ISSN: 8120-8245
Volume 13, Number 2, 2026
Academy Journal of Business Management and Economics

University of Artois, 9 Rue du Temple, 62000 Arras, France
Journal Homepage:www.bwjournal.org

EMPLOYEE TRAINING AND ORGANISATIONAL SURVIVAL IN SELECTED PRIVATE HOSPITALS IN ASABA, DELTA STATE

Ezeogu Sylvia Onyekachukwu[1], Okogba Francisca Nnebuogor[2], and Akpede Princess Yinlayefa[3]
[123]Department of Employment Relations and Human Resource Management
Faculty of Management Sciences, Dennis Osadebay University, Asaba, Delta State

https://doi.org/10.60787/AJBME.VOL13.NO2.4586

ABSTRACT
This study examined the relationship between employee training and organisational survival among selected private hospitals in Asaba, Delta State, Nigeria. Specifically, it investigated the relationships between on-the-job training, off-the-job training, organisational adaptability, and organisational sustainability. A quantitative research approach was adopted using a cross-sectional survey design. The population comprised 560 permanent clinical and non-clinical employees across three selected private hospitals. A sample size of 226 was determined, and 226 questionnaires were administered, of which 200 were validly completed and returned, representing an 88.5% response rate. Data were analysed using descriptive statistics and Spearman's rank-order correlation with SPSS Version 24. The findings revealed positive and statistically significant relationships between on-the-job training and organisational adaptability ($\rho = .703$, $p < .001$), on-the-job training and organisational sustainability ($\rho = .644$, $p < .001$), off-the-job training and organisational adaptability ($\rho = .647$, $p < .001$), and off-the-job training and organisational sustainability ($\rho = .631$, $p < .001$). The study concludes that employee training is positively associated with organisational adaptability and sustainability. It recommends that private hospitals strengthen workplace coaching, mentoring, job rotation, seminars, workshops, and continuous professional development to support their long-term survival.

Keywords: Employee Training, On-The-Job Training, Off-The-Job Training, Organisational Adaptability, Organisational Sustainability, Organisational Survival.

INTRODUCTION
Contemporary organisations increasingly view the importance of human capital as a critical resource for achieving sustainable growth and long-term survival. The survival of healthcare organisations increasingly depends on the availability of competent, adaptable, and highly skilled personnel capable of responding effectively to the dynamic nature of healthcare delivery. In contemporary healthcare systems, continuous employee training is recognised as a strategic human resource management practice that enhances employee competence, improves service quality, promotes patient safety, and strengthens organisational adaptability and long-term sustainability (Armstrong & Taylor, 2023; Noe, 2020). Consequently, healthcare organisations are expected to invest consistently in workforce development to remain competitive in an environment characterised by rapid technological advancement, evolving treatment protocols, changing patient expectations, and stringent regulatory requirements.

Despite this expectation, Nigeria's healthcare sector continues to experience significant human resource challenges that threaten the sustainability of healthcare organisations. One of the most critical challenges is the persistent migration of healthcare professionals to developed countries in search of better remuneration, career opportunities, and improved working conditions. Recognising the severity of this challenge, the Nigerian government approved the National Policy on Health

Workforce Migration in 2024 to address the growing exodus of healthcare workers and strengthen workforce retention through improved capacity development, ethical recruitment, and continuous professional development (Federal Ministry of Health and Social Welfare [FMoHSW], 2024). Similarly, the World Health Organisation has consistently maintained that the migration of healthcare professionals from low- and middle-income countries weakens health systems, reduces access to quality healthcare services, and highlights the urgent need for sustained investment in workforce training and development (WHO, 2023).

The implications of these workforce challenges are also evident within Delta State, where healthcare providers continue to face shortages of qualified personnel, increasing demand for quality healthcare services, operational inefficiencies, and pressure to improve healthcare outcomes (Dudu et al., 2023). Private hospitals are particularly vulnerable because they rely heavily on the competence, commitment, and productivity of their employees to maintain patient confidence, deliver quality healthcare services, and sustain competitive advantage. Consequently, inadequate investment in employee training may result in declining service quality, increased patient dissatisfaction, reduced operational efficiency, poor organisational adaptability, and ultimately weakened organisational sustainability (Armstrong & Taylor, 2023).

