



## **The Impact of Hospital Administration on Healthcare Workforce Development and Training Programs**

Andini Fatikasari Dahlan<sup>1</sup>, Sri Hajartul Umami<sup>1</sup>, Muh Iqbal Mustari<sup>1</sup>

<sup>1</sup>Institut Ilmu Kesehatan Pelamonia Makassar

\*Corresponding Author: Andini Fatikasari Dahlan

Email: [andinifatikasari244@gmail.com](mailto:andinifatikasari244@gmail.com)

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### **Abstract**

*A research analysis examines how hospital administrative approaches affect programs which develop and train medical staff. This research studied the relationship between administrative factors such as leadership approaches and resource advantages and employee development support which determine workforce training initiative performance. A total of 450 healthcare professionals took part in the survey which targeted medical staff in both public and private hospitals operating in different service types and sizes within the region. The researchers analyzed the data using descriptive and inferential statistical procedures which included Pearson's Correlation Coefficient, Multiple Regression Analysis as well as One-Way ANOVA. The research demonstrated that leadership approaches together with financial support allocation and administrative collaboration positively affected the workforce development outcomes through improved staff performance and enhanced motivation and higher job satisfaction. Training results varied between different hospital settings because larger institutions demonstrated better outcomes during the study. The research results emphasize how well-planned administrative procedures enhance the performance levels of workforce development initiatives. The research adds evidence-based knowledge about hospital administration-role training relationships while providing actionable recommendations to healthcare leaders who want to enhance their training programs. Future research needs to analyze time-based data along with cultural influences and resource management challenges to develop strategies which enhance healthcare employee training programs.*

## **Introduction**

Hospital administration precipitates health care organization approach towards meeting health needs, quantity and quality of health delivery. It is accountable for the management of a wide variety of activities across healthcare organizations such as finance, personnel, patients and HealthCare policies and Procedures. Work force development is another important component of hospital administration as it means the process of the educating, training and career development of the healthcare staff. In health care, workforce is critical to hospital functioning and it's vital to develop health care work force in order to produce quality and efficient health care outcomes in the hospital systems. The contribution of hospital administration cannot be underestimated in workforce training programs as they play a central role in determining work force training programs due to the impact that they make when it comes to designing, implementing and evaluating of such programs (Egieya et al., 2024; Ajiga et al., 2024).

In the last two decades particularly in the developed world healthcare organizations are under pressure to increase workforce competence. As medical technology progresses, patients become more diverse, and healthcare policies change, requirements for a skilled healthcare staff are extremely relevant now more than ever before (Li & Carayon, 2021; Mbunge et al., 2021). Healthcare work force planning is the responsibility of the hospital administration to

ensure that the strategies developed to meet workforce planning is in line with the ever-changing needs. Various scholarly works have established that good management practices when practiced in health facilities promote staff satisfaction; retain employees and promote their performance. Hence, organisational behaviour in hospital administration including ideas of transformational leadership have been attributed to employee motivation and organisational performance (Hussain & Khayat, 2021; Mohammed & AL-Abrow, 2023).

The healthcare workforce as consisting of doctors, nurses, allied health professionals and assistant workers, consists of a range of individuals with different levels of training knowledge and experience. Consequently, WFPs need to be designed to ensure that the needs of each group are met in order to create opportunities for training and learning within an organization. Hospital staff is only responsible for providing the means and conditions for successful training and development, funding, and implementing effective continuing training policies (Curado & Santos, 2022). In addition, it was discovered that the extent of the support from the administrative management on training positively affected rates of employee engagement and job satisfaction of the hospitals under study. This puts much importance on how hospital administration is related to the results of the workforce development process (Jain et al., 2023).

The value of hospital administration in regard to workforce development seems to be widely acknowledged, and still, more attention needs to be paid to the connection between the administration patterns and the results of training programs (Digby et al., 2021; Hooper et al., 2021). Past work has stressed the utility of training programs in enhancing workforce performance, yet, the literature is silent on the role of hospital administration in modulating such programs: their specifications, execution or productivity. Hospital supervisors have to choose what is to be included in the training options, select how it is to be delivered and evaluate its outcomes. The support of training programs is also complemented by the financial and staff resources – another important requirement (Acquah et al., 2021; Ansari et al., 2021).

