

EMPLOYEE COMPETENCE MANAGEMENT AND CORPORATE VITALITY OF HEALTHCARE INSTITUTIONS IN BAYELSA STATE

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Abstract

The study examined employee competence management and corporate vitality of healthcare institutions in Bayelsa State. The study used a cross-sectional research design. The Taro Yamane formula was used to sample 3881 respondents out of which 363 respondents were utilized from a population of Three thousand, eighty hundred and eighty(3,881) employees of the studied tertiary healthcare institutions in Bayelsa State. We collected primary data from the respondents using a structured questionnaire. The tool was checked for accuracy by experts and tested for reliability using the Cronbach's alpha method, which gave a score of 0.75, showing that the tool was reliable. To look at the respondent demographics, we employed percentage analysis and distribution of frequencies. For this study, we relied on Pearson's product-moment correlation. Utilising Pearson's significant relationship test, we examined the study hypotheses at a statistical significance level of 0.005. First, the investigation found that competency mapping is significantly related to resourcefulness and resilience; second, it found that competence planning is significantly related to resourcefulness and resilience. Thus, the study's results indicate that tertiary healthcare institutions in Bayelsa State can benefit from enhancing their corporate vitality through competency management of their employees. Therefore, the study suggests that Bayelsa State's tertiary healthcare institutions should craft, promote, and support employee and competence planning, mapping policies with a view to increasing corporate vitality among staff members.

Keywords: Competence, Corporate Vitality, Employee and Employee Competence Management

INTRODUCTION

Corporate vitality is a company's health, resilience, and ability to adapt, innovate, and survive in a competitive environment (Akpotu & Konyefa, 2018). A business's vitality, defined as its state of health or growth, makes it what it is. The organisation's capacity to expand financially, intellectually, and creatively can be viewed as a deciding aspect of its vitality, according to Vincenzi and Adkins (2000). As a result, a company's operational strength, which is crucial for its continued existence and expansion, is its vitality. Nonetheless, the workforce's proficiency and ability to manage strategic knowledge are essential to the company's survival (Bishwas, 2015). Corporate vitality will be ensured by training employees and efficiently managing the firm's competence. According to Bishwas (2015), personnel are an institution's most valuable resource, and, as such, all other resources are secondary to them. Although, it is debatable statement, acceptability demands an empirical declaration.

In recent times, organizations have engaged in the development of strategic actions and initiatives that are designed to achieve predetermined objectives and demonstrate enduring competitive capabilities. In the same vein, the concept of competence has garnered significant attention from academics and professionals in human resource management (HRM) and psychology. It emerged from research on the psychological traits of managers and workers about how well they performed their tasks. Tertiary healthcare institutions are specialized facilities that provide Medicare

beneficiaries with high-quality medical care and services that are also available to the general public. Research has shown that there is a direct relationship between an organization's management effectiveness and its overall efficiency (Okonkwo et al., 2020). These abilities frequently denote a particular proficiency level (Adindu, 2013). It is commonly acknowledged, as stated by Adindu (2013), that contextual variations are the only distinctions in management requirements across all businesses.

Despite this, it has been suggested that management competence and knowledge within the workforce impact an organization's success (Bouwens & Van Lent, 2007). According to Okonkwo et al. (2020), practitioners of healthcare organizations must implement social and technological procedures to achieve health objectives through the efficient and effective use of health resources within various socioeconomic and cultural contexts. This makes healthcare management distinctive. Healthcare professionals, such as physicians, nurses, and others, are expected to carry out several basic duties in any circumstance, especially while providing care at the tertiary level. These responsibilities include organizing and carrying out strategic health planning, creating and analyzing health policies, and managing, directing, overseeing, and assessing services. In other words, it requires applying and comprehending management and leadership competencies (Adindu & Asuquo, 2013).