Although employee training is widely acknowledged as a strategic human resource management practice capable of improving employee competence, innovation, adaptability, and organisational effectiveness (Noe, 2020), many healthcare organisations continue to underinvest in staff development because of financial constraints, inadequate training infrastructure, competing organisational priorities, and concerns about employee turnover after training. As a result, employees may lack the competencies required to utilise emerging healthcare technologies, comply with changing clinical protocols, and respond effectively to increasing patient expectations, thereby limiting organisational resilience and long-term survival (Armstrong & Taylor, 2023; WHO, 2023).

A number of empirical studies have explored the impact of employee training on key organisational outcomes with findings linking training to improvement in staff performance, productivity, job satisfaction, organisational commitment, and the quality of service delivered (Jehanzeb & Mohanty, 2018; Khan et al., 2023). However, relatively limited empirical research has examined employee training in relation to organisational survival, particularly when organisational adaptability and organisational sustainability are considered as indicators of survival. Existing studies have largely focused on the effects of training on employee performance, organisational performance, and related outcomes rather than directly examining organisational survival (Tharenou et al., 2007). Furthermore, empirical studies on employee training have been conducted across sectors such as manufacturing, financial services, education, and the public sector, while comparatively less attention has been given to private healthcare institutions in Nigeria. More specifically, there is a paucity of empirical evidence on how employee training influences organisational survival among selected private hospitals in Asaba, Delta State. This gap provides the basis for the present study.

This conceptual, empirical, and contextual gap creates uncertainty regarding the extent to which employee training contributes to organisational survival within private hospitals operating in an increasingly competitive and resource-constrained healthcare environment. It is against this background that this study seeks to examine the relationship between employee training and organisational survival among selected private hospitals in Asaba, Delta State. The findings of the study are expected to provide empirical evidence that will assist hospital administrators, healthcare practitioners, and policymakers in designing effective employee training programmes capable of strengthening organisational adaptability, enhancing organisational sustainability, and promoting the long-term survival of private healthcare institutions.

ISSN: 8120-8245
Volume 13, Number 2, 2026
Academy Journal of Business Management and Economics

University of Artois, 9 Rue du Temple, 62000 Arras, France
Journal Homepage:www.bwjournal.org

Aim and Objectives of the Study

This study aims to examine the relationship between employee training and organisational survival in selected private hospitals in Asaba, Delta State. The specific objectives of the study are to:

1. examine the relationship between on-the-job training and organisational adaptability in selected private hospitals in Asaba, Delta State.
2. identify the relationship between on-the-job training and organisational sustainability in selected private hospitals in Asaba, Delta State
3. determine the relationship between off-the-job training and organisational adaptability in selected private hospitals in Asaba, Delta State.
4. ascertain the relationship between off-the-job training and organisational sustainability in selected private hospitals in Asaba, Delta State

Research Questions

The following research questions will guide the study:

1. What is the relationship between on-the-job training and organisational adaptability in selected private hospitals in Asaba, Delta State?
2. What is the relationship between on-the-job training and organisational sustainability in selected private hospitals in Asaba, Delta State
3. What is the relationship between off-the-job training and organisational adaptability in selected private hospitals in Asaba, Delta State?
4. What is the relationship between off-the-job training and organisational sustainability in selected private hospitals in Asaba, Delta State

Research Hypotheses

The following null hypotheses were formulated to guide the study.

Ho_1: There is no significant relationship between on-the-job training and organisational adaptability in selected private hospitals in Asaba, Delta State.

Ho_2: There is no significant relationship between on-the-job training and organisational sustainability in selected private hospitals in Asaba, Delta State

Ho_3: There is no significant relationship between off-the-job training and organisational adaptability in selected private hospitals in Asaba, Delta State.

Ho_4: There is no significant relationship between off-the-job training and organisational sustainability in selected private hospitals in Asaba, Delta State

LITERATURE REVIEW

Employee Training

Employee training refers to planned organisational activities designed to improve employees' knowledge, skills, competencies, and work-related behaviours for effective job performance. It represents a strategic investment in human capital because it equips employees with the capabilities required to perform current responsibilities and respond to changing organisational demands (Noe, 2020). In contemporary organisations, technological advancement, changing service expectations, and competitive pressures have increased the need for continuous employee development and skills renewal (Armstrong & Taylor, 2023).

