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Effect of Employee Training and Development on Performance of Level Four Hospitals in Kericho County, Kenya

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Abstract:

Universal health care is among the government's big four agenda and a key pillar for Vision 2030. The government has considered the health sector a priority in ensuring the efficient delivery of health services. However, many health facilities in Kericho County face many challenges in achieving optimum performance. Past studies have established that the quality of human capital determines the organization's performance level. However, it is unclear to what extent employee training influences organizational performance, especially in the health sector. On this basis, the study sought to assess the influence of employee training and development on the performance of level four hospitals in Kericho County. Specifically, the study assessed the influence of training methods on the performance of the level four hospital in Kericho County. The study was anchored on Human Capital Theory. The study adopted a descriptive research design and targeted 198 employees drawn from 7 departments of the 4 level four hospitals in Kericho County. The sample size of 132 respondents was determined scientifically using Yamane's (1967) formula, and the respondents were picked randomly from the sample. The study relied on primary and secondary data, where primary data was collected using self-administered structured questionnaires. Data were analyzed using descriptive statistics by means and standard deviation, while inferential statistics was carried out using regression and correlation analysis. The study Findings revealed that training methods had a positive statistical relationship with organization performance at the level four hospital where $\beta = 0.511$, $P < 0.000$. The study recommended that level four hospitals in Kericho County adopt and implement human resource policies that will help them improve the efficiency of employee training to enhance their performance.

Keywords: Employee training, organization development, and training methods

1. Introduction

Globally, organizational growth and development are influenced by several factors, such as human capital, financial resource availability, and the level of technology. Organizational performance is related to how the management uses the resources at its disposal effectively and efficiently to achieve its strategic goals (Butali & Njoroge, 2017). In a rapidly dynamic and competitive environment, organizations strive to have a competitive advantage to remain relevant in the market. This can be achieved through proper planning and developing policies that will enable them to stay competitive.

According to Cherono (2017), organizational performance measures how effectively and efficiently an organization meets its objectives. These measures are indicated by various financial indicators such as sales, market share, profit margins, return on assets, return on equity, and other non-monetary indicators such as the efficiency of employees, employee productivity, quality of service delivery, employee motivation, and satisfaction, among others. The essence of measuring organizational performance is to determine whether the stakeholders are getting value from the investment. Similarly, organizational performance is measured to compare different firms in the same industry or various industries (Asfaw, Argaw & Bayissa, 2015).

The institute of human resource management defines employee development as a systematic and planned modification of behavior through learning activities, programs, and events that result in an individual achieving desired levels of competencies, skills, abilities, and relevant knowledge to carry out their duties diligently (Kinisa & Gipson, 2019). Human capital is an essential resource in an organization that must be valued, nurtured, and retained (Butali & Njoroge, 2017). The organization's failure or success depends on how much the management values and develops its core assets, such as human capital, to remain competitive. Without employees, even the most powerful machinery that requires the least technology cannot function.

Asfaw *et al.* (2015) argue that employee development programs create capacity that enhances or maximizes the organization's performance. According to Asaba (2018), proper human resource management is necessary to fulfill an organization's goals and objectives and act as a means to sustainable, effective production. A study on factors affecting employee performance in Indonesia by Pawirosumarto, Sarjana, and Muchtar (2017) equates employee development to a learning activity or process focused on acquiring a specific set of skills and knowledge to execute a particular job or task.

In examining the determinants of organizational performance, Obedgiu (2017) found out that employees play a vital role in the organization's success. They are considered the organization's major assets, which cannot be underestimated, and therefore, equipping these unique assets through appropriate development techniques becomes necessary to enhance their job performance. It also enables them to take challenges and adapt to the ever-dynamic business environment. A study by Hee and Jing (2018) on the influence of human resource management practices on the organizational performance of manufacturing firms in Malaysia established that the main objective of employee development is to enhance employees' efficiency and effectiveness in executing their duties.

