

Relationship between Training and Employee Performance in the Health Sector in Kenya (A Case Study of Mandera County Referral Hospital)

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Abstract

The purpose of this study was to relationship between training and employee performance at Mandera County Referral Hospital. The main objective of this study was to establish relationship between training and employee performance at Mandera County Referral Hospital. Specifically, the study sought to establish the relationship between training techniques and employee performance, find out the relationship between training needs assessment and employee performance, determine the relationship between training policies and employee performance and examine the relationship between evaluation of training programs and employee performance at Mandera County Referral Hospital. This study adopted a descriptive survey design. The population for this study consisted of the all employee at Mandera County Referral Hospital. This study used both primary and secondary data. Interview schedule and open ended questions in the questionnaire were analyzed using content analysis. The quantitative data collected was analyzed using descriptive statistics, correlations, and linear regression analysis. The study established a positive relationship between evaluation of training programs, training policies, training techniques, training needs assessment and employee performance. However, only training techniques, training needs assessment and evaluation of training programs had significant influence on employee performance. The study concluded that training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It is recommended that the firms should plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace.

Introduction

Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Also position them to take on the challenges of the today's competitive business climate. There is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize her human resources effectively.

Organizations need to be aware of face more realistically towards keeping their human resources up-to-date. In so doing, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market (Houger, 2006). These facts lead to the current study which is focusing on establishing the relationship between training and employee performance at Mandera County Referral Hospital.

Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at a particular job and to void on the job errors and mistaken. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. Armstrong (2008) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. According to Wognum (2001) and Torrington et al. (2005), there are three categories of identifying training and development needs.

Kenney et al (2009) makes a point that companies should have different policies for training depending on the class or level of employment or level of employees to be trained. Training policies are necessary to provide guidelines for those responsible for planning and implementing training, to ensure that a company's training resources are allocated to pre-determined requirements, to provide for equality of opportunity for training throughout the company; and, to inform employees of training and development opportunities. Hamlin (1994) advocated that until control measures are taken to correct any deficiencies after the training, evaluation has not been completed and thereby ineffective. Training generates benefits for the employee knowledge, skills, ability, competencies and behaviour (Benedicta, 2010).

It is obvious that training plays an import role in the development of organization, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that train their employees and those organizations that do not (Becker et al, 2011). Therefore, organizations that are dedicated to generating profits for its owners (Shareholders) and providing quality service for its customers and beneficiaries usually invest in the training of its employees (Dowling et al, 2008).

Kenya, like many other countries in sub-Saharan Africa, has been affected by shortages and a lack of well-trained health workers in the public sector. This has become a major challenge for health service delivery and for achieving the health-related Millennium Development Goals. The public health sector in Kenya provides about half of health care services in the country and thus the workforce need to be well trained and serve appropriately. It is imperative that out-of-country training be restricted to where it is absolutely necessary and that flexible, in-country training programmes be further developed.

Mandera County Referral Hospital is a level 4 hospital situated in Mandera town of Mandera east district. This hospital was opened back in 1971 by the now retired president of the republic of Kenya who was then the vice president of this country. The infrastructure is very poor in that the hospital has no running water, standby generator and all the buildings were dilapidated. Devolution has been a blessing to this marginalized region as county government comes in handy where they revive the hospital to today state. Before devolution the Mandera County referral hospital had a total of eighty employees where nurses account for thirty, five clinical officers and two medical officers. Currently the staffing level has improved with seventy nurses, twenty five clinical officers and eleven medical officers. Though training has been carried out in a number of occasions but its reflection on performance is wanting. Despite this massive recruitment there is also huge turnover. Due to insecurity and also poaching by other counties the hospital is losing experienced and well

trained staffs. This has caused the county to recruit fresh staff that requires training (www.mandera.go.ke).

Statement of the Problem

The health sector in Mandera County before devolution was one of the worst performing in Kenya, with less than 10% staffing level, poor and ill equipment, inadequate drugs among others often resulting to poor health indicators. The success or failure of an organization depends on the quality of human resources (Shora, 2004). Despite the increasing effects on training of organizational employees by organizations for example improved profitability and/or more positive attitudes toward profit orientation, improvement of job knowledge and skills at all levels of the organization, improvement of morale of the workforce and helping the employees identify with organizational goals, there is still limited literature on human resource development issues in developing countries (Debrah & Ofori 2006) and increasing concerns from organizational clients towards low quality services in the health in Kenya and specifically Mandera County Referral Hospital.