The effectiveness of employee training depends on the relevance of its content, delivery methods, management support, and opportunities for employees to apply acquired knowledge. Training is therefore not merely the transfer of knowledge but a process of developing workforce capabilities that can improve operational efficiency, organisational learning and adaptability. For this study, employee training is examined through two dimensions: on-the-job training and off-the-job training.

On-the-Job Training: On-the-job training involves the acquisition of job-related knowledge and practical competencies through employees' direct participation in workplace activities, usually under the guidance of experienced colleagues or supervisors. Common approaches include coaching, mentoring, job rotation, apprenticeship, job instruction and workplace demonstrations (Noe, 2020). Its major advantage is that employees learn under actual working conditions and can immediately apply acquired skills to their responsibilities. In healthcare institutions, this approach can strengthen employees' practical competence, familiarity with operational procedures and ability to respond to routine and unexpected service demands.

Off-the-Job Training: Off-the-job training involves organised learning activities conducted outside employees' immediate work environment. It includes seminars, workshops, conferences, simulations, professional development programmes and online courses. Unlike on-the-job training, it provides employees with opportunities to acquire broader theoretical knowledge, develop specialised competencies and learn emerging professional practices without the immediate pressures of routine duties (Armstrong & Taylor, 2023). In healthcare institutions, off-the-job training can support professional updating, knowledge sharing, technological competence and the development of improved approaches to service delivery.
Although the two approaches differ in their delivery, they are complementary. On-the-job training emphasises practical experience and immediate application, whereas off-the-job training provides opportunities for structured learning and exposure to wider professional knowledge. Their combined application can strengthen workforce competence and organisational capacity.

Organisational Survival
Organisational survival refers to an organisation's capacity to maintain its existence, sustain operations and remain viable despite environmental uncertainty, competition and organisational disruptions. It extends beyond short-term financial performance to include the ability to adapt to changing conditions, withstand disruptions and maintain long-term value creation. Organisational survival is therefore closely associated with organisational resilience, adaptability and sustainability (Noe, 2020). For this study, organisational survival is examined through organisational adaptability and organisational sustainability. These dimensions capture an organisation's ability to respond to immediate environmental changes and maintain its long-term viability.

Organisational Adaptability: Organisational adaptability refers to an organisation's capacity to adjust its strategies, structures, processes and resources in response to changes in its internal and external environment. It involves organisational flexibility, continuous learning, innovation and responsiveness to emerging challenges (Noe, 2020). Organisations with strong adaptive capabilities are better positioned to respond to technological developments, changing customer expectations and competitive pressures. In healthcare institutions, adaptability is particularly important because changes in medical technology, professional practices, patient expectations and regulatory requirements require continuous adjustments in organisational operations.

Organisational Sustainability: Organisational sustainability refers to an organisation's ability to maintain long-term viability through the integration of economic, social and environmental considerations into its operations and strategic decisions. It emphasises responsible resource utilisation, stakeholder relationships, operational continuity and the capacity to create enduring value (Noe, 2020). The triple bottom line perspective recognises that sustainable organisational performance requires attention to economic prosperity, social responsibility, and environmental stewardship. For healthcare institutions, sustainability involves maintaining service capacity,

managing resources responsibly, and meeting stakeholder expectations while preserving long-term organisational viability.

Theoretical Foundation

Human Capital Theory

This study is anchored on Human Capital Theory, developed by Schultz (1961) and further advanced by Becker (1993). The theory views employees' knowledge, skills, and competencies as valuable forms of capital that can be enhanced through investments in education, training and professional development. It argues that such investments improve individual productivity and generate economic benefits for organisations. The theory is relevant to employee training because it explains how investments in workforce development strengthen employees' capacity to perform effectively, solve problems and respond to changing work requirements. Through on-the-job and off-the-job training, employees acquire practical and specialised competencies that can improve operational efficiency, knowledge transfer and organisational learning.