Organizations have several human resources development systems through which employee development takes place. These systems provide a range of opportunities to enable employees to carry out their duties efficiently and effectively, enabling the organization to perform better. Some systems that can be used to develop employees include training and mentorship. Butali and Njoroge (2017) also recommend programs such as job satisfaction, motivation workshops, and seminars as systems that can improve employee performance if well done.

Employee training involves an ongoing process, which is a multi-faceted set of activities that include training activities, mentoring, and employee participation (delegation), which are aimed at bridging the gap between job requirements and employees' acquired skills and ability to carry out specific duties. According to a study by Jehanzeb and Mohanty (2018), the impact of employee development on organizational performance by training enables employees to acquire new perspectives, viewpoints, and technologies. It also helps employees develop new abilities to guide the organization into new expectations by being proactive rather than reactive. Employees can also provide services faster, create better products and be more competitive.

2. Literature Review

2.1. Theoretical Review

The study was anchored on Human Capital Theory. Human capital theory was developed by Becker (2009). According to the theory, organizations' training decisions are usually determined through the lens of human capital theory. That is, an organization will undertake training activities when the present discounted value of the training benefits exceeds the cost of training. Organizations are constantly faced with challenges such as globalization, rapid technological changes, government policies and a knowledge-based economy and need to find new ways to remain competitively advantaged (Kurdi & Alshurideh, 2020). Employees are the most valuable asset for any organization, and they greatly contribute to an organization's performance and competitive advantage over its competitors. Therefore, organizations should invest a lot in their employees through training activities complemented with an appropriate reward system. The objective of training methods is supported by this theory.

2.2. Related Literature Review

Training is one of the essential human resource functions in any organization. It has been recognized and attracted much interest from academic writers (Kinisa, 2019). Training has been defined differently by scholars and human resource experts. According to Momanyi, Adoyo, Mwangi, and Mokuia (2016), training is a systematic, planned process of behavior change through learning activities, events, and programs that aid the learner or participant acquire appropriate skills, knowledge, competencies, and abilities to carry out their duties effectively and efficiently. Makhamara, Waiganjo, and Kwasira (2016) assert that training alters an individual's knowledge, ideas, and beliefs and a person's Behavioural aspect in their relationship with other employees in the workplace.

In an era of rapid environmental change, many organizations have realized that their success or exemplary performance in the dynamic and competitive environment is largely influenced by their employees' skills, knowledge, abilities, and competence. Therefore, organizations allocate resources for continuous investment in employee training to make their organizations perform better and also put it in a good position to adapt to the ever-dynamic changes in innovation and technology, competitive advantage, and efficient organizational change (Mutua, 2017)

Employee Training has many benefits, namely:

- It enhances employee growth and development.
- It enhances positive behavior and attitude in an individual, leading to an improved organization's image and effectiveness.
- It further enhances task execution efficiency, increasing the organization's productivity and profitability.

Secondly, through training, employees' morale is boosted with an increased sense of job satisfaction, which may lead to low labor turnover, absenteeism, and complaints. It also cultivates a sense of job security and widens career progression opportunities. Thirdly, employee training increases the company's competitive advantage in a highly competitive business environment. This is because it can attract people with the right and highly productive skills and constantly empower them to remain more efficient. Finally, costs of production and inherent business risks are managed. This is because trained employees can make well-informed management decisions and better use of business materials to avoid wastage and increase profits (Momanyi *et al.*, 2016).

From the said benefit, training is essential in assisting organizations in achieving their objectives and surviving in a turbulent business environment (Onyango & Wanyoike, 2014). It should be noted that the effects of training on employee performance will neither be instant nor taken for granted. The outcome of any training program depends largely on other factors, such as internal and external factors, such as cultural and societal norms. According to Momanyi *et al.* (2016), proper training needs analysis should be conducted by the respective personnel to establish a particular need that requires to be addressed. The organization should have a clear training policy to guide the training process.