It is further worth noting that while much is known about the economics of training and development in the developed world, studies of issues associated with training and development in less-developed countries such as Kenya are rarely found and have not covered the relationship between training and employee performance in a hospital set up. For example Jagero, Komba, and Mlingi (2012) used DHL and FedEx courier companies as their case study; Wachira (2013) Barclays Bank Kenya; Otuko, Chege and Douglas (2013) Mumias Sugar Company Kenya; Neo (2000) East African Breweries Limited.

In all these studies reviewed, the estimation framework does not allow taking time variant and unobserved factors into account. Though their findings might matter in a crucial way since the findings may apply in some situations, it is not clear whether these results would uniformly persist for other countries and sectors as well all classes of employees which present a knowledge gap. This leads to the current study which sought to establish the relationship between training and employee performance in the health sector focusing on Mandera County Referral Hospital.

General Objective of the Study

The general objective of this study was to establish the relationship between training and employee performance at Mandera County Referral Hospital.

Specific Objectives of the Study

Specifically, the study sought to:

- i. Establish the relationship between training techniques and employee performance at Mandera County Referral Hospital.
- ii. Find out the relationship between training needs assessment and employee performance at Mandera County Referral Hospital.
- iii. Determine the relationship between training policies and employee performance at Mandera County Referral Hospital.
- iv. Examine the relationship between evaluation of training programs and employee performance at Mandera County Referral Hospital.

Research Questions

- i. Is there relationship between training techniques and employee performance at Mandera County Referral Hospital?
- ii. Does training needs assessment relate to employee performance at Mandera County Referral Hospital?

- iii. What is the relationship between training policies and employee performance at Mandera County Referral Hospital?
- iv. How does evaluation of training programs relate to employee performance at Mandera County Referral Hospital?

Theoretical Review

The theoretical review relevant to the study is presented in this section. The study reviews Maslow's motivation theory, social learning theory, cognitive learning, human capital theory and classical conditioning.

Maslow's Motivation Theory

Abraham Maslow (1908-1970) propounded the Maslow's Motivation Theory in 1943; he proposed five levels of needs as indicated by Chemins's et al (2000) to include self-actualization, esteem needs, social needs, safety needs and physiological needs. Maslow (1943) argued that some people appear to be content with lower level needs, but only until these are satisfied, they would then strive for the next level. The Maslow Motivation theory is related to the study as working can be seen as a tool that employees can use to satisfy his or her needs. Conversely, employees can use motivation as a useful tool to heighten employee performance (Armstrong & Murlis, 2004). A person's job has a bearing on the choices he or she will have to make regarding, social status, suburb he or she will live in, schools that his or her children will attend, friends he or she will associate with and self – development and learning options.

Performance according to Amos et al (2004) can only be enhanced with increased motivation and morale; thus desire has to be accommodated and facilitated and employee performance is the product of ability multiplied motivation. However, Grobler et al (2006) opined that employee performance is ultimately an individual phenomenon with environmental factors influencing performance primarily through their effect on the individual determinants of performance – ability and motivation. Highly motivated employees created a positive attitude towards learning and development. Armstrong (2001) concurred with Grobler et al (2006) that high commitment means employees will be motivated to hear, understand and respond to management's communication relating to the organization of work.

Therefore, Maslow's Motivation Theory will be important as it assist the learner acquire the behaviour necessary for effective performance. People learn if they accept the need for training and commit to it. If their motivation is weak, for instance if they doubt their ability to learn, no matter how well their training is designed and implemented, its effectiveness will be limited (Bruce, 2003). As supported by Armstrong (2001) that the more highly motivated the trainee, the more quickly and thoroughly a new skill or knowledge is learned. This means training should be based on what the employee desires, such as job promotion and recognition to enhance performance. Maslow's model has had a considerable impact on the study of motivation in general and in particular with regards to employee performance that relates to this research. This theory will be used to enhance objective one which is on training techniques.