Secondary health centers' mission and mode of operation require them to provide a wide range of medical services in a market that is always changing. Additionally, they provide specialized or restricted healthcare. Burke and Shridar (2013) claim that even though Nigeria's primary healthcare system is the nation's favored healthcare approach, tertiary hospitals handle the majority of the nation's financial and human resources. It is critical to ensure that higher medical facility management can maximize limited healthcare resources to deliver services to the community in a way that is appropriate, successful, economical, and sustainable. Above all, the main goal of this research is to determine, via empirical investigation, the connection between corporate vitality and employee competence management in healthcare facilities in the state of Bayelsa.

Statement of the Problem

Corporate vitality and employee competency management are critical in light of global organisational and economic concerns. Many individuals today believe that investing in education and other competency development and management initiatives boosts competitiveness, productivity, and creativity. Due to the ever-changing and competitive business climate, many organisations aim for organisational success. Due to globalisation, technology, and changing consumer tastes, organisations must strive for excellence to survive and thrive. Success depends on the organisation's performance. Businesses now realise that success requires offering value for consumers, staff, investors, and the community, not just financial achievements. This shift in focus shows a greater understanding of firms' social responsibility and sustainable operations. The changing trends and competitive business environment have prompted several industries to improve service quality, productivity, and performance. Health sector employees have different developmental goals and work environments. Experts say Nigeria's health sector budget is underwhelming because it has never met the WHO's 15% yearly budget. The health sector has weakened due to gross underfunding, resulting in obsolete infrastructure and logistical support systems, as well as ineffective career initiative programs. Thus, this study examined Bayelsa State tertiary healthcare institutions' employee competence management and corporate vitality. Additionally, people are increasingly interested in healthy products and services. Thus, healthcare facilities, particularly in Bayelsa, are now critical corporate values. Only healthcare workers can keep healthcare organisations running. Health workers' supply, credibility, access, and quality

impact how successfully medical resources are given and if patients' rights to the best care are met (WHO, 2016).

Healthcare facilities in Bayelsa and Nigeria provide high-quality care to patients regardless of socioeconomic status or location because their top priority is their well-being (Omoleke & Talent, 2017). Over time, Bayelsan and Nigerian healthcare institutions have been known for poor care. Other research has found similar issues in Bayelsa hospitals. These healthcare facilities have low pay, poor working conditions, poor service, careless handling of patient records, a lack of safety and preventive measures, and a lack of readiness, especially during pandemics, outbreaks, and airborne disease outbreaks. Workers at these hospitals are sometimes prone to contagious pandemic infections.

Good pay schemes only guarantee job performance if employees have the requisite skills (Rowland et al., 2014). Job expectations and staff competence may negatively impact employee competence management and organisational vitality (Chumba et al., 2018). Of course, Western experience informs most of these findings. Bayelsa State's peculiar docility, complex culture, and value systems make it vital to do similar studies to better understand healthcare job performance. Nigeria's healthcare industry, especially Bayelsa State's tertiary hospitals, has had many challenges in recent years. Medical professionals report a serious scarcity of medical experts, excessive workloads, inadequate facilities, and persistent industrial action that hinders their ability to offer competent and dignified care. Because public health consumers are socioeconomically vulnerable, poor service delivery often goes undetected, causing consumers and other healthcare users to suffer silently. This has hurt employee competence management, corporate vitality, and healthcare practice and service delivery.

However, experts have recognised employee competence management and corporate vitality as creative forms and concepts that create organisational competence and may be used to improve work performance and establish a distinct identity to achieve a competitive edge in the company. Corporate vitality and staff competency management research is scarce in Nigerian and Bayelsa healthcare organisations. Even in the healthcare sector, Bayelsa, Nigeria, lacks empirical research on corporate vitality and staff competency management. However, other developed and developing nations have conducted little research on this topic. This study examined how employee competence and corporate vitality might be used to drive and improve organisational success in light of the gap and the importance of independent and dependent variables. Typically, the study evaluates corporate vitality and personnel competence management of Bayelsa tertiary healthcare facilities.

Conceptual Review

Academics who have studied this topic have identified various aspects of employee competence management. However, this investigation will focus on only three of the many aspects: competence planning and competence mapping. These are sourced from the research conducted by Nwikiabeh et al. in 2023. Similarly, both resourcefulness and resilience were used as measures for the dependent variable, business vitality (John-Eke & Tamunomiebi, 2021; Akpotu & Ozioko, 2020; Bishwas, 2015).