The relevance of Human Capital Theory to organisational survival lies in its proposition that a competent workforce constitutes an important organisational resource. Employees with appropriate knowledge and skills are better positioned to implement new technologies, respond to operational disruptions and support organisational improvement. These capabilities can strengthen organisational adaptability and contribute to long-term sustainability. Human Capital Theory therefore provides an appropriate explanation for the relationship between employee training and organisational survival. It establishes that investment in employee competencies can strengthen the organisational capabilities required to maintain continuity and respond effectively to environmental changes.

Empirical Review

Employee Training and Organisational Adaptability

Previous studies have associated employee training with improved workforce competence, learning transfer and organisational responsiveness. Runnalls et al. (2025) examined workplace learning and employee development, reporting that structured learning opportunities enhanced employees' ability to apply acquired knowledge and respond to work-related demands. Similarly, Kim (2022) found that structured and learner-centred training approaches were associated with improved organisational learning, innovation and adaptability. These findings suggest that continuous employee development can strengthen the capacity of organisations to adjust to changing operational conditions.

Uslu et al. (2022), through a meta-analysis of training effectiveness, also established the importance of training in improving employee learning and work-related outcomes. However, the effectiveness of training depends on factors such as programme design, organisational support and opportunities to apply acquired competencies. Although these studies provide useful evidence, their findings do not sufficiently establish how specific training approaches contribute to organisational adaptability in Nigerian private healthcare institutions.

Employee Training and Organisational Sustainability

Employee development has also been associated with organisational resilience and long-term sustainability. Podomoro and Desianti (2025) identified employee training as an important contributor to workforce development and organisational outcomes, particularly through improved competence and employee engagement. Similarly, Ciasullo et al. (2024) highlighted the importance of organisational learning and capability development in strengthening resilience and sustainability.

These studies suggest that organisations that continuously develop employee competencies may be better equipped to maintain operations and respond to environmental disruptions.
Nevertheless, much of the existing literature examines training in relation to employee performance, engagement and general organisational effectiveness rather than organisational sustainability as a distinct dimension of organisational survival. Moreover, the extent to which different training approaches contribute to sustainability in private healthcare institutions remains insufficiently established.

On-the-Job Training and Organisational Survival
On-the-job training provides employees with practical competencies through workplace experience, coaching, mentoring and other forms of supervised learning. Noe (2020) identifies workplace-based learning as an important approach to developing job-related capabilities and improving the application of acquired knowledge. Similarly, Kim (2022) associates structured workplace learning with improved organisational learning and adaptability.
Evidence from Nigeria also indicates that employee training is relevant to organisational outcomes. Ogbuabor and Malaolu (2013) reported positive associations between training and employee productivity in a Nigerian banking institution, while Okafor et al. (2019) examined training and employee performance in a healthcare setting. Although these studies provide useful contextual insights, their focus on employee performance does not fully explain the relationship between on-the-job training and organisational survival, particularly through adaptability and sustainability.

Off-the-Job Training and Organisational Survival
Off-the-job training exposes employees to structured learning experiences, professional knowledge and emerging practices beyond their immediate work environment. Uslu et al. (2022) demonstrated the importance of formal training in improving employee learning and work-related outcomes. Armstrong and Taylor (2023) also identify workshops, seminars and professional development programmes as important mechanisms for developing employee competencies.
In the Nigerian healthcare context, Okafor et al. (2019) reported that employee training contributed to improved performance in a hospital setting. Similarly, Obabuike et al. (2020) associated employee training and development with improved organisational performance in deposit money banks in Rivers State. However, these studies largely emphasised employee performance and general organisational outcomes. The relationship between off-the-job training and organisational survival, particularly its adaptability and sustainability dimensions, remains insufficiently explored among private healthcare institutions in Delta State.

Research Gap
The reviewed literature establishes the importance of employee training in developing workforce competencies and improving organisational outcomes. However, three gaps remain. First, much of the existing research focuses on employee performance, productivity and organisational effectiveness, with comparatively limited attention to organisational survival measured through organisational adaptability and organisational sustainability. Second, relatively little empirical attention has been given to the separate relationships of on-the-job and off-the-job training with these two dimensions of organisational survival. Third, the contextual evidence remains limited, particularly regarding private healthcare institutions in Nigeria and, more specifically, Asaba, Delta State.
The present study addresses these gaps by examining the relationships between on-the-job training, off-the-job training, organisational adaptability and organisational sustainability among selected private hospitals in Asaba, Delta State. By focusing on these variables, the study seeks to provide

context-specific evidence on the contribution of employee training to organisational survival in the private healthcare sector.