Social Learning Theory

Braton et al (2007) explained social learning theory of Bandura which emphasizes the importance of observing and modeling the behaviours, attitudes, and emotional reactions of others, it means that people learn from observing other people. Merriam and Caffarella, (1991) have said that basically the idea of learning by observing produced by behaviourists but the later researcher Albert Bandura looked to interaction and cognitive processes, and noted that observation let people to see the consequences of other's behaviours, resulting that people can gain some idea of what

might flow from acting in one way or the other. In social learning theory, internal cognitive processes are said to have some effect on behavior as examined by (McKenna, 2006) that person's expectations about the outcome of a particular behaviour reflects these effects. To attend, remember and rehearse would be key aspects of observational learning as noted by (Merniam & Caffarella, 1991) and showed the most common examples of social learning situations are television commercials. Like, using a particular hair shampoo will make as popular and win the admiration of attractive people, customers may model the behaviour shown in the commercial and buy the product. Students often learn a great deal simply observing other people.

Learning theories provided some key principles of learning so that implication of these principles in training may provide opportunities of trainees' motivation and facilitating their learning. This section (literature review) provided a solid body of knowledge about how individuals learn the different processes of learning involved and significant factors that affect individual learning. This literature can significantly contribute to the training plans and programs alike. This theory will be important for this study in relation to the relationship between training needs assessment and employee performance.

Cognitive Learning

Mukokoma, (2008) noted that behaviorism cannot easily explain the natural curiosity that individuals have the great desire to learn, to make sense of the environment and to feel competent in activities. Thus cognitive factors have to be taken into account to understand how people learn not only by association rewards but by having knowledge of their results and by receiving feedback. So cognitive learning is about the change in what the learner knows rather than what he/she does.

According to Ormord, (1999) cognitive theory focuses on an observable change in mental knowledge. While Braton et al, (2007) noted that the origins of the cognitive approach to learning can be traced back to research by three prominent European psychologists Max Wertheimer, Wolfgang Kohler and Kurt Lewin, known as the Gestalt theorists, proposing that human consciousness cannot be investigated adequately by unscrambling its component but only by investigating its overall shape or pattern. (McKenna, 2006) identified that insight learning and latent learning are the two components of cognitive learning. Braton et al, (2007) suggested that mental process of (trial and error) gives the insight learning, as individuals evaluate results compare it with logical alternatives and choose option that is likely to aid decision making. To Hartley, (1998) cognitive learning results from inferences expectation and making connections instead of acquiring habits, furthermore learners acquire plans, strategies and their prior knowledge is also important.

Hartley, (1998) identified some principles of learning associated with cognitive psychology like instruction should be well organized and clearly structured, perceptual features of the task and prior knowledge is important, difference between individuals and cognitive feedback about success or failure of task. Ormord (1999) found cognitivism is about the study of how learning occurs from a change in mental state cognitive psychologists contend that learning cannot be described in terms of a change in behaviour learning occurs whether or not there is an observable change in the learner like behaviorists, cognitivists also believe in reinforcing them (cognitivists) reinforce the learner through a process of retrieving existing knowledge, and presentation of new information, throughout learning process the instruction is initiated through a kind of mental stimulation, not behaviour modification. Gagne, Briggs and Wager, (1992) found a number of some educational implications produced by cognitive theory like cognitive process influences learning, as children grow they become capable of increasingly more sophisticated thought, people

organize the things they learn new information is most easily acquired when people can associated it with things they have already learned and people can control their own learning. This theory will be important in reviewing the relationship between training policies and employee performance.

Human Capital Theory

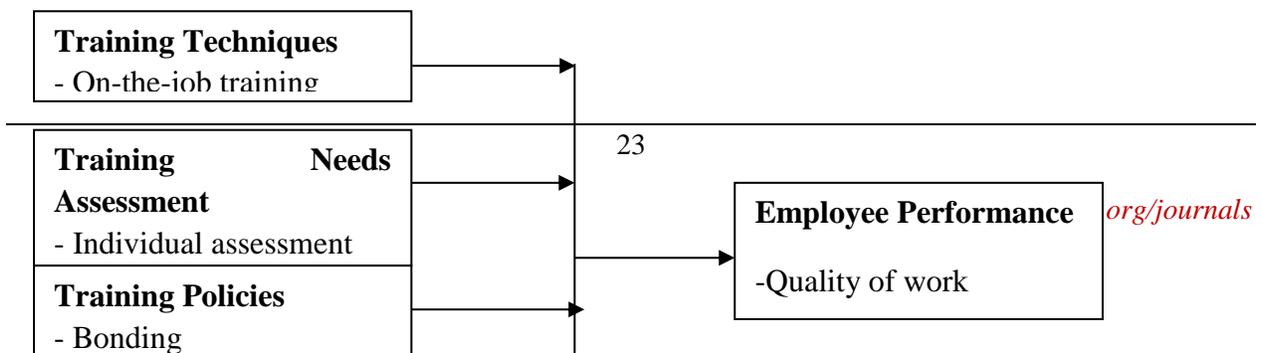
Human Capital theory was proposed by Schultz (1961) and developed extensively by Becker (1964) who classified expenditures on human capital as investment rather than consumption. Human capital can be defined as knowledge, skills, attitudes, aptitudes, and other acquired traits contributing to production. Human capital theory suggests that education or training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings (Becker, 1964). In Becker's view, human capital is similar to physical means of production for example factories and machines: one can invest in human capital (via education, training) and one's outputs depend partly on the rate of return on the human capital one owns. Thus, human capital is a means of production, into which additional investment yields additional output. Human capital is substitutable, but not transferable like land, labor, or fixed capital. This theory will seek to establish the relationship between training and employee performance.