Conceptual Framework

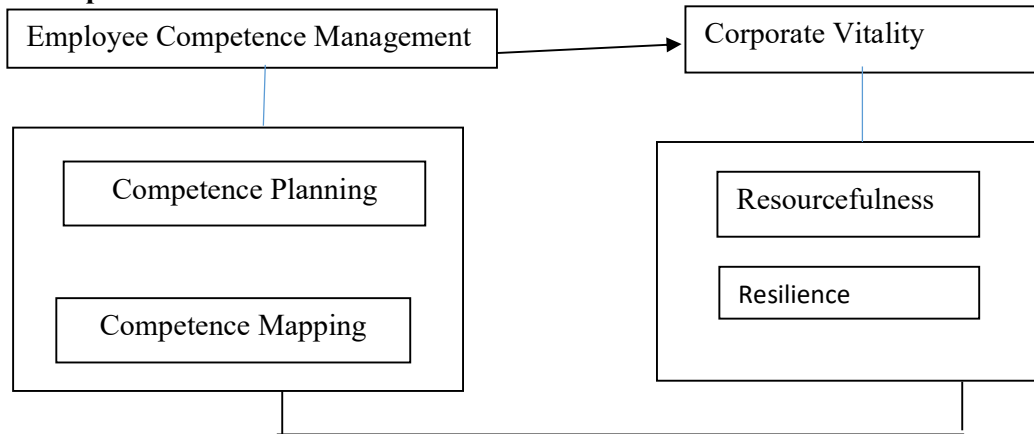


Fig. 1.1. Conceptual framework of employee competence management and corporate vitality in tertiary healthcare institution.

Source: Adopted from (Nwakiabeh et al, 2023) and (John-Eke & Tamunomiebi, 2021; Akpotu & Ozioko, 2020; Bishwas, 2015).

Employee Competence Management

The notion of competence represents a novel approach to management, enabling the organisation to modify its assets in response to the evolving demands of the commercial landscape (Dietrich et al., 2010; Defélix and Sanséau, 2017). Indeed, organisational, technological, and economic developments have led to the development of the concept of competence (Hedhili and Boudabbous, 2018). The market's increased demands since the 1970s have made it impossible for the production of standardised goods and services to keep up (Mirallès, 2007). The economy's globalisation and rising demand have prompted businesses to shift their management strategies to demand-driven production and encourage employee accountability within the working group. As a result, the business needs skilled workers to foresee and satisfy its clients' evolving demands. Now, employees must adapt to unforeseen circumstances in an environment that fosters liberty and initiative, rather than being confined to predetermined tasks at work (Mirallès, 2007).

Competence management in the context of scientific management has been the subject of a wealth of literature on competence management in the past few decades (Hedhili and Boudabbous, 2020). Businesses have been obliged to reevaluate their business models in order to provide them with more autonomy and accountability, in addition to the creation of new organizational forms that contradict the principles of scientific management and the new difficulties posed by the economic climate and the development of new technologies. As described by Van Beirendonck (2006), employee competence management is a collection of initiatives aimed at effectively utilizing and enhancing the competencies of people and teams with the goal of accomplishing the business's purpose, including enhancing workers' productivity. In other words, the steps involved include determining the fundamental competencies and skills needed by staff members to support the organization in achieving its present and long-term objectives.

Competence refers to the application of innate and acquired knowledge, skills, and attitudes relevant to a job, aimed at optimising performance and achieving established goals and objectives. Zeb-Obipi (2007) asserts that competence management encompasses the proficiency level required for a job, which is characterised by a distinctive blend of knowledge, skills, and attitudes necessary for effective job performance. These definitions prompt a comparison between the terms. There exists a misunderstanding regarding the more precise term to employ—'competence' or 'competency'—when evaluating proficient work (Zeb-Obipi, 2007). Scholars contend that the

term 'competence' is an ambiguous concept that can lead to various confusions (Delamare-Le Deist, & Winterton, 2005).

