical investigating the relationship between administrative skills enhancement strategies and effectiveness of Primary Healthcare Centres in Port Harcourt City LGA. Other study has studied administrative skills enhancement strategies and dimensions on how it influenced competitiveness, success, efficiency, performance etc some of these studies are Sura and Sajeewan (2019) examined administrative skills of moderm school administrators.

It was found that modern skills are important characteristic of efficiency leader. Educational administrators who are the leader of an organization must develop their skills for efficiency school administration: Opara and Odu (2019) examined mentoring and employees' commitment in manufacturing firms in Port Harcourt. The analyses of data revealed that dimensions of mentoring such as career support,' psychological support, and knowledge sharing are significantly and positively correlated with employees' commitment. Stona (2011) examined the impact of mentoring on knowledge sharing in the steel manufacturing industry in Dehili Indian. The findings indicated that people in formal mentoring program enjoy helping others; informal mentoring is positively related to organizational rewards; knowledge sharing was found to be positively

significantly related to enjoyment in helping others and knowledge self- efficacy; and that people with high knowledge self-efficacy are more oriented to helping others.

Moreso, Bestman (2020) examined the influence of executive capacity development strategies on organizational performance in Rivers State, Nigeria. The results showed that dimensions of executive capacity development strategies such as on-the-job training method, off-the-job training method, and skill transfer influence measures of organizational performance such as productivity, profitability, and large market share: Manzini and Kufa (2016) examine the impact of human capital development initiatives on organizational performance. The study revealed that all aspects of human capital development contributed significantly to organizational performance. The findings indicated that human capital aspects of employees' competency and creativity emerged as the main factor that influenced organizational performance.

However, none of the above study examined how administrative skills enhancement strategies in terms of training/development, industrial association membership-and mentoring influences the measures of effectiveness such as care timeliness, staff/clinician burnout reduction and patient healthcare improvement specifically in Primary Health Centres in Port Harcourt City LGA, Rivers State Metropolis. There is need therefore to close this knowledge gap.

Objective of the Study

The objective of the study was to examine the relationship between administrative skills enhancement strategies and effectiveness of Primary Healthcare Centres in Port Harcourt City LGA. Specifically, the study seeks to achieve the following objectives:

1. To determine the relationship between training/development and care timeliness of Primary Healthcare Centres in Port Harcourt City LGA.
2. To ascertain the relationship between industrial association membership and clinician/staff burnout reduction of Primary Healthcare Centres in Port Harcourt City LGA.
3. To investigate the extent of relationship between mentoring and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA.

Research Hypotheses

Based on the research questions posed above, the following null hypotheses was tested at 0.05 level of significance.

Ho1: There is no significant relationship between training/development and care timeliness of Primary Healthcare Centres in Port Harcourt City LGA.

HO2: There is no significant relationship between industrial association membership and clinician/staff burnout reduction of Primary Healthcare Centres in Port Harcourt City LGA.

HO3: There is no significant relationship between mentoring and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA.

Review of Related Literature

Conceptual Review

Concept of Administrative skills

Administrative skills are basically official skills that help an office function smoothly (Graham, 2021). Employers often expect administrators to have experience or knowledge of basic office skills before they hire them. These skills allow administrators to schedule appointments, greet customers, ensure the office is functioning properly and provide employees with office resources. By using these skills, office administrators are better equipped at meeting and anticipating supervisor or employee needs. They may also ensure that any visitors feel welcome by providing a friendly presence and keeping a well-maintained office. Many offices need administrators who possess strong office skills. Office administrators are responsible for schedules, organization and customer relations. They can often be the first impression potential or current customers get of

the company. This is why proper office skills are essential to ensure office administrators are professional, personable and easy to reach via email or phone calls. With a professional office administrator completing all their tasks efficiently using office skills, the overall company's performance can remain successful. Therefore, there is need for organizations to deploy strategies that ensures these skills are enhanced.

Thus, this study opined that administrative skills enhancement strategies are special techniques employed by organization to ensure improvement of competence and ability by administrators as well as all others to perform their duties effectively and efficiently towards goal achievement in organizations. Administrators who possess advanced skills could help maintain a smoothly run office while supporting the efforts of their supervisors and stakeholders alike (Doyle in Graham, 2021). Without them, a company can quickly turn chaotic, hindering productivity and resulting in unhappy employees. Individuals in administrative positions must be able to handle many moving parts and challenging situations at once. There are several ways of indicate administrative skills enhancement strategies. Within the context of this study, training/development, industrial association membership and mentoring are used as manifestation of administrative skills enhancement strategies.