Classical Conditioning

Ivan Pavlov the famous Russian psychologist discovered the relationship between the stimulus and response (Hill, 1985). Pavlov investigated the tendency in response to stimulus, called reflex action (McKenna, 2006). He further discovered, that this response could be strengthened (Mullins, 2005) if the stimulus is constantly repeated with the response and would diminish to extinction level without repeated connection. Braton et al, (2007) asserts that Ivan Pavlov is often referred to as the father of behaviourism, Pavlov held that all kind of learning could be explained by the phenomenon of classical conditioning. For Pavlov learning is a long chain of conditioned reflexes relating these experiments to behaviours at work, like when body responds more quickly than mind, initial panic reaction to a situation without realizing. Hill, (1985) found that classical conditioning works with the advertising , like many beers ads prominently feature attractive young women wearing bikinis, the young women (unconditioned stimulus) naturally elicit a favorable mildly aroused feeling (unconditioned response)in most men. Perhaps the strongest application of classical conditioning involves emotion (Hill, 1985). Experience and research both confirms that human emotion conditions very rapidly and easily, particularly when the emotion is intensely felt or negative in direction, it will condition quickly (Mullins, 2005). This theory will enable the study in reviewing the relationship between evaluation of training programs and employee performance.

Conceptual Framework

A conceptual framework is defined by Serakan (2003) as a logically developed network of interrelationships among variables deemed to be the integral part of the dynamics of the situation being investigated. This section gives a presentation of the independent variables and their relationship with the dependent variable. The independent variables of this study include training techniques, training needs assessment, training policies and evaluation of training programs whereas the dependent variable will be employee performance. The study was also guided by the intervening variables such as political factors and financial availability.



Research Methodology

This study adopted a descriptive survey design. The main reason for the use of a descriptive survey design was to provide as much information on the entire population under study in relation to the relationship between training and employee performance at Mandera County Referral Hospital. This provided some data of the population and they may support inferences of cause and effect on the topic under study. It involved an extensive study of the particular respondents under investigation.

A population is generally defined as a large collection of individuals or objects that is the main focus of a scientific query. The population for this study consisted of 155 employees at Mandera County Referral Hospital.

A proportionate sample size of 50 respondents which was 32% of the population was selected using simple stratified random sampling technique from the identified target population.

This study used the questionnaire as the main data collection instrument. Questionnaire was used since it allowed collection of large amounts of information from a large number of people in a short period of time and was a relatively cost effective way. The questionnaire were also considered in this study because they are relatively easy to analyze and were simple to administer and the format was familiar to most respondents.

The questionnaire had questions on the objectives of the study so as to gather as much information as possible. Interview schedule which was administered to the hospital managing director and the human resource manager was also used. Structured interview was used so as to guide the researcher on the flow of questions to ask and in turn enable collection of more information on the study variables.

The data analysis for the research included both qualitative and quantitative techniques. The qualitative data were summarized and categorized according to common themes and were presented using frequency distribution tables and figures. Content analysis was used to analyze the responses on open ended questions in the questionnaire and interview schedules. Content analysis involved listing the responses obtained in a systematic manner. The quantitative data collected was analyzed using descriptive statistics, correlations, and linear regression analysis. This was achieved through the use of SPSS software package. The output was presented in form of tables and figures. Regression analysis resulted in a prediction equation that describes the relationship between the dependent variable and independent variables. The t-test was used to test the significance of the difference in pre and post employee performance. These tests was conducted at 95% level of confidence ($\alpha=0.05$).