According to Lakshmi and Radhika (2016), employee competence management refers to the efforts made by the leaders of the company to identify and develop the skills, knowledge, and attitudes of their workforce to maximise task execution and enhance overall performance for both the organisation and its members. Employee competence management then focuses on the process of optimising staff members' job duties and objectives by managing their skills, knowledge, and abilities to successfully drive workplace performance. This is a prudent approach to leveraging workers' abilities and expertise to boost the organisation's output and effectiveness. Employee competence management entails more than just standard performance; it also entails a shift towards individual employee guidance, focus, and accountability, which drives excellence through effective skill, knowledge, and ability management (Lakshmi & Radhika, 2016).

Competence Planning

Ebere and Tamunomiebi (2021) state that one aspect of staff competence management is competence planning. It involves human resource executives establishing objectives and recommending strategies for ensuring that workers possess the necessary competencies in the workplace. Human resource management must carefully prepare for employees' competency, which includes having the appropriate abilities, knowledge, attitudes, and behaviors at work, starting with the hiring and selection process (Stoner, Gilbert, and Freeman, 2013). Management should therefore carefully prepare the kind and quantity of personnel, departments, and organizational activities that are needed. Once more, management should specify the credentials, expertise, and skill set required of new hires (Alsabbab & Ibrahim, 2014). Therefore, the organization's management should identify potential employees who exhibit the appropriate attitudes and behaviors.

According to Barinua and Tambari (2024), competence planning is a powerful tool that can support or enhance organizational success. The process by which employee competence management establishes the kinds and levels of abilities necessary for both individual and organizational performance is known as competence planning. Different academics and organizations have different titles for this process and the specific activities it entails. The literature has referred to it by a variety of names, including competency profiling, cataloguing, identifying, picturing and contemplating things (Kikeoma, 2000; Munene et al., 2000; Berio & Harzallah, 2005; Marrelli et al., 2005; North and Reinhardt, 2003). Competence planning, on the other hand, is one of the aspects of employee competence management that are determined utilizing the management function technique in this study. The expert wants to look at planning skills from the point of view of a manager because planning is a well-known management function. Competence mapping, the study of abilities, expertise, and mindset gaps, along with a growth strategy, was among the tasks or activities that employed the concept (Zeb-Obipi, 2015).

Whatever form it takes, competency planning is crucial to an organization's functioning and can improve its success if management will only pay close attention to it and use it carefully as a strategy to accomplish organizational goals. The competence planning exercise enables people to identify ways to translate their competencies into efficient and successful work performance behavior. It guarantees their alignment in addition to recognizing and classifying people's competencies in their various job functions and across a business. Their more effective use is made possible by the competency mapping method. The potential of a company to raise production level and customer satisfaction (product quality) with the same resources is demonstrated by this kind of mapping competency usage (Zeb-Obipi, 2015).

Competence Mapping

Whereas, competence mapping is the practice of identifying critical skills for an organization. A new HR strategy called competency mapping aligns employee skills with what is needed to succeed in any career (Barinua & Tambari, 2024; Ganesh, 2004). Competence mapping is the process of assessing an individual's degree of possession of the many skills related to a job. The extent to which every ability is necessary for a specific role can be utilised to evaluate an individual's flexibility, resourcefulness, capacity to perform under pressure, foresight in identifying dangers, problem-solving skills, and contribution to creativity in order to assess their suitability for the position. Every well-run business should have jobs that are well-defined and accompanied by a list of competencies required to perform them. It helps determine the assets and liabilities of an individual. He can choose a career more easily if he is aware of his benefits and weaknesses. Therefore, it is essential for businesses to regularly evaluate and improve worker competency in order to compete worldwide in a knowledge-based economy.