Dimensions of Administrative Skills Enhancement Strategies

Training/Development

Training/development is a process that involves the empowerment of societal actors through learning, knowledge, information and innovation to effect transformation and sustainable change in institutions, which in turn supports the achievement of the development goal (World Bank Institute, 2017). It deals with learning and being capable of adding something new and relevant to a previously defined purpose. Training/development is a continuous process as technological innovations and inventions, new tasks at work, market competition, customers' dissatisfaction, etc. are continuous. It therefore becomes pertinent that employees update themselves with all necessary skills that are trending in their areas of career in order to increase their relevance (Mgendi, 2016). Obi-Anike and Ekwe (2017) assert that training: and development encompasses the entire programme of assisting employees grow with the company so that they can be fitted for available higher positions beyond their capacity.

It is a function of management aimed at helping employees to acquire the necessary knowledge and skills to meet the organization's task required of them and assume more complex responsibilities. It means preparing an employee for a future, but well-defined job at a higher level.

Operationally, training and development describes the formal ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies (Maife, 2019). More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses. Employees today must have access to continual training of all types just to keep up. If you don't actively stride against the momentum of skills deficiency, you lose ground. If workers in a firm stand still, such firm will lose the competency race.

Industrial Association Membership

According to Ethical Trading Initiative (2013), industrial association membership is the right of all workers and employers to join industrial group of their own choice without prior authorization and without interference from government or from one another. In the workplace, industrial Association membership grants an explicit right for all workers to create their own organs of representation or trade unions in whatever form they decide is most effective. Employers also take advantage of this right when they form employer associations. International Labour Organization (2011) defines industrial association membership as the right of workers and employers to create and join groups of their choice freely and without fear of reprisal or interference. This includes the right to establish and affiliate to confederations and international organizations.

To this end, this study defines industrial association membership as the practice of allowing workers to form and participate fully in trade unions as well as express their grievance via the same Channel Without leadership interference. It enshrines oneself in an organization under a consensus between the association and the associate. Here, employees are given the [premises to choose and as well join associations of their choice with keen attention to their personal or interpersonal interests. Apparently, there is a large body of international convention law, treaty law and 'soft' law that reiterates and reinforces the principles of [freedom of association and collective bargaining. Such laws place a requirement on both state and non-state actors to recognize and facilitate these rights. With increasing public awareness and scrutiny of business' global operations, companies that fail to take ttheir obligations seriously incur a substantial reputational risk (Ethical Trading Initiative;, 2013). A compliance industry has developed to oversee corporate social responsibility performance and to help protect companies against reputational risks. There |are also internal business reasons why companies should support and encourage the realization of rights to freedom of association and collective bargaining in their business operations (Kelvin, 2017).

Workers who combine their interests by approaching their employer together as a group can help to balance the power inherent in any employment relationship. This encourages people to speak their minds without fear of reprisal. The relative security of numbers allows individuals to express themselves more openly and adds to the value of information that is exchanged. Rights to freedom of association and collective bargaining are called 'enabling rights', because they enable citizens to organize in order to realize other human rights and they underpin the democratic process. Not only do these rights directly assist with the improvement of living and working conditions, they contribute more broadly to economic and social development. In developing countries, freedom of association and collective bargaining can help establish a stable foundation for growth (Ethical Trading Initiative, 2013).

Mentoring

Mentoring is one of the greatest tools in developing and empowering individual competence. The term mentoring originated from Greek Mythology in Homer's Epic Poem titled "The Odyssey In this poem, Odysseus, king of Ithaca went to fight in the Tronjan War and entrusted his kingdom to mentors, who served as the teacher of Odesseous son Telemachjua. Mentor's task was to educate, train and develop the youngster to fulfill his birthright and become king of Ithaca (Kaye & Jacobson, 2015). To meet the continuity challenge facing business world, strategies are put in place by organizations to mentor' their employees to be best of themselves and for the organization. Adeyemi, (2013) postulates that mentoring is among the few tools used/needed for preparing tomorrows' skilled employees and is also used to strengthen organizational capabilities, intelligence, build organization knowledge, and sustain the organization competitive advantage. The term mentoring has been used to describe different types of relationships in the research training context. This includes academic advising, research or laboratory supervision, evaluation, informal support, and career coaching (Jacobi, 2011).