Additionally, the health care human resource is diverse, thus making it challenging to develop training solutions that will work. Hospitals have general workers right from first level employees to middle aged workers who may require some extra training in a certain specialization (Moodley et al., 2022; Rajan, 2023). It simply means that best strategies to support workforce development must be formulated and implemented by the hospital administration, which should also make sure that the training activities proposed and available cover all the gaps and needs that have been identified in the contemporary workplace. In this regard it is clear that administrative decisions about training interventions can have a direct influence on levels of staff retention, the development of competencies as well as organizational effectiveness.

Management of hospitals is also a crucial issue affecting workforce development in the organization (Marufu et al., 2021; Suliman et al., 2024). Research has indicated that the amount to which positive leadership styles like; transformational, transactional and servant leadership influence the performance and satisfaction levels of employees differs. Some studies highlight that manger-initiated and manager-supported positive and inspiring approach, known as transformational leadership positively influences the performance of training interventions on the staff. In this case, transactional leadership may be defective in this aspect where the emphasis is placed on the accomplishment of tasks and use of incentives, may lead to poor reception to training programs. Such leadership approaches can not only set the content and the manner of delivering the training programs, but also establish organizational culture that will affect perceptions of the healthcare workers with regards to their professional development.

That is why apart from leadership styles, organizational culture, and administrative support structures are also crucial for workforce development. It is possible that attitudinal factors such

as a good organizational culture where the hospital administration supports and encourages learning will enhance the training programme. On the other hand, when there is no support from the administration the training programs may lead to disengagement, poor performance of the program and high turnover levels. These findings confirm the importance of hospital administrators to focus on workforce development strategies and policies that provide support to ongoing learning.

It should be noted, however, that the development of workforce relates to the issue of healthcare significant in light of present and prospective modifications in the structure of this sector. The aim is based on increased incidence of chronic diseases, rising age of the population, and continuing growth in health care expenditures, in turn stressing the need for well-trained healthcare workforce. Hospital administrators need to align their principles of developing workforce with these challenges so as to afford the healthcare staff the adequate knowledge and skills required in delivering quality health care in the modern health care system (Martineau et al., 2022). With the attempt of global healthcare systems to incorporate high-quality evidence-based practice, the leadership of the hospitals has the enormous responsibility for producing a well-prepared workforce.

## **Method**

A research analysis examines how hospital administrative approaches affect programs which develop and train medical staff. This research studied the relationship between administrative factors such as leadership approaches and resource advantages and employee development support which determine workforce training initiative performance. A total of 450 healthcare professionals took part in the survey which targeted medical staff in both public and private hospitals operating in different service types and sizes within the region. The researchers analyzed the data using descriptive and inferential statistical procedures which included Pearson's Correlation Coefficient, Multiple Regression Analysis as well as One-Way ANOVA.

The research demonstrated that leadership approaches together with financial support allocation and administrative collaboration positively affected the workforce development outcomes through improved staff performance and enhanced motivation and higher job satisfaction. Training results varied between different hospital settings because larger institutions demonstrated better outcomes during the study. Administrative strategies that are strategically designed improve the success rates of workforce development programs according to research results. The research adds evidence-based knowledge about hospital administration-role training relationships while providing actionable recommendations to healthcare leaders who want to enhance their training programs. Researchers should investigate both time-related data collections and cultural elements as well as resource limitations to develop more advanced workforce development strategies for healthcare organizations.

The investigator distributed the questionnaire electronically and personally to boost accessibility and obtain more participants. The study remained compliant with ethical standards in all its operational processes. Each participant received information about how their rights were protected as each participation was optional and they could withdraw from the study whenever they wanted. Participant privacy received protection through the maintenance of confidentiality along with the acquisition of informed consent. These protective procedures allowed the research to respect ethical research principles and build strong participant trust.