RESEARCH METHODOLOGY

This study adopted a cross-sectional survey research design. The population of the study comprised 560 permanent clinical and non-clinical employees of three (3) selected private hospitals (First American Hospital with 175 staff strength, Kencrest Private Hospital, Asaba, with 180 staff strength, and St. Luke's Hospital, Asaba, with 205 staff strength) in Asaba, Delta State. The target respondents included: Medical doctors, Nurses, Pharmacists, Medical laboratory scientists, administrative staff, Account officers, Human resource personnel, and medical records officers.

The sampling frame consisted of the official staff lists obtained from the Human Resource Departments of the selected private hospitals in Asaba. Only permanent employees with a minimum of one year of work experience are included because they are considered sufficiently familiar with the hospitals' training programmes and organisational practices. Casual employees, interns, and contract staff are excluded from the study. The sample size of 226 was determined using the Krejcie and Morgan (1970) Sample Size Determination Table. The study utilised primary data. Primary data were obtained through structured questionnaires that were administered to employees of the selected private hospitals.

The questionnaire was subjected to face and content validity. Face validity ensured that the questionnaire appeared suitable for measuring the intended constructs. Content validity was established through the project supervisor and other scholars' evaluation in the Faculty of Management Sciences, who examined the relevance, clarity, and adequacy of each questionnaire item. Necessary corrections were incorporated before final administration. A pilot study was conducted to determine the internal consistency and reliability of the research instrument. The questionnaire items were subjected to Cronbach's Alpha reliability analysis. The reliability coefficients obtained for each construct were compared with the recommended minimum threshold of **0.70** for social science research. The results are presented in Table 1.

Table 1: Reliability Analysis of the Research Instrument

Variables	No. of Items	Cronbach's Alpha (α)	Decision
On-the-Job Training	5	0.82	Reliable
Off-the-Job Training	5	0.85	Reliable
Organisational Adaptability	5	0.88	Reliable
Organisational Sustainability	5	0.84	Reliable
Overall Instrument	**20**	**0.85**	**Reliable**

Source: Pilot Study, 2026.

As shown in Table 1, the Cronbach's Alpha coefficients for the four constructs ranged from 0.82 to 0.88, while the overall reliability coefficient for the instrument was 0.85. Specifically, On-the-Job Training recorded an alpha coefficient of 0.82, Off-the-Job Training 0.85, Organisational Adaptability 0.88, and Organisational Sustainability 0.84. Since all the coefficients exceeded the 0.70 minimum acceptable benchmark, the instrument demonstrated satisfactory internal consistency and was considered reliable and suitable for the main study. Data were analysed using SPSS Version 24. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarise respondents' characteristics and describe the study variables. The hypotheses were tested using Spearman's rank-order correlation coefficient because the variables were measured using ordinal Likert-scale responses, and the objective of the study is to determine the

strength and direction of the relationships between variables. Statistical significance is evaluated at the 5% level.

RESULTS

Respondents' Characteristics

Of the 226 questionnaires administered to employees of selected private hospitals in Asaba, Delta State, 200 were valid for analysis, representing an 88.5% response rate. The respondents comprised medical doctors, nurses, pharmacists, laboratory scientists and administrative personnel. As presented in Table 2, males constituted 61.5% of the respondents, while females accounted for 38.5%. Most respondents were aged 30–39 years (46.9%), while 50% held bachelor's degrees. Regarding work experience, 36.5% had less than five years of experience, while 31% had between five and ten years. Nurses constituted the largest professional group (27%), followed by medical doctors (18%).