Correlation Analysis

Correlation analysis was used to determine the nature of the relationship between study variables.

		Y	X ₁	X ₂	X ₃	X ₄
Training Techniques	Pearson					
	Correlation	.669**	1			
	Sig. (2-tailed)	0.000				

		Y	X ₁	X ₂	X ₃	X ₄
Training Needs Assessment	Pearson Correlation	.752**	.217*	1		
	Sig. (2-tailed)	0.000	0.010			
Training Policies	Pearson Correlation	0.255	0.079	.405**	1	
	Sig. (2-tailed)	0.099	0.614	0.007		
Evaluation of Training Programs	Pearson Correlation	.618**	.362*	.410**	0.29	1
	Sig. (2-tailed)	0.000	0.009	0.006	0.06	
N		43	43	43	43	43

Y=Employee Performance, X₁=Training Techniques, X₂=Training Needs Assessment, X₃=Training Policies and X₄=Evaluation of Training Programs

The study sought to determine the effect of training technique on employee performance. The findings indicated presented in Table 4.8 that training techniques had a Pearson Correlation of 0.669 and a p value of 0.000. The positive coefficient indicates training techniques had positive effect on employee performance. The positive relationship was significant, p-value=000<0.05. Thus, training techniques have positive effect on employee performance. The findings supported the existing empirical evidence. In a study carried out by Bonnet and Thomas (1997) found that employee training involves teaching employees skills that can help them become more efficient and productive workers. Armstrong (2000) found that trained employees often worked better as teams because everyone was aware of the expectations and can achieve them together smoothly. In their study Bowra et al. (2011) has found successful organizations tend to progressively know that there are volumes of factors which contribute to performance of organization but human resource and training technique is definitely the most essential one.

The study also sought to determine the effect of training needs assessment on employee performance. The study obtained a Pearson correlation of 0.752 and a p value of 0.000. Therefore, training need assessment has positive, strong relationship with employee performance. The p-value<0.05 indicates that training need assessment positively affects employee performance. Singh and Madhumita (2012) believe that training needs assessment is important mean to improve the employees' productivity which ultimately affects the organization performance and effectiveness. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. Okanya (2008) says that training needs assessment directly influences on the HR outcomes (employee performance) and puts indirect effect on the organization performance that is mediated with employee performance.

The study also sought to determine the effect of training policies on employee performance. Training Policies had a Pearson Correlation of 0.255 and a p value of 0.099. This mean that training policies had a weak positive relationship on employee performance. The p-value=0.099>0.05 implied that the positive relationship was not significant on employee performance.

The findings compared to those McGovern et al (2001) who found that 77% of executives reported improved working relationships with their direct reports. A number of factors are required for training programs to be effective. According to the Kulik and Bainbridge study (2004) explored the shift of responsibility between HR managers and line managers for various people management functions, including training. It found that HR managers were more optimistic than line managers

about the benefits of line manager involvement for the organization in terms of higher employee satisfaction and organizational performance.

The study also sought to determine the effect of evaluation of training programs on employee performance. The findings indicated that evaluation of training programs had a Pearson Correlation of 0.618 and a p value of 0.00. This indicates that evaluation of program had a strong relationship with employee performance. The p-value of $0.00 < 0.05$ indicates that evaluation of training programs significantly affected employee performance.

According Kenney (2002), there is the need to also consider the costs and benefits of the training program. This will help the organization know whether there has been effectiveness in terms of profits. Evaluation should take place before, during and after the training programs. Hamlin (2001) found that until control measures are taken to correct any deficiencies after the training, evaluation has not been completed and thereby ineffective. Evaluation is an integral feature of training, but it could be difficult because it is often hard to set measurable objectives. Training evaluation should result in: determining the effectiveness of the training program, deciding whether to change, stop or expand the program, how to improve the program for future delivery.

Notably, for this study, there was no very high correlation between the study independent variables. This meant that there was no multicollinearity problem. Consequently, the variables were fit and hence used for regression analysis.

Regression Analysis

Multiple regression analysis was done on the dependent and independent variables to determine the effect of employee training on employee performance. The findings are presented in Table 4.9.