Additionally, companies utilize competence mapping as a method to determine and specify the behaviors, skills, knowledge, and abilities that their employees require in order to succeed at work (Barinua and Tambari, 2024). Companies use competency mapping, a human resource (HR) tool, to define and identify the skills, knowledge, and conduct workers need to succeed in their positions. Put another way, it's a strategic process that can support performance management, training, and hiring. Any successful endeavor starts with competence or talent. Several business strategy thought leaders have stressed in recent years the need of determining the capabilities a company requires to compete in a certain environment. Determining the abilities that result in excellent performance aids in the development of the organization and its personnel. Competence mapping is the process of determining the competencies required to carry out a particular set of goals in a specific amount of time. Identifying the competences (technical, managerial, behavioral, conceptual knowledge, attitudes, abilities, etc.) needed to accomplish a given job successfully entails breaking it down into its component tasks and activities. In many firms, career-based and competency-based approaches to human resource management have a significant impact on company surplus and productivity. Organizations must implement competence-based human resource management techniques in order to survive in a dynamic business environment. These practices are essential for high performance and productivity. Therefore, an effort has been undertaken to understand how competency mapping models and processes are used in different businesses. Organizations evolve along with their workforce. Organisations must therefore possess a unique attribute that sets them apart from one another and is typically acquired through human competency in order to have a competitive edge. Both organisational and individual competence are taken into account by businesses.

Over the past few decades, the competence and competency movement has accelerated in this regard. To accomplish the objectives of the company, ongoing efforts are made to find and nurture employees' potential. The technique of competency mapping assists in identifying the fundamental behaviors needed for an employee to function well. Competence is an inventory of talents, actions, procedures, and responses that allow certain people to meet a variety of professional demands more successfully than others. It is not a performance or behavior of an individual. Competency is a concept that denotes a set of personal traits that enable an individual to do a job effectively. Competence mapping has been used in a number of human resource processes, including leadership development, career and succession planning, performance management, and selection.

Corporate Vitality

Vital organisations are those that can find and engage competent workers who can fit into their jobs, overcome obstacles, and adapt to unforeseen circumstances to achieve corporate vitality.

They are not simply those who are healthy or energised. The business and financial health of an organisation are what keep it afloat, and this is known as corporate vitality. Akpotu and Konyefa (2018) define corporate vitality as a firm's energy that enables it to thrive, compete effectively, and gain a competitive edge through its resources, talents, and competencies. The equipped strength of the workplace that is sustainable for the resourcefulness and survival of the company is hence referred to as the vitality of an organisation. According to Bishwas (2015), a company's ability to remain viable is primarily based on its workforce's skills and strategic knowledge management. The operational robustness of the work environment, which ensures the company's sustainability and resourcefulness, characterises the vitality of an organisation. To maintain the ongoing health and sustainability of the business, it is crucial for all organisations, regardless of their sizes and respective industries, to maintain vitality (Akpotu & Ozioko, 2020).

With sectors having both national and international competitiveness, globalisation and trade facilitation have made the world a smaller place. As a result, the business climate is now dynamic, unstable, and constantly shifting. Therefore, the creation of a vital company is necessary to manage a successful firm in the face of a changing business environment. According to Akpotu and Konyefa (2018), corporate vitality refers to the company's business and economic health, which guarantees the workforce's stability and continued existence. Akpotu and Ozioko (2020), who studied the relationship between strategic learning and corporate vitality, believe that corporate vitality is the force behind an organisation's ability to compete and accomplish its goals. Enhancing corporate goals and objectives necessitates an energised concentration of authority throughout the company's processes, objectives, and support frameworks.

Resourcefulness

Resourcefulness means being able to use resources and evaluate how well they work during difficult situations, including factors like political economy, preparedness, trust, and creativity (Mohammed & Sami, 2022). Resourcefulness is the ability to mobilise resources (Deshkar & Adane, 2016) and evaluate their effectiveness during a disruptive event (Minsker et al., 2015). Resourcefulness entails utilising available assets to achieve desired outcomes. In other words, it is competence inherent in an employee or an organisation. While not everyone possesses the skill of resourcefulness, it is attainable for everyone to cultivate it (Minsker et al., 2015). Resourcefulness consistently relies on the interaction, skills, and proactive abilities of individuals. Resourcefulness is the ability to recognise the issues arising from a disaster, set priorities, and deploy resources in response to its occurrence (Dastjerdi et al., 2021; Samsuddin et al., 2018). In other words, resourcefulness is likely to effectively address challenges through skills (Huang et al., 2021).