Table 2. Demographic Characteristics of Respondents (n = 200)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	123	61.5
	Female	77	38.5
Age	20–29 years	21	10.5
	30–39 years	76	38.0
	40–49 years	65	32.5
	50 years and above	38	19.0
Educational qualification	Diploma	11	5.5
	Bachelor's degree	100	50.0
	Master's degree	59	29.5
	PhD	30	15.0
Marital status	Married	104	52.0
	Single	96	48.0
Work experience	Below 5 years	73	36.5
	5–10 years	62	31.0
	11–15 years	35	17.5
	Above 15 years	30	15.0
Job category	Medical doctor	36	18.0
	Nurse	54	27.0
	Pharmacist	18	9.0
	Laboratory scientist	26	13.0
	Administrative staff	30	15.0
	Medical records officer	18	9.0
	Accountant	18	9.0

Source: Field Survey, 2026.

Descriptive Statistics

The descriptive statistics of the study variables are presented in Table 2. The results indicate generally favourable assessments of employee training and organisational outcomes. On-the-job training recorded mean scores ranging from 4.17 to 4.61, with job rotation receiving the highest rating (M = 4.61, SD = 1.211). For off-the-job training, knowledge acquired through conferences recorded the highest mean (M = 4.32, SD = 1.321). Regarding organisational adaptability,

ISSN: 8120-8245
Volume 13, Number 2, 2026
Academy Journal of Business Management and Economics

University of Artois, 9 Rue du Temple, 62000 Arras, France
Journal Homepage:www.bwjournal.org

employees' encouragement to embrace innovative work practices recorded the highest mean (M = 4.15, SD = 1.321). Organisational sustainability recorded mean scores ranging from 4.06 to 4.14, with maintaining quality healthcare services receiving the highest rating (M = 4.14, SD = 1.143).

Table 3. Summary of Descriptive Statistics

Variables	Highest-rated measurement item	Mean	SD
On-the-job training	Job rotation improves knowledge of hospital functions	4.61	1.211
Off-the-job training	Conference knowledge improves work effectiveness	4.32	1.321
Organisational adaptability	Employees are encouraged to embrace innovative work practices	4.15	1.321
Organisational sustainability	Hospital maintains high-quality healthcare services	4.14	1.143

Source: SPSS Output, 2026.

Hypotheses Testing

Spearman's rank-order correlation was employed to examine the relationships between employee training and organisational outcomes. The analysis was conducted at a 5% significance level.

Table 4. Spearman's Rank-Order Correlation Results

Hypothesis	Relationship	Spearman's rho (ρ)	p-value	Decision
H_{01}	On-the-job training and organisational adaptability	0.703	<0.001	Rejected
H_{02}	On-the-job training and organisational sustainability	0.644	<0.001	Rejected
H_{03}	Off-the-job training and organisational adaptability	0.647	<0.001	Rejected
H_{04}	Off-the-job training and organisational sustainability	0.631	<0.001	Rejected

All correlations are significant at the 0.01 level (two-tailed). Source: SPSS Output, 2026.

The results reveal positive and statistically significant relationships between both dimensions of employee training and the two dimensions of organisational survival. On-the-job training had a strong positive relationship with organisational adaptability ($\rho = 0.703$, $p < 0.001$) and organisational sustainability ($\rho = 0.644$, $p < 0.001$). Similarly, off-the-job training was positively associated with organisational adaptability ($\rho = 0.647$, $p < 0.001$) and organisational sustainability ($\rho = 0.631$, $p < 0.001$). Consequently, all four null hypotheses were rejected.

Discussion of Findings

The findings demonstrate that both on-the-job and off-the-job training are positively associated with organisational adaptability and sustainability in selected private hospitals in Asaba, Delta State.

The relationship between on-the-job training and organisational adaptability was the strongest among the relationships examined ($\rho = 0.703$). This suggests that workplace learning activities, including coaching, mentoring, job rotation and practical demonstrations, are particularly relevant to employees' capacity to respond to changing organisational and healthcare demands. This finding is consistent with Noe (2020), who emphasised the contribution of workplace training to employee competence and organisational effectiveness. It also aligns with Blume et al. (2025), whose findings highlight the importance of training transfer in improving workplace performance. The result further

suggests that practical learning opportunities can strengthen organisational responsiveness by equipping employees with relevant knowledge and problem-solving capabilities.

The positive relationship between on-the-job training and organisational sustainability (ρ = 0.644) further indicates that continuous workplace learning is associated with the long-term effectiveness of private hospitals. Employees who acquire practical skills and improve their work processes may contribute to service quality, operational efficiency and institutional continuity. This finding supports the argument that employee development is an important organisational resource for sustaining performance. It also extends the discussion of workplace training beyond individual employee outcomes to organisational sustainability.