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.766a	0.587	0.543	0.5106

a. Predictors: (Constant), Evaluation of Training Programs, Training Policies, Training Techniques , Training Needs Assessment

The study obtained a coefficient of correlation of 0.587. Thus, there is a positive relationship between independent variables (evaluation of training programs, training policies, training techniques, training needs assessment) and the dependent variable (employee performance). The coefficient of determination of 0.543 indicates that the independent variables can explain up to 54.3% of changes in the employee performance at the organization. Hence only 45.7% of the changes in the employee performance is explained by factors not covered by the study.

The study findings compared to those of Olaniyan and Lucas (2008) who found that training enhances the employees' capacity to contribute the optimal performance of the organization. Muzffer *et al.*, (2012) also found that trained employee is an important asset for the organization. Trained employee achieved the long term goals which are valuable for the organization success. The analysis of variance results are shown below.

Model Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	14.061	4	3.515	13.484	.000a
Residual	9.907	38	0.261		
Total	23.969	42			

a. Predictors: (Constant), Evaluation of Training Programs, Training Policies, Training Techniques , Training Needs Assessment

b. Dependent Variable: Employee Performance

The study obtained a p-value of $0.000 < 0.05$. This therefore indicates that the model developed by the study is significant at 95% and 99% confidence level since the p-value of 0.0000 is less than 0.05 and 0.01. This means that the effect of independent variables on the model has significant effect on the dependent variables.

The model coefficients obtained for the study are as shown below.

Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.172	0.403		2.905	0.006
Training Techniques	0.091	0.162	0.118	0.564	0.576
Training Needs Assessment	0.58	0.248	0.554	2.337	0.025
Training Policies	-0.017	0.087	-0.025	-0.191	0.85
Evaluation of Training Programs	0.132	0.126	0.157	1.047	0.302

a. Dependent Variable: Employee Performance

Training techniques had a coefficient of 0.091, training needs assessment had a coefficient of 0.58, training policies had a coefficient of -0.017, and evaluation of training programs had a coefficient of 0.132. The positive coefficients of training Techniques, Training Assessment and Evaluation of Training Programs shows an increase in these variables will result in improved employee performance. While an increase in the training policies will result in reduced employee performance. All the models except the training policies are significant at 95% since their p-values are less than 0.05. The predictive model developed by the study is $Y = 1.172 + 0.091X_1 + 0.58X_2 - 0.017X_3 + 0.132X_4$; Where Y is the employee performance and X is a set of independent variables for research variables which include the training techniques (X_1), training needs assessment (X_2), training policies (X_3) and evaluation of training programs (X_4).

Conclusion

The main objective of every training session is to add value to the performance of the employees, hence all type of businesses design training and development programs of their employees as a continuous activity. The study aimed at establishing how training impacted on the employee performance at Mandera County Referral Hospital. The study found out that various training techniques are available at the organization, however their extents of adoption varied. The study concludes that an increase in Training Techniques, Training Assessment and Evaluation of Training Programs will result in improved employee performance. While an increase in the training policies will result in reduced employee performance. On the relationship that exists between the variables, the study established a positive relationship between independent variables (evaluation of training programs, training policies, training techniques, training needs assessment) and the dependent variable (employee performance). The study thus concludes that concludes training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area.

Policy Recommendations

Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, the study recommends that the firms should plan for such a training programs for its employees to enhance

their abilities and competencies that are needed at the workplace. As such the training programs being put in place should be employee oriented based on the particular needs required. This will enable the employees to be equipped by new skills but also improve the already existing ones. The study recommends that the management conducts an evaluation of the current training schemes they have put in place. This will enable them to determine their effectiveness in motivating employees and improving their output. Also, it is recommended that the organizations should enhance their employees' performance strategies through the integration of the various parameters in the organizations. This includes; providing a safe and healthy working environment, enhanced relations, good working environments, and putting in place a proper organizational culture

Suggestions for Further Research

This study has examined how training influences performance at Manderu County Referral Hospital. To enable complete generalization of the findings a similar study should be carried out in other organizations to find out whether there is similarity in the training programs being given. The study used a sample size of 50 and thus the study suggests that for other studies dealing with factors that influence employee performance, a larger sample size should be used so as to obtain more detailed information.

The study concentrated mainly on how training impacts on employee performance without investigating other factors that undermine how employees perform. As such, further study should be conducted so as to determine the overall employee performance concept in organizations taking into consideration any shortcomings and ways to overcome them. This will enable comprehensive determination of the phenomenon of employee performance. Further studies should also include quasi-experimental studies in order to advance theoretical understanding of the factors influencing employee performance in Kenya's organizations.

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