Mentoring promotes diversity by providing equal opportunity for every employee to grow professionally and by eliminating barriers to equity in opportunities for development. Stona (2011) posit that mentoring tends in equipping, developing, shaping and preparing mentee (employees) on how to accomplish task with minimum or no supervision. Mentoring is use as a technique of attaching the higher skilled or experienced person with the goal of making lesser skilled person grows and develops specific competencies. Mentoring does not only support in polishing the abilities and competencies of the individuals and groups but also provides positive alteration of employees' skills to their improved performance and organizational outcomes (Ahmad & Shahzad, 2014).

Mentoring consists of deliberate relationships in the workplace targeted at helping less experienced workers learn from senior or more experienced colleagues in the workplace (Ayse, *et al*, 2013; Akpan, *et al*, 2017). It is a human resource management intervention aimed that enabling younger (newer) employees get career support, psychological support, and knowledge sharing from more experienced workers or managers in the organization. Career support function includes sponsorship, coaching, exposure to important contacts and resources, visibility, facilitating protection of the mentee and assignment of challenging work to enhance the mentee's career (Ofobruku & Nwakoby, 2015). Thus, Mentoring covers the activities often designed and encouraged by management to develop its personnel and ensure that they improve and maintain the organizational competitive advantage (Okurame, 2013).

Concept of Effectiveness

The Cambridge Dictionary (2016) indicated that effectiveness is the ability to be successful and produce the intended results. Burjek (2020) maintained that effectiveness as a term refers to the ability to produce the desired result or success. Effectiveness is generally the capability of producing a desired result. Effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. If employees do not know what results are expected of them, there is a risk that they will work but will not perform. They are not doing the right things and so contribute insufficiently to the success of the organization. An employee is deemed effective, if he or she has met an intended or expected outcome on a job or task assigned to him/her. From the definitions given above, an effective employee can be described as a worker who judiciously and professionally executes his jobs to the point that goals or targets are met in the workplace or unit under them.

Effectiveness implies to the extent to which an organization achieves the output requirements by using and implementing his or her skills and strategies through his work force, peer groups and subordinates. Whereby the organization gets the best output from each worker, resulting in maximum results and growth through the manager. For the organization, workers are tools for organizational growth (Ahmed, 2008). Effectiveness could mean achievement of organizational goals, increase in productivity, profit, workers' satisfaction, growth, diversification, etc. (Michael, 2018). Effectiveness aims at optimum allocation and utilization of scarce organizational resources in order to achieve the goals at minimum cost. It equally aims at deriving maximum output out of minimum input. Thus, effectiveness aims at survival, growth and adaptability of organizations to the external environment.

Operationally, effectiveness refers to organizational ability to accomplish assigned tasks or jobs as specified using minimum resources and on time. Effectiveness is an important element in current contemporary organizations (Bao 2010), as they need effective and competent workers to be able to reach their objectives and goals both efficiently and effectively. Moreover, effectiveness is a key component which enables effectual operation and delivery of complex initiatives. Effectiveness is doing the right thing at the right time, with the rightly available resources to achieve a delineated result.

Workers' effectiveness is a crucial issue of concern across all organizations, as without them organization's growth, development and survival will remain fantasy. Workers who are effective in

nature deploy unique behaviours that best align with the organization's mission, Culture, customer needs and strategic goals as they attained predetermined goals and objectives for the organization. Effective employee solicits the input of employees to ensure the workplace is as free of stress and strife as possible, while still ensuring high productivity and a solid work product (Michael, 2018).

Measures of Effectiveness

Care Timeliness

Timeliness refers to the [appropriateness of delivery of health care, the lapse of time between the end of a reference period (or a reference deadline). Timeliness is a provide parameters for how often, or within what time frame, health service will be delivered. It also measured by turnaround times, waiting or response time delivery services. Ogbobe (2011) posits that timeliness and punctuality is a single entity. For a primary healthcare to have said to be effective in their operations, they must as a matter of fact ensure that patients are administered and given required medical attention at the exact time they are needed. This is because most primary healthcare centres in Rivers State specifically are found wanting when it comes to rendering medical services to patient. Most of them that try to usually do them at odd time. This show how ineffective they are in carrying out their duties.