Similarly, off-the-job training demonstrated a strong positive relationship with organisational adaptability (ρ = 0.647). This suggests that participation in workshops, seminars, conferences and professional development programmes is relevant to employees' ability to respond to technological developments, changing healthcare practices and emerging organisational challenges. The finding is consistent with Armstrong and Taylor (2023), who emphasised the importance of structured employee development in strengthening organisational competence. It also supports Uslu et al. (2022), whose findings associate formal learning and development with organisational effectiveness and adaptability.

Finally, off-the-job training was positively and significantly related to organisational sustainability (ρ = 0.631). This indicates that external learning opportunities and professional development activities are associated with the capacity of private hospitals to maintain service quality and remain effective over time. The finding reinforces the importance of continuous professional development in healthcare organisations, where changing medical practices and professional standards require regular knowledge renewal. It also suggests that investment in employees' external learning opportunities may contribute to institutional resilience and long-term organisational performance.

Overall, the findings indicate that employee training is an important organisational capability associated with adaptability and sustainability in private hospitals. Although on-the-job training demonstrated comparatively stronger relationships with both organisational outcomes, off-the-job training also showed substantial positive associations. This suggests that the two approaches are complementary and should be integrated into employee development strategies.

CONCLUSION

With a focus on the impact of both on-the-job and off-the-job training on organisational flexibility and sustainability, this study investigated the link between employee training and organisational survival among a subset of private hospitals in Asaba, Delta State. The study comes to the conclusion that employee training is an essential human resource management tactic that greatly increases private hospitals' chances of surviving. The findings showed that organisational sustainability and adaptation are significantly positively correlated with both on-the-job and off-the-job training. This suggests that workers who participate in formal training programs and practical workplace learning on a regular basis have the knowledge, skills, and competencies needed to adjust to changes in the healthcare environment and support the long-term viability of their organisations.

As a result, private hospitals can enhance service delivery, efficiently adapt to shifting healthcare demands, and preserve their competitive position by consistently investing in personnel training. Therefore, the study comes to the conclusion that employee training is a strategic investment that supports organisational survival rather than just a staff development activity. Private hospitals are more likely to experience long-term organisational success, greater operational efficiency, and sustainable expansion if they place a high priority on ongoing training and development.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made:

1. Private hospital management should strengthen on-the-job training programmes by providing regular coaching, mentoring, job rotation, and workplace demonstrations to enhance employees' practical skills and improve organisational adaptability.
2. Hospitals should invest consistently in off-the-job training by sponsoring employees to attend seminars, workshops, conferences, and professional development programmes to update their knowledge and improve organisational sustainability.
3. Management should develop a structured and continuous employee training policy that ensures all categories of staff receive periodic training based on identified skill gaps and organisational needs.
4. Adequate financial resources should be allocated to employee training and development as part of the hospital's strategic plans to ensure that staff acquire the competencies required to meet changing healthcare demands and technological advancements.
5. The effectiveness of training programmes should be regularly monitored and evaluated to determine their impact on employees' performance, organisational adaptability, and organisational sustainability, with necessary improvements made where required.
6. Hospital management should encourage a culture of continuous learning by creating opportunities for knowledge sharing, professional certification, and career development, thereby enhancing employee commitment and supporting the long-term survival of the organisation.

REFERENCES

Adebayo, O. S., & Ogunsina, A. O. (2022). Human resource management practices and service quality in private healthcare institutions in Nigeria. *African Journal of Health Management, 14*(2), 85–97.

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

Baird, K., Su, S., & Munir, R. (2023). The mediating role of levers of control on the association between sustainable leadership and organisational resilience. *Journal of Management Control, 34*, 167–200. https://doi.org/10.1007/s00187-023-00354-1

Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis, with special reference to education* (3rd ed.). University of Chicago Press. (Original work published 1964)

Blume, B. D., Runnalls, B. A., Huang, J. L., Wang, Z., & Ford, J. K. (2025). Sink or swim? Empowering trainees for informal learning to improve transfer and distal outcomes. *Human Resource Management, 64*(4), 637–653. https://doi.org/10.1002/hrm.22276

Ciasullo, M. V., Chiarini, A., & Palumbo, R. (2024). Mastering the interplay of organizational resilience and sustainability: Insights from a hybrid literature review. *Business Strategy and the Environment, 33*(2), 1418–1446. https://doi.org/10.1002/bse.3530.