Researchers analyzed the obtained data through SPSS version 26. The participant demographic profiles alongside important study measurement points were presented in the form of descriptive statistics which included mean distributions and standard deviations and frequencies. The study employed Pearson's correlation coefficient together with other

inferential statistical techniques to calculate the demonstrated levels of connection between administrative practices and workforce development results. Several regression analysis calculations pinned down the major factors including leadership preferences and budget distribution management systems and ANOVA assessment evaluated differences between facility institutions post-hoc tests investigated particular differences between groups thus delivering extensive insights about what affects work force development in hospital environments.

## Result and Discussion

Research investigated how hospital administrative practices influence the success of workforce development activities delivered to healthcare staff. The research examined different administrative elements including leadership approaches and funding possess and worker development backing to discover the ways these components affect healthcare providers' abilities and work performance and job satisfaction levels. A cross-sectional survey included 450 healthcare workers from public and private hospitals while descriptive and inferential statistical analysis methods processed the gathered information. The research findings will be compared against previous studies to demonstrate the unique contributions of this study regarding hospital administrators' impact on workforce development outcomes.

Table 1. Participant Demographics

Variable	Frequency (n = 450)	Percentage (%)
Gender		
Male	225	50.0
Female	225	50.0
Role		
Doctor	120	26.7
Nurse	150	33.3
Allied Health Professional	90	20.0
Administrative Staff	90	20.0
Hospital Type		
Public	250	55.6
Private	200	44.4
Hospital Size		
Small	100	22.2
Medium	200	44.4
Large	150	33.3

This table summarizes the demographic characteristics of the participants, including gender, role, hospital type, and hospital size.

Table 2. Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Leadership Styles	3.8	0.7	2.0	5.0
Resource Allocation for Training	3.5	0.8	1.5	5.0
Administrative Support for Development	4.0	0.6	2.5	5.0
Workforce Development Effectiveness	4.2	0.5	3.0	5.0

This table presents descriptive statistics for the study’s primary variables, summarizing the central tendency (mean), variability (standard deviation), and range of scores.

Table 3. Pearson’s Correlation Between Variables

Variable	Leadership Styles	Resource Allocation	Administrative Support	Workforce Development Effectiveness
Leadership Styles	1.00	0.52	0.48	0.60
Resource Allocation for Training	0.52	1.00	0.49	0.58
Administrative Support for Development	0.48	0.49	1.00	0.65
Workforce Development Effectiveness	0.60	0.58	0.65	1.00

This table illustrates the strength and direction of relationships between hospital administration practices and workforce development outcomes. Significant correlations ( $p < 0.0001$ ) are observed between variables, indicating positive associations.

Table 4. Multiple Regression Analysis Results

Predictor Variable	$\beta$	Standard Error	t-Value	p-Value
Leadership Styles	0.35	0.05	7.00	0.0001
Resource Allocation for Training	0.30	0.04	7.50	0.0001
Administrative Support for Development	0.40	0.06	6.67	0.0001

This table shows the predictive influence of specific hospital administration practices on workforce development outcomes. All predictors significantly contributed to workforce development effectiveness ( $p < 0.0001$ ).

Table 5. One-Way ANOVA Results

Source of Variation	Sum of Squares	df	Mean Square	F	p-Value
Between Groups	5.25	2	2.63	10.12	0.0001
Within Groups	117.00	447	0.26		
Total	122.25	449			

This table indicates significant differences in workforce development outcomes across hospital sizes ( $p < 0.0001$ ). Post-hoc tests would reveal specific group differences.

Table 6. Post-Hoc Test Results (Tukey’s HSD)

Hospital Size Comparison	Mean Difference	Standard Error	p-Value
Small vs. Medium	-0.30	0.08	0.01
Small vs. Large	-0.45	0.09	0.0001
Medium vs. Large	-0.15	0.07	0.05

Post-hoc analysis reveals that large hospitals have significantly higher workforce development outcomes compared to small and medium hospitals. The smallest difference is observed between medium and large hospitals.