Resourcefulness is an essential quality for individuals or businesses, as it enhances flexibility to change, optimises available resources, and inspires teams to tackle challenges with creativity and resilience. In a state of constant uncertainty, resourcefulness allows leaders to explore new territories, uncover inventive solutions, and drive their businesses towards success despite challenges. It is essential for efficient resource allocation, long-term sustainability, and competitive advantage, making it a crucial quality for any leader aiming to thrive in the evolving business landscape. Resourcefulness enables leaders to adapt and devise solutions in response to abrupt market changes, global crises, or internal organisational challenges when traditional methods fail. It is the distinction between just responding to events and actively influencing results. In corporate contexts, resourcefulness is crucial for optimising limited resources

Resilience

As an entity, every organisation is different. This entity is seen in organisations that encounter difficulties or negative events. There are significant differences in the ways that businesses handle stress. While some organisations show little sign of impact, others experience a range of

behavioural, psychological, and physical side effects (Hormor, 2016). More so, Hormor (2016) asserts that resilience is a dynamic concept. It might be characterised as the organisation's ability to overcome stress or hardship. It includes the ability to withstand environmental threats. In the context of business, particularly in developing nations like Nigeria, the environment is linked to significant risks and difficulties that businesses in many industries must overcome. An organisation that can persevere in the face of these major setbacks is considered resilient. An organisation is resilient when it successfully navigates through hardship and grows. Given the difficulties, dangers, and stress that come with doing business in a company, the organisation's efforts to build resilience are commendable. Resilience can be defined as an individual's or an organisation's ability to manage stress, overcome hardship, and adjust to change (Hegney et al, 2018). Additionally, it includes the business's capacity to recover from setbacks. Resilience is crucial because it benefits people individually. Adversities are always present and must be overcome by organisations, communities, and nations.

Research Design

According to Bryman and Bell (2015) stated that investigative concepts should facilitate the structure that ensures that the research effectively engages with its subject or context of interest, resulting in outcomes that closely align with the study's objectives. In line with this, the study will employ a cross-sectional research design. The decision to use the cross-sectional design is based on the nature of the study, which will be conducted in multiple healthcare institutions in Bayelsa State.

Sampling Size and Procedure

Singh & Masuku (2014) establish sampling as the act of choosing a subset, or sample, from a bigger set, referred to as the sampling population. To achieve this objective, the study utilized a stratified sampling technique. The reason was that it is the strategy that allows each member of the universe of the discourse to have recognised and equal odds of having been picked, as opined by Writes (2012) and Noordzig et al. (2010). The sample size for this investigation is 363 with the aid the Taro Yamane (Yamane, 1973) formula with a 95% confidence level.

Table 1.1. Sample Size Table

Organisation	Population	Sample size	%
Federal Medical Centre (FMC)	3204	300	82.6
Niger Delta University Teaching Hospital (NDUTH)	527	49	13.5
Glory Land Hospital (GLH)	48	4	1.1
Family Care Hospital (FCH)	102	10	2.8
Total	3881	363	100

Source: Administrative departments and nominal rolls of studied institutions,

Table 1.2. Cronbach Alpha Reliability Test

S/No	Dimensions/Measures	No of Items	Cronbach's Alpha
1	Competence Planning	5	0.712
1	Competence Mapping	5	0.709
2	Resourcefulness	5	0.733
2	Resilience	5	0.726

Source: Pilot Survey, 2025

Test of Hypotheses

The tests was done adopting Spearman Rank Correlational Coefficient as the inferential analysis with the aid of SPSS.

Ho1: There is no relationship between competence planning and resourcefulness of the healthcare institutions in Bayelsa state.