Daft, R. L. (2022). *Organisation theory and design* (13th ed.). Cengage Learning.

Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

Federal Ministry of Health and Social Welfare. (2024). National Policy on Health Workforce Migration. Abuja, Nigeria. Federal Ministry of Health and Social Welfare – National Policy on Health Workforce Migration

Florez-Jimenez, M. P., Lleo, A., Ruiz-Palomino, P., & Muñoz-Villamizar, A. F. (2025). Corporate sustainability, organizational resilience, and corporate purpose: A review of the academic traditions connecting them. *Review of Managerial Science, 19*, 67–104. https://doi.org/10.1007/s11846-024-00735-3

Galaitsi, S. E., Pinigina, E., Keisler, J. M., Pescaroli, G., Keenan, J. M., & Linkov, I. (2023). Business continuity management, operational resilience, and organizational resilience: Commonalities, distinctions, and synthesis. *International Journal of Disaster Risk Science, 14*, 713–721. https://doi.org/10.1007/s13753-023-00494-x

Gupta, S. (2022). Learner-centred training design: A definitional review. *International Journal of Human Resources Development and Management, 22*(3–4), 167–179. https://doi.org/10.1504/IJHRDM.2022.124872.

Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job satisfaction and organisational commitment: Person–organisation fit as moderator. *International Journal of Training and Development, 22*(3), 171–191.

Khan, M. A., Ahmad, N., & Iqbal, N. (2023). Employee training and organisational sustainability: Evidence from service organisations. *Journal of Organisational Effectiveness: People and Performance, 10*(2), 210–226.

Kim, S. (2022). Innovating workplace learning: Training methodology analysis based on content, instructional design, programmed learning, and recommendation framework. *Frontiers in Psychology, 13*, Article 870574. https://doi.org/10.3389/fpsyg.2022.870574

Mehta, M., Pancholi, G., & Saxena, A. (2024). Organizational resilience and sustainability: A bibliometric analysis. *Cogent Business & Management, 11*(1), Article 2294513. https://doi.org/10.1080/23311975.2023.2294513

Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill Education.

Nkpurukwe, O. I., Uzah, J. P., & Wali, A. F. (2020). Evaluating the influences of employees' training and development on organizational performance of deposit money banks. *American International Journal of Business and Management Studies, 2*(1), 35–43. https://doi.org/10.46545/aijbms.v2i1.188

Ogbuabor, J. E., & Malaolu, V. A. (2013). Training and manpower development, employee productivity and organizational performance in Nigeria: An empirical investigation. *International Journal of Advances in Management and Economics, 2*(5), 163–177.

Okafor, C. N., Ofobruku, S. A., Obi-Anike, H. O., & Agbaeze, E. K. (2019). An investigation of the effect of human capital development on employees' performance in Nigeria public hospitals:

A study of the Federal Medical Centre Keffi. *Academy of Strategic Management Journal, 18*(4), 1–13.

Podomoro, M. T., & Desianti, L. C. (2025). The role of training and development in enhancing employee engagement: A systematic literature review. *Feedforward: Journal of Human Resource, 5*(2). https://doi.org/10.19166/ff.v5i2.10268

Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest, 13*(2), 74–101. https://doi.org/10.1177/1529100612436661

Schultz, T. W. (1961). Investment in human capital. *The American Economic Review, 51*(1), 1–17.

Uslu, D., Marcus, J., & Kisbu-Sakarya, Y. (2022). Toward optimized effectiveness of employee training programs: A meta-analysis. *Journal of Personnel Psychology, 21*(2), 49–65. https://doi.org/10.1027/1866-5888/a000290

Weber, M. M. (2023). The relationship between resilience and sustainability in the organizational context: A systematic review. *Sustainability, 15*(22), Article 15970. https://doi.org/10.3390/su152215970.

World Health Organisation. (2023). *Global health workforce report 2023*. World Health Organisation.