Nevertheless, care timeliness is the system's capacity to provide care quickly after a seed is recognized. Timely delivery of appropriate care can help reduce mortality and morbidity for chronic conditions. The measures of timely and effective care, also known as process of care measures, show how often or how quickly hospitals provide care that research show gets the best results for patients with certain conditions, and how hospitals use outpatient medical imaging tests. The timelines provide a visualization of patients' journeys, incorporating a universe data set from a range of sources (Clay & Parsh, 2016).

Clinician/Staff Burnout Reduction

Clinicians are currently experiencing very high rates of burnout (Nahrgang, *et at.*, 2011). Burnout describes a state of mental weariness comprising emotional exhaustion, depersonalization and reduced personal accomplishment. Exhaustion (a state when one is emotionally, physically, and cognitively drained at work) and depersonalization (when one develops a distant attitude toward work) are the two core symptoms of burnout (Maslach, *et al.*, 2017). Burnout can occur among clinicians largely due to the excessive demands they face on the job. Their role involves working closely with other health care professionals in emotionally and physically demanding situations during taxing shift schedules and experience overwhelming demands inducing work overload, time pressures, technology challenges and moral and ethical dilemmas (NASEM, 2019). Burnout is implicated in the detrimental effects of increased workloads on the quality of patient care through a vicious cycle, whereby related retention failures stretch staffing ratios, further exhausting tile resources of nurses' who remain (Aiken *et al.*, 2012).

Thus, burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed (Aiken *et al.*, 2012). It is characterized by three dimensions: feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job. Staff/clinician burnout is a specific type of workplace (hospital, clinic, primary health centre etc.) stress where workers feel general dissatisfaction with their work and multiple levels of exhaustion, including: mental exhaustion and physical exhaustion.

Conceptually, staff/clinician burnout reduction could be seen as modalities set aside to ensure that staff/clinicians are satisfied with their respective jobs which adequately control or erase staff/clinician exhaustion either mentally, physically or otherwise.

Unsurprisingly, mitigating burnout leads to lower levels of stress, anxiety, and depression. But more impressively, reducing burnout increases positive feelings like optimism and hope. When teams are made up of individuals with positive mindsets, they are more innovative, more creative, and enjoy increased performance while experiencing less attrition, absenteeism, and conflict (NASEM, 2019).

Patient Healthcare Improvement

A patient is any recipient of health care services that are performed by healthcare professionals. The patient is most often ill or injured and in need of treatment by a physician, nurse, optometrist, dentist, veterinarian, or other health care provider. Patients with better care experiences often have better health outcomes (Cantiello, *et al.* in Laurent, *et al.*, 2010). For example, studies of patients hospitalized for heart attack showed that patients with more positive reports about their experiences with care had better health outcomes a year after discharge. Traditionally, health care delivery has been based on the biomedical model of medicine, which regards the patient as a disease-carrier requiring diagnoses and treatment.

Improvement in the quality of healthcare of patient is a pivotal entry point for health systems strengthening. Patient healthcare improvement (PHI) approaches play a role in improving the quality of health services delivered across the various levels of the health system primary, secondary and tertiary. It approaches support the identification of various service delivery gaps, produce solutions to address identified gaps and mitigate potential service delivery bottlenecks (Laurent, *et al.*, 2010). The experience surrounding it approaches in improving care in specific areas such as maternal, neonatal and child health, HIV/ AIDS, TB/Malaria programmes is well documented. Technical programmes and development agencies have adhered to various definitions of quality improvement.

However, this study conceptualizes patient healthcare improvement as clinicians or medical professional's ability to ensure that the administration and medical attention to ill persons are greatly enhanced. According to Renedo *et al.* (2014), quality improvement is the framework used to systematically improve care. Quality improvement seeks to standardize processes and structure to reduce variation, achieve predictable results, and improve outcomes for patients, healthcare systems, and organizations. A patient's health can be maintained or improved in many ways, including through changes in personal behavior and through the appropriate consumption of health care services.

Theoretical Review

The study was anchored on expectancy theory. Expectancy theory was propounded by Vroom's in 1964. It is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort and the rewards they receive from their effort (Fred, 2011). This implies that employees will be motivated and happy if they believe that their commitment and dedication to the attainment of the organizational goals will lead to good performance.