Table 1.3: Correlation Outcome on Competence Planning and Resourcefulness Correlations

			Competence Planning	Resourcefulness
Spearman's Rho	Competence Planning	Correlation Coefficient	1.000	.512
		Sig.(2-tailed)		.000
		N	316	316
	Resourcefulness	Correlation Coefficient	.512*	1.000
Sig.(2-tailed)		.000		
N		316	316	

** . Correlation is significant at the 0.01 level (2-tailed).

Source SPSS Computation, 2025.

From the result in table above, with rho =0.512, it shows a positive relationship between competence planning and resourcefulness. It is also significant @ [p=0.00<0.01].This implies that the null hypothesis stated above is rejected, while the alternate is accepted. The implication of this result is that competence planning dimension has a significant influence on resourcefulness measure of the studied healthcare institutions.

Ho2: There is no relationship between competence planning and resilience of the healthcare institutions in Bayelsa state.

Table 1.4: Correlation Outcome on Competence Planning and Resilience Correlations

			Competence Planning	Resilience
Spearman's Rho	Competence Planning	Correlation Coefficient	1.000	.577*
		Sig.(2-tailed)		.000
		N	316	316

Resilience	Correlation Coefficient	.577**	1.000
	Sig.(2-tailed)	.000	
	N	316	316

** . Correlation is significant at the 0.01 level (2-tailed).

Source SPSS Computation, 2025.

The results table above shows a positive correlation ($\rho=0.577$) between competency planning and resilience. The significance level is equally high at [$p=0.00<0.01$]. This results in the rejection of the null hypothesis that was previously stated, while the alternate is accepted. This means that there is a significant relationship competence planning and resilience in the studied tertiary healthcare institutions in Bayelsa state. The implication of this result simply narrates that competence planning relatively stimulate and develop positive resilient habits employees under the studied healthcare institutions.

Ho3: There is no relationship between competence mapping and resourcefulness of the tertiary healthcare institutions in Bayelsa state.

Table 1.5: Correlation Outcome on Competence Mapping and Resourcefulness Correlations

		Competence Mapping	Resourcefulness
Spearman's rho	Competence Mapping	1.000	.682
		Sig.(2-tailed)	.000
Resourcefulness'	N	316	316
	Correlation Coefficient	.682*	1.000
	Sig.(2-tailed)	.000	
		N	316

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Computation, 2025.

The findings in the table above, with $\rho = 0.682$, reveal that competence mapping and resourcefulness are positively related. It is also important [$p = 0.00 < 0.01$]. The result means that the null hypothesis above is not true, but the alternate hypothesis is. This indicates a substantial correlation between competency mapping and resourcefulness in the examined healthcare facilities in Bayelsa State. In other words, the implication of this result indicates that an increase in competence mapping among staffs (both medical and non-medical) which relatively increases resourcefulness in the tertiary institutions in Bayelsa State.

Ho4: There is no relationship between competence mapping and resilience of the healthcare establishments in Bayelsa state.

Table 1.6: Correlation Outcome on Competence Mapping and Resilience Correlations

		Competence Mapping	Resilience
Spearman's Rho	Competence Mapping	1.000	.611*
	Correlation		
	Sig.(2-tailed)		.000
	N	316	3316
Resilience	Competence Mapping	.611*	1.000
	Correlation		
	Sig.(2-tailed)	.000	
	N	316	316

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Computation, 2025.

The table above indicates a beneficial connection between competency mapping and resilience, with rho = 0.611. The significance level is equally high at [p=0.00<0.01]. Therefore, the previously stated null hypothesis is rejected. This indicates that the tertiary healthcare institutions in Bayelsa State have a strong connection with resilience and competence mapping. Thus, the implication of this result simply narrates how competence mapping influence and help employees to identify their resilience abilities to work in the studied tertiary healthcare institutions in Bayelsa State.

Summary of Results and Discussion

This section presents and analyzes the data that was collected during the study. The data that was gathered were organized into tables and subjected to analysis using descriptive statistical methods.

The summary of the test results is presented in Table 1.7 below.