According to a study conducted by Mutua (2017), it was revealed that two training needs initiate training in an organization. These are reactive and proactive needs. The reactive need arises from an urgent or immediate job production shortfall. Management has identified that it is due to established behavioral change and that that change is distinct from other possible causes. In contrast, proactive training needs are associated with an organization's management strategy and human resource programs. It is a future-oriented action necessitated by many reasons, such as expected technical developments and change, organizational development, and personnel replacement actions and activities.

Step two of the training process involves establishing an appropriate training design and program. These entail setting up training objectives and conceptualizing how the training outcomes will be evaluated and put into use at work. Training delivery should follow the training design, which is the implementation stage that involves identifying and using appropriate training methods. There are two training methods. That is on-the-job and off-the-job training. The last step in the training process is evaluation and monitoring to ensure that the training outcome meets the training objectives (Makhamara, Waiganjo & Kwasira, 2016).

All the HRM activities aim to enhance employee performance in their current job through imparting new skills for a new job posting in the future or for general growth for both the employee and the organization to be able to meet the organization's objectives, be it future or current (Angela, 2014). According to Haymanot (2019), there are two training methods that an organization can adopt in training and imparting skills to employees: off-the-job training and on-the-job training methods. On-the-job training is conducted for organizational workers while performing their normal or routine duties at the workplace. Off-the-job training is conducted by taking employees away from their normal workplace; hence, all concentration is given to the training.

Falola et al. (2014) conducted a study on training effectiveness and performance of the banking industry in Nigeria, where respondents were selected through a random sampling technique. The researcher used a sample size of 223 respondents to collect primary data. Data were analyzed descriptively, and the results indicated that cognitive and behavioral training methods improved employees' capability and enhanced employees' knowledge and efficacy for maximum productivity. This leads to employee creativity and innovations for competitive advantage and enhances employee skill development.

Another study by Yebelay (2014) was done on the effect of training and development on employee performance at the Ethiopian Insurance Corporation. The study targeted a population of 113 participants who were selected using a stratified random sampling technique. The sample size was comprised of managerial and non-managerial employees. The findings of this research indicated that employees were not satisfied with the training method selected by the organization. Employees suggested that the selection method was unsystematic and unfair. It was also noted that employees preferred off-the-job training over on-the-job training.

3. Methodology

The study adopted a descriptive research design. This study targeted all the 198 employees working at different departments of the level four hospitals within Kericho County. There are four level four hospitals in Kericho county, Kericho district, Kapkatet, Sigowet, and Londiani hospitals. A stratified Sampling technique was used for the study, where all the departments were considered strata. Yamane's (1967) was used to determine the sample size scientifically. The formula is provided below:

$$n = N / (1 - N(e)^2)$$

Where:

n is the determined sample size,

N is the target population, and

e is the standard error (95% in this case)

Therefore, The Sample size (n) = $198 / 1 - 198(0.05)^2$

Thus, n = 132 respondents

A simple random sampling technique was adopted to select the respondents. The study was quantitative, and therefore, data were obtained using questionnaires. The content and construct validity of the instrument were enhanced through a detailed literature review and consultation with subject experts from the human resource department. The instrument's reliability was measured by subjecting the research instrument to a pilot test using 19 respondents. Data was analyzed descriptively using frequencies, means, and standard deviation and inferentially using Pearson's moment correlation and multiple regression analysis. The following regression model was adopted.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Organizational Performance

X₁ = Training Methods and

β₁ = Regression Coefficient

β₀ = Constraint term

ε = Error term

The coefficient of correlation was used to establish the relationship between variables. Analysis of variance (ANOVA) was used to establish the strength of the relationship between variables.