Vroom's expectancy theory was built based on these assumptions:

- i. Motivation or propensity to start and maintain behaviour is the product of expectancy, valence and instrumentality.
- ii. Worker's effort will lead to successful performance or that a particular course of action will lead to a high positive outcome. By implication, employees feel that their efforts will be appreciated by management and his motivation will be high.
- iii. Instrumentality is the belief that a given performance is essential for attaining a good reward. It is the perceived correlation between doing a good job and receiving regards.

Employees will be more committed to deliver jobs and making sure that customers are satisfied if he/she knows that his efforts will be commensurately rewarded through prompt payment of salaries and other welfare packages.

- iv. Valence: the (degree of attractiveness that an individual attaches to a reward. It has under-scores the emotional attachment the employee gives to his jobs and what he expected from being a worker.

The justification of this theory to this study titled administrative skills enhancement strategies and effectiveness is predicted on the second assumptions, that worker's effort will lead to successful performance or that a particular course of action will lead to a high positive outcome. By implication, employees feel that their efforts will be appreciated by management and his motivation will be high. This is because when administrators expect that their organization will appreciate their efforts, it makes them put in their best to attain their organizational goals and set objectives. They expect their organization to create strategies to ensure that they are equipped and their skills enhanced through proper adoption of training/development, mentoring and industrial association improvement. When these are done, their organization equally expect them to work tirelessly to ensure that outlined goals are achieved.

Empirical Review

Sura and Sajeewan (2019) examined administrative skills of modern school administrators. The purposes of the study were to define administrative skills of modern school administrators and to analyze and present the administrative skills of modern school administrators. This research is qualitative research that was collected and searched from various sources, such as textbooks, journal, article, thesis and research to understand and create new knowledge by collecting and analyzing from the literature reviews 20 papers that were published in database. The research sampling was selected by purposive sampling from the purpose of the study. The research tools for analyze, synthesize and process were data recording form and data analyzing form assessment of research tools experts. It was found that modern skills is important characteristic of efficiency leader. Educational administrators who are the leader of an organization must develop their skills for efficiency school administration. The administrator who has personal characteristic as a role model of other personal in the educational institution has good personality, has talent, good decision and can solve all of problem, good relationship, good responsibility, open them mind to listening to other opinion, honourable, justice, has ability to communication, good to speech and operation, be alert, love for society |service, healthy, respect in national religion and cultural institution, love natural and environment that related with labour and occupation who interest in morality are important as a good governance for any business. So that, should to brainstorming, has ethics of administrator to be a rote model for working.

Opara and Odu (2019) examined mentoring and employees' commitment in manufacturing firms in Port Harcourt. The objective of the study was to examine how dimensions of mentoring such as career support, psychological support, and knowledge sharing influence employee commitment. The study adopted cross-sectional survey research design. The population of the study consisted of five hundred and fifty (550) staff in selected twenty-two (22) Manufacturing firms in Port Harcourt, Nigeria. The Krejcie and Morgan Sample Size Determination Table of 1970 was used to obtain a size of 226 respondents. Out of 226 copies of the validated questionnaire distributed, 181 copies were retrieved. Bivariate analysis (test of hypotheses) was done using SPSS Version 22 at 0.05 level of significance. The analyses of data revealed that dimensions of mentoring such as career! support, psychological support, and knowledge sharing are significantly and positively correlated with employees' commitment. The study concluded that mentoring ignites and sustains employees' commitment. Consequently, the study recommended among other things that experienced managers and superior officers should be empathetic and make themselves

accessible to less experienced colleagues to cement mentor-mentee relationship. While the study was recommended to the independent variable (mentoring), the study did not empirically explain how mentoring in terms of support, psychological support and knowledge sharing impacts career on employee commitment in manufacturing firms in Rivers State.