No	Statement of Hypotheses	Rho	Decision
Ho1:	There is no connection amongst competence planning and resourcefulness in the healthcare institutions in Bayelsa state.	0.512	Reject
Ho2:	There is no relationship between competence planning and resilience in the healthcare institutions in Bayelsa state.	0.577	Reject
Ho3:	There is no link between competence mapping and resourcefulness in the healthcare institutions in Bayelsa state.	0.682	Reject
Ho4:	There is no relationship concerning competence mapping and resilience in the healthcare institutions in Bayelsa state.	0.611	Reject

Source: Researcher's own compilation

Competence, Planning, and Resourcefulness

The study found a link between competent planning and resourcefulness in Bayelsa State hospitals. This supports Samina et al.'s (2022) empirical study on teachers' resourcefulness and resource mobilization and organizational development. Their research focuses on teachers' resourcefulness and organizational development resource mobilization. Therefore, there is a strong correlation between teachers' resourcefulness and the mobilization of resources for

organizational growth. This analysis supports Nilekani's (2009) findings. Resourcefulness requires an open mind to fresh possibilities.

Competence Planning and Resilience

According to the second hypothesis, competency planning and resilience are positively correlated in Bayelsa State healthcare institutions. Florence & Florence (2023) found that employee competence management, specifically competence planning, positively affects the corporate vitality measure of resilience in Bayelsa State healthcare institutions. Additionally, Ateke and Nwulu (2018) agree with the study's findings. According to Ateke and Nwulu (2018), staff competency development affects organizational resilience and situation awareness.

Competence Mapping and Resourcefulness

Hypothesis four showed a link between competency mapping and resourcefulness in Bayelsa State healthcare institutions. Lavanam and Francis (2021) found a strong correlation between curriculum and students' employability skills. Resourcefulness and competency mapping have improved employability for employees, people, and researchers. The study's findings also support Kataria and Sethi's (2022) findings on competence mapping and IT employee behavior.

Competence and Resilience Mapping

In addition, the fifth hypothesis inferential analysis showed a favorable correlation between competency mapping and resilience of Bayelsa state tertiary healthcare facilities. Oroitz et al. (2023) found that organizations can develop resilience using a competency atlas of organizational competencies based on globally accepted criteria.

Arising from the analysis and hypotheses tested, the research findings revealed thus:

1. There is a positive and significant relationship between competence planning and resourcefulness of the healthcare institutions in Bayelsa state.
2. From the analysis it was revealed that there is a positive and significant relationship between competence planning and resilience of the healthcare institutions in Bayelsa state.
3. It showed a positive and significant relationship between competence mapping and resourcefulness of the healthcare institutions in Bayelsa state.
4. It was revealed that competence mapping and resilience has a positive and significant relationship of the healthcare institutions in Bayelsa state.

CONCLUSION

The study empirically studied staff competence management and corporate vitality in Bayelsa state tertiary healthcare institutions. Analysis demonstrated a favorable correlation between competency planning, mapping, and development, as well as resourcefulness, resilience, and adaptability. Based on these insights and actual facts, the study concluded that employee competence management boosts organizational vitality. It also shows that employee competency management helps Bayelsa state tertiary healthcare workers learn, adapt, and thrive. The findings also support a few other studies in various sectors and locations.

RECOMMENDATIONS

Here are some suggestions derived from these results:

1. Management should formulate policies that support employee competence planning as doing so will bring about an increase in growth employees thereby increasing corporate vitality among members of staff in the studied healthcare institutions in Bayelsa State.

2. For employee resilience, the study recommends competence planning in healthcare companies to identify key competencies. It increases employee and organizational resilience. Setting performance excellence expectations will help the studied healthcare institutions identify employees with key competencies who will be needed in the future, resulting in systematic professional development and resilience, improved job satisfaction, and greater retention of staff.
3. Based on the research, healthcare organizations should use more competence mapping methods to identify skill-fixers. This would boost productivity and personnel development in Bayelsa State healthcare establishments. We expect this strategy to enhance both personal and institutional growth. .
4. Competence mapping is an essential human resources function, so the study recommends that Bayelsa State healthcare institutions prioritize it to boost employee and organizational resilience in the current business climate. The data show that staff competence management affects Bayelsa State healthcare institutions' health.

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