4. Results and Discussion

4.1. Demographic Information

		Frequency	Percent
Gender	Male	101	53.2
	Female	89	46.8
	Total	190	100.0
Age	Below 24 Years	20	10.5
	25 - 31 Years	44	23.2
	32 - 38 Years	59	31.1
	39 - 45 Years	43	22.6
	Above 46 Years	24	12.6
	Total	190	100.0
Education Level	Certificate	20	10.5
	Diploma	79	41.6
	Degree	60	31.6
	Post Graduate	31	16.3
	Total	190	100.0
Work Experience	Less Than 5 Years	29	15.3
	5-10 Years	29	15.3
	11-15 Years	48	25.3
	16-20 Years	58	30.5
	21 Years and Above	26	13.7
	Total	190	100.0

Table 1: Demographic Information

Table 1 reveals that most of the respondents (59, 31.1%) who participated in the study were 32-38 years old, 44 (23.2%) were between 25-31 years of age, 43(22.6%) were between 39-45 years old, 24 (12.6%) were above 46 years, and 20(10.5%) were below 24 years. On gender, most of the respondents (101, 53.2%) were male, while 89 (46.8%) were female. On the highest level of education, most of the respondents (41.6%) had acquired a diploma certificate as their highest level of education. 60 (31.6%) had obtained a degree as their highest level of education, while 31(16.3%) had a postgraduate qualification, and 20(10.5%) received a certificate. Finally, it indicated that there were 29 (15.3%) respondents with less than 5 years of work experience. 29 (15.3%) of the respondents had 5-10 years of experience, 48 (25.3%) of the respondents had a work experience between 11-15 years, and 58(30.5%) of the respondents had a work experience of 16-20 years.

4.2. Descriptive Statistics

Statement on Training Methods	SA	A	N	D	SD	M	SD
Employees attend seminars as part of their training at the hospital.	132(69.5)	38(20.0)	20(10.5)	-	-	4.58	0.67
Employees attend lecture sessions as part of their training at the hospital.	116(61.1)	58(30.5)	16(8.4)	-	-	4.52	0.65
Job rotation at the hospital enables employees to get more experience in different hospital sections.	108(56.8)	66(34.7)	16(8.4)	-	-	4.48	0.65
Coaching practices done at the hospital have led to improved employee performance.	119(62.6)	63(33.2)	8(4.2)	-	-	4.58	0.57
Job orientation enhances employee performance and productivity at the hospital.	134(70.5)	44(23.2)	12(6.3)	-	-	4.64	0.59

Table 2: Training Methods and Organizational Performance

The findings in table 2 establish that the majority (132), representing 69.5% of the total respondents, strongly agreed that employees attend seminars as part of their training at the hospital. 38(20.0) of the respondents also agreed to

the opinion while 20(10.5) were neutral. This translated to a mean of 4.58 and a standard deviation of 0.67, implying that most employees attended training and seminars. 116(61.1), who were the majority of the respondents, agreed that employees attended lecture sessions as part of their training at the hospital. 58(30.5) agreed to that opinion, while 16(8.4) were neutral, with a mean of 4.52 and a standard deviation of 0.65.

On whether the job rotation at the hospital enabled employees to get more experience in different sections of the hospital, 108(56.8) strongly agreed, 66(34.7) were greedy, and 16(8.4) were neutral, with a mean of 4.48 and a standard deviation of 0.65. The majority (119), representing 62.6% of the total respondents, also strongly agreed that coaching practices done at the hospital have led to improved employee performance. 63(33.2) respondents agreed with the assertion, and 8(4.2) were neutral, with a mean of 4.58 and a standard deviation of 0.57. Finally, 134(70.5) respondents strongly agreed that job orientation enhances employee performance and productivity at the hospital. 44(23.2) respondents agreed and 12(6.3) were neutral. From these findings, it can be concluded that the hospitals used various training methods to enhance their performance. These findings are supported by Falola et al. (2014), who established that training methods improved employees' capability and enhanced employees' knowledge and efficacy for maximum productivity.