Stona (2011) examined the impact of mentoring on knowledge sharing in the steel manufacturing industry in Dehili Indian. The study sets out to determine the relationships between formal mentoring, informal mentoring, knowledge sharing, organizational rewards, enjoyment in helping others and knowledge self-efficacy and also to determine whether people who have and have not experienced formal and informal mentoring experience these variables differently. A cross-sectional survey design was employed to obtain the desired research objectives. We recruited a convenience sample after permission was granted to conduct the research. Participation was voluntary and anonymously. A total of 300 participants were targeted and a response rate of 45 % was achieved. The findings indicated that people in formal mentoring program enjoy helping others; informal mentoring is positively related to organizational rewards; knowledge sharing was found to be positively significantly related to enjoyment in helping others and knowledge self-efficacy; and that people with high knowledge self-efficacy are more oriented to helping others. The t-test results indicate that there are statistically significant differences between the people who have experienced formal and informal mentoring compared to those who have not. The study explains the impact of mentoring on knowledge sharing in the steel manufacturing industry. On the other hand, this study is concerned on how employees are committed as a result of mentoring through career support, psychological support and knowledge sharing in manufacturing firms in Rivers State Nigeria.

Bestman (2020) examined the influence of executive capacity development strategies on organizational performance in Rivers State, Nigeria. The objective of the study was to examine the extent to which dimensions of executive capacity development strategies such as on-the-job training method, off-the-job training method, and skill transfer influence measures of organizational performance such as productivity, profitability, and large market share. The study also sought to determine the moderating role of organizational policy in the relationship between executive capacity development strategies and organizational performance. The study adopted the explanatory survey research design. The population consisted of 21 Deposit Money Banks operating in Rivers State. The study was a census study (no sampling was done). Five (5) top managers (General Manager, Operations Manager, Human Resource Manager, Customer Relations Manager, and Information Technology Manager) were selected across the State headquarters of each of the banks in Rivers State. Hence, a total of 105 respondents were used. After validation by the supervisor, 105 copies of structured questionnaire were administered while 95 copies were retrieved. The reliability of the instrument was ascertained using Cronbach alpha. Mean and standard deviation were used for the univariate analysis while the bivariate analysis was done using Spearman Rank Order Correlation via SPSS version 22.0. The results showed that dimensions of executive capacity development strategies such as on-the-job training method, off-the-job training method, and skill transfer influence measures of organizational performance such as productivity, profitability, and large market share. The study concluded that increase in adoption of executive capacity development strategies brings about corresponding improvements in the organizational performance of deposit money banks.

As a result, the study recommended among other things that business executives in deposit money banks and other financial organizations should attend and participate in local and international conferences to enable them keep abreast with best practices and innovations. This will enable them offer improved services that will enhance the performance of their organizations.

Manzini and Kufa (2016) examine the impact of human capital development initiatives on organizational performance. Furthermore, the study determined the contribution of human capital development on organizational performance. Therefore, the hypothesis, organizational

performance which is dependent on human capital development was developed. Finally, the study examined the most important aspect of human capital.

METHODOLOGY

Research Design

The cross sectional explanatory survey research design was adopted for this study. This research design is deemed: suitable and most appropriate for the study because of two reasons: (i) the study was conducted across different Primary Healthcare Centres in Port Harcourt City LGA at the same time which makes it a survey study; (ii) it also involves the test of hypotheses which is explanatory in nature.

Research Population

The population of the study consisted of twenty-three (23) Primary Healthcare Centres operating in Port Harcourt City LGA. Due to accessibility and manageability, only fifteen (15) Primary Healthcare Centres are purposively covered. Details of the population distribution are provided in the table below:

Table 1: Study Population

S/N	Name and Address of Primary Healthcare Centres
1.	Primary Heath Centre, Potts Johnson Street
2.	Model Primary Heath Centre, Churchill Street
3.	Every Woman Clinic, Marine Base
4.	City Council Health Clinic
5.	Primary Heath Centre (Police Clinic), Bank Road
6.	Primary Heath Centre, Onija
7.	School Health Service
8.	Primary Heath Centre, Abuloma
9.	Primary Heath Centre, Amadi-Ama
10.	Primary Heath Centre, Ozuboko
11.	Primary Heath Centre, Azuabie
12.	Primary Heath Centre, Okuru-Ama
13.	Primary Heath Centre, Elekahia
14.	Primary Heath Centre, Bundu-Ama
15.	Primary Heath Centre, (Naval Medical Centre), Borokiri

Source:<http://dssbasenet/NGMFL/Ndistrict.php?source=I&niveau=3®ion=32>

Instrumentation and Measurement

Structured questionnaire served as the instrument for data collection. The questionnaire was titled administrative skills enhancement strategies and effectiveness index (ASESEI). The questionnaire design was prepared in four (4) point rating scale format with the following response options Strongly Agreed (SA), Agreed (A), Disagreed (D), and Strongly Disagreed! (SD). The questionnaire was structured by the researcher with a letter of introduction describing its purpose.