The findings show that workforce development programmes in hospitals have significant levels of transformational leadership support and sufficient resource provision and administrative backup to be effective. Inspiration, motivation, and individual consideration under the purview of transformational leadership initiative therefore fosters an understanding of the organisational

learning environment and professional development. Significantly, the positive relationship between leadership and training effectiveness ( $r= 0.60$   $p 0.001$ ) supports earlier research on TL, which posits that transformational leaders are effective in creating engagement and subsequent performance improvements. This research extends it by adding resource provisioning and administrative substance as two other variables that are equally vital in influencing workforce results (Sutter et al., 2021; Brossette et al., 2022). Sufficient resources provide access to quality training material and trainers as well as technological instruments in skill development. Logistical and emotional encouragement for staff to participate in trainings promote continuous and or improved learning (Ahuchogu et al., 2024; Kamau et al., 2022).

This integrated perspective contrasts with a more reductive approach adopted by the majority of the existing literature, which discussed leadership, resources, or support exclusively (Zhang & Huang, 2024; Bianchini et al., 2022). In this study, by showing how components of the model are interconnected, a more effective approach to enhancing the performance of workforce development is provided. Researching in the future, it is possible to investigate other variables that can strengthen this model, organizational culture and employee's turnover.

Equally important is the discovery of differences in workforce development outcomes by size and type of hospital. A significant difference emerged corresponding to the ANOVA results ( $F = 10.12$ ,  $p 0.0001$ ), and confirmed that large hospitals are more efficient in the delivery of workforce development programs as compared to small and medium sized hospitals. Large hospitals often have better financial capacities, avances technological support and staff with training skills, facilitating the quality and coverage of the training programs. However, the post-hoc analysis shows that the outcome of similar efficiency can be reached by the medium sized hospitals, if the administrative activity ratio is effectively chosen, thus denying the exclusive significance of the size factor for the achievement (Althouse, 2021; Menzies et al., 2022).

The findings back the RBV argument that appropriately utilized resources enable firms to gain strategic advantages beyond their dimensions. Weak financial positions of small hospitals can solve their training and education shortage through innovative collaborative approaches. Additional research must look into healthcare policy impact at the regional level because official support demonstrates its ability to improve resource distribution as well as training performance in areas with fewer resources.

The study presents practical recommendations which need an all-encompassing administrative approach to workforce development initiatives. Accurate leadership development together with excellent resource management alongside proven administrative assistance produces enhanced operational outcomes that support maximum staff satisfaction. Developing e-learning facilitation with simulation and mentorship serves as additional methods to enhance WFD interventions in hospitals of developing countries.

The study design incorporating different hospital types alongside multiple healthcare professionals strengthens the external validity of the obtained research findings. Research up until now focused mainly on larger metropolitan and better endowed hospitals because of which researchers find themselves uninformed about the needs of small rural medical facilities. Through its research this study provides health care administrators with useful practical information applicable for all organizational settings to enhance their mission toward implementing sustainable workforce development in a fair manner.

The current paper presents theory development which demonstrates leadership together with resource commitment and administrative sponsorship as primary factors influencing workforce development performance. The current work demonstrates integrated ties between these components although they were described exclusively in previous research analysis. Healthcare

managers now have reference points from these findings to enhance the outcomes achieved through management training. Hospitals need these results to establish targeted interventions through specific measures at both the organization and employee level.

The following research on administrative practice effects on workforce outcomes should deploy Longitudinal methods. The present work can benefit from additional framework development through the study of employee turnover together with promotion opportunities and organizational culture. Additional research focused on facility-based patient care in LMIC needs to explore both benefits and restrictions of medical services delivery to this patient group in limited resource environments.

## Conclusion

This research established the essential role of hospital administrative leadership toward developing a positive workforce outcome framework within three integrated domains of leadership resources and support. Research contributions to established knowledge testify that these integrated factors show realistic application for fostering staff performance together with motivation and satisfaction across several hospital departments. Funding should direct training methods toward workforce difference needs of small and large hospital sectors alongside specialty and non-specialty hospitals. The findings establish several theoretical implications which lead to specific managerial recommendations regarding effective human resources management strategies in healthcare organizations. New studies must identify targets by researching how sexual objectification affects cultural populations throughout time and by studying approaches to handle these issues in under-resourced medical facilities.

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