Statement on Performance	SA	A	N	D	SD	M	SD
Employees' efficiency and effectiveness have improved as a result of the training received	154(81.1)	36(18.9)	-	-	-	4.81	0.39
Employees' communication skills have improved as a result of the training received	113(59.5)	77(40.5)	-	-	-	4.59	0.49
Employees have attained more skills and can handle unexpected events effectively after training.	113(59.5)	55(28.9)	8(4.2)	-	-	4.62	0.56
The employee's overall performance has improved as a result of the training received	158(83.2)	32(16.8)	-	-	-	4.83	0.37
Employees can deal with new changes in the environment as a result of the training received	143(75.3)	43(22.6)	4(2.1)	-	-	4.73	0.49

Table 3: Organizational Performance

The findings in table 3 reveal that employees' efficiency and effectiveness have improved due to the training they received. This was indicated by 154(81.1) respondents who strongly agreed that employees' efficiency and effectiveness had increased due to training, while 36(18.9) agreed with a mean of 4.81 and a standard deviation of 0.39. The respondents also strongly agreed that employees' communication skills have improved due to the training they received. 113(59.5) of the respondents strongly agreed to the opinion while 77(40.5) agreed with a mean of 4.59. In addition, most respondents (113), representing 59.5% of the total respondents, strongly agreed that employees had attained more skills and could handle unexpected events effectively after training, while 55(28.9) agreed and 8(4.2) were neutral to that opinion. The respondents also agreed that employees' overall performance has improved due to the training received, with 158(83.2) strongly agreeing to that and 32(16.8) agreeing, with a mean of 4.83. Finally, 143(75.3) thought that employees could deal with new changes in the environment due to the training they received. 143(75.3) agreed, and 43(22.6) remained neutral about whether employees could deal with new changes in the environment due to the training received, and 4(2.1) of the respondents disagreed to that statement.

4.3. Inferential Statistics

Training Methods			Performance
Training Methods	Pearson Correlation	1	0.723**
	Sig. (2-tailed)	0.000	0.000
	N	190	190
Performance	Pearson Correlation		1
	Sig. (2-tailed)		
	N		190

Table 4: Correlation Analysis
Source: Research Data (2023)

Table 4 establishes a strong positive significant relationship between Training Methods and organization performance ($r=0.723$; $p<0.05$). Thus, the null hypothesis that training methods have no statistically significant influence on organizational performance was rejected as the relationship between the variables was found to be positive and statistically significant.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.786 ^a	0.618	0.598	0.20500	1.679
a. Predictor: (Constant), Training Methods.					
b. Dependent Variable: Organizational Performance					

Table 5: Regression Model Summary

The findings presented in table 5 establish a correlation coefficient of $R=0.786$, implying that the independent variable is a good predictor of the dependent variable. The coefficient of determination was found to be 0.618 ($R^2 = 0.618$). The coefficient of determination indicates the proportion of variance in the dependent variable, which can be described by the independent variable. In this case, 61.8% of the independent variable understudy contributed to the performance of the hospitals, while 38.2% can be accounted for by other factors not considered in this study.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.028	0.265		15.187	0.000		
	Training Methods,	0.511	0.035	0.431	14.600	0.000	0.718	1.393

Table 6: Regression Coefficients
a. Dependent Variable: Performance

The table 6 reveals that when all factors are held constant, employee training at the level four hospitals in Kericho County was at the intercept of 4.028. A unit increase in training methods, when all other variables are held constant, led to an increase of 0.511 (51%) in the hospitals' performance

5. Conclusion and Recommendation

The study concluded that the performance of level four hospitals was affected by training methods. Therefore, essential training methods such as on-the-job and off-the-job training should be conducted regularly to equip employees with the necessary skills to perform their duties effectively. The study also concluded that the training methods adopted improved employee productivity and thus enhanced the hospitals' overall performance. Therefore, the study recommended that hospitals formulate and implement appropriate training methods that address various environmental challenges due to environmental changes.

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