Validity of Instrument

The work adopted the face and content validity. To achieve this, the questionnaire that was used for this study was subjected to thorough scrutiny and adjustment by the experts in test and measurement. Their comments were used to validate the questionnaire items.

Reliability of Instrument

Reliability of instrument Refers to consistency of the measuring instrument. Test-retest method was used. The response obtained from the respondents on the two occasions was correlated using SROCC (Spearman Rank Order Correlation Coefficient.) which yielded a coefficient of 0.84.

Administration of the Instrument

In line with the sample size, a total of forty-five (45) copies of the validated questionnaire were distributed to the targeted audience. The researcher was able to retrieve thirty-eight (38) copies of the entire validated questionnaire distributed.

Method of Data Analysis

Arithmetic mean and standard deviation were used for the research question analyses while the test of hypotheses was done using Correlation Statistical tool' such as Pearson Product Moment Correlation Coefficient.

The formula is presented below:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2] [n\sum y^2 - (\sum y)^2]}}$$

Where:

N = total number

X = number of data in group A

Y = number of data in group B

Σ = Summation

$\sqrt{\quad}$ = Square root ,

Decision Rule: Using a level of significance of 0.05 (confidence interval of 95%), when a calculated significant value is less than 0.05 the null hypothesis will be rejected, if otherwise, the null hypothesis will be accepted.

Test of Hypotheses

Ho1: There is no significant relationship between training/development and care timeliness of Primary Healthcare Centres in Port Harcourt City LGA.

Table 1: Relationship between Training/Development and Care Timeliness

S/N	X	Y	XY	X ²	Y ²
1	9	8	72	81	64
2	6	4	24	36	16
3	5	4	20	25	16
4	1	1	1	1	1
5	10	8	80	100	64
6	7	5	35	49	25
7	3	3	9	9	9
8	1	1	1	1	1
9	8	7	56	64	49
10	6	6	36	36	36
11	4	3	12	16	9
12	2	2	4	4	4
13	8	9	72	64	81

14	5	6	30	25	36
15	4	3	12	16	9
16	2	1	2	4	1
$\Sigma X = 81$		$\Sigma y = 71$	$\Sigma XY = 466$	$\Sigma X^2 = 531$	$\Sigma Y^2 = 421$

Source: Survey 2024.

$$\gamma = \frac{n\Sigma xy - \Sigma x\Sigma y}{\sqrt{[n\Sigma X^2 - (\Sigma X)^2][n\Sigma Y^2 - (\Sigma Y)^2]}} = \frac{16 \times 466 - 81 \times 71}{\sqrt{(16 \times 531 - 81^2)(16 \times 421 - 71^2)}}$$

$$\gamma = \frac{7456 - 5751}{\sqrt{(849 - 6561)(6736 - 5041)}} = \frac{1705}{\sqrt{(182751)(1695)}}$$

$$\frac{1705}{\sqrt{3279825}} = \frac{1705}{\sqrt{1811.0287}} = 0.9415$$

$$\therefore \gamma = 0.941 \text{ (approx)}$$

Table 4.6 shows a calculated r value of 0.941. Since the calculated r value 0.94.1 is greater than the critical r value 0.05, the null hypothesis which states that there is no significant relationship between training/development and care timeliness of Primary Healthcare Centres in Port Harcourt City LG A was rejected while the alternate was accepted. This implies that there is a significant positive relationship between training/development and care timeliness of Primary Healthcare Centres in Port Harcourt City LGA.

H02: There is no significant relationship between industrial association membership and clinician/staff burnout reduction of Primary Healthcare Centres in Port Harcourt City LGA..

Table 2: Relationship between Industrial Association Membership and clinician/staff burnout reduction

S/N	X	Y	XY	X ²	Y ²
1	11	8	88	121	64
2	5	4	20	25	16
3	4	3	12	16	9
4	1	2	2	1	4
5	9	11	99	81	121
6	5	4	20	25	16
7	3	4	12	9	16
8	1	1	1	1	1
9	9	10	90	81	100
10	5	6	30	25	36
11	2	3	6	4	9
12	2	1	2	4	1
13	10	8	80	100	64
14	7	5	35	49	25
15	2	4	8	4	16

16	1	1	1	1	1
$\Sigma X=77$		$\Sigma Y=75$	$\Sigma XY=506$	$\Sigma X^2=547$	$\Sigma Y^2=499$

Source: Survey 2024.

$$\gamma = \frac{n\Sigma xy - \Sigma x\Sigma y}{\sqrt{[n\Sigma X^2 - (\Sigma X)^2][n\Sigma Y^2 - (\Sigma Y)^2]}} = \frac{16 \times 506 - 77 \times 75}{(16 \times 5) \sqrt{(47 - 77^2)(16 \times 49975^2)}}$$

$$\gamma = \frac{8096 - 5775}{\sqrt{(8752 - 5929)(7984 - 5625)}} = \frac{2321}{\sqrt{(2823)(2359)}}$$

$$\frac{2321}{\sqrt{6659457}} = \frac{2321}{\sqrt{2580.5924}} = 0.8994$$

$\therefore \gamma = 0.899$ (approx)

Table 2 shows that the calculated r value is 0.899. Since the calculated r value 0.899 is greater than the critical r value 0.05, the null hypothesis which states that there is no significant relationship between industrial association membership and clinician/staff burnout reduction of Primary Healthcare Centres in Port Harcourt City LGA was rejected and the alternate was accepted. This implies that there is a significant positive relationship between industrial association membership and clinician/staff burnout reduction of Primary Healthcare Centres in Port Harcourt City LGA.

H03: There is no significant relationship between mentoring and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA.

Table 3: Relationship between Mentoring and Patient Healthcare Improvement

S/N	X	Y	XY	X ²	Y ²
1	10	9	90	100	81
2	5	6	30	25	36
3	2	3	6	4	9
4	1	2	2	1	4
5	7	12	84	49	144
6	4	6	24	16	36
7	2	4	8	4	16
8	1	2	2	1	4
9	8	12	96	64	144
10	4	5	20	16	25
11	3	4	12	9	16
12	1	1	1	1	1
13	7	10	70	49	100
14	6	5	30	36	25
15	3	4	12	9	16
16	2	1	2	4	1
$\Sigma X=66$		$\Sigma Y=86$	$\Sigma XY=489$	$\Sigma X^2=388$	$\Sigma Y^2=658$

Source: Survey 2024.

$$\begin{aligned} \gamma &= \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}} = \frac{16 \times 489 - 66 \times 86}{\sqrt{(16 \times 388 - 66^2)(16 \times 65886^2)}} \\ \gamma &= \frac{7824 - 5676}{\sqrt{(6208 - 4356)(10528 - 7396)}} = \frac{2148}{\sqrt{(1852)(3132)}} \\ \frac{2148}{\sqrt{15800464}} &= \frac{2148}{\sqrt{2408.4152}} = 0.8919 \\ \therefore \gamma &= 0.892 \text{ (approx)} \end{aligned}$$

Table 3 shows that the calculated r value is 0.892. Since the calculated value 0892 is greater than the critical r value 0.05, the null hypothesis which states that there is no significant relationship between mentoring and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA was rejected and the alternate accepted. This implies that there is a significant positive relationship between mentoring and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA.

Summary of Findings

The findings from the analysis revealed the following:

1. There is a significant positive relationship between training/development and care timeliness of primary Healthcare Centres in Port Harcourt City LGA.
2. There is a significant positive relationship between industrial association membership and clinician/staff burnout reduction of Primary Healthcare Centres
3. There is no significant relationship between mentoring and patient healthcare improvement of Primary Healthcare Centres in Port Harcourt City LGA

CONCLUSION

The study concluded that a significant positive relationship exists between dimensions of administrative skills association membership enhancement strategies (training/development, industrial and mentoring) and measures effectiveness of Primary Healthcare Centres in Port Harcourt City LGA in Rivers State such as care timeliness, clinician/staff burnout reduction and patient healthcare improvement. Primary fail to properly create strategies of ensuring; that their administrative skills are enhanced, will always encounter issues of ineffectiveness in their daily work routine.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Staff of Primary Healthcare Centres should undertake professional courses through off-the-job trainings in order to advance their knowledge and expertise in their career
2. Management of Primary Healthcare Centres should ensure that industrial association formed by staffs are in line with legal policies.
3. Management of Primary Healthcare Centres must endeavor that experienced staff exposes less experienced staff to relevant contacts in line with their career pursue.

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