

**EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE
PERFORMANCE AT KAKAMEGA COUNTY GENERAL
HOSPITAL, KENYA**

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DECLARATION

This research project report is my original work and has not been submitted in any other University or Institution of Learning.

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D61/82311/2015

This research Project report has been submitted with my approval as the University Supervisor.

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I thank the Almighty God for giving me strength and making it possible for me to undertake this research work.

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DEDICATION

This work is dedicated to my parents who have laid a solid foundation of my education and their tireless efforts in seeing me through with love and support throughout the period of study.

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ABSTRACT

Training and development of employees is becoming an optimal solution to complex business challenges, and the management of human resources is taking central role in modern management. Through the process of employee training and development, the management of human resources provides constant knowledge innovation, creates conditions for mutual knowledge and experience exchange and proactive behavior, in this way contributing to competitive advantage and satisfaction of all participants in business procedures. This study was guided by one research objective which was to find out the effect of training and development on employee performance among employees at the County General hospital, Kakamega. The study sampled 93 of the employees of the targeted population of 1250 employees. Data was collected from 62 employees constituting 66.7% of the targeted employees. A cross sectional descriptive survey was used as a research design. The population of study was 93 employees currently employed at the county General hospital. Simple stratified random and convenience sampling was used to collect the data from the different employees. Data was collected using a semi structured questionnaires and was analyzed using percentages and frequencies. Pearson Product Moment Correlation Coefficient was used for correlation analysis while simple linear regression model was used for regression. Findings of the study revealed most employees had undergone training at least once in a year since they joined the institution. This has been seen to improve the individual's job performance. Most respondents agreed that training has improved performance, job integrity and loyalty not forgetting the improved communication as a result of training. The ability of an employee to feel part of an institution has been through empowering that come in the form of training and development. Indeed training and development has always brought positive impact on job performance. This is evident on the 85.5% of the respondents who agree that their performance has been a result of training and development. Many people and employees when inducted not only gain hands on experience but also gain control of their destiny and performance in their places of work. The study found out that training and development positively and significantly relate to employees performance. Through training and development, people are able to adapt to changes in their areas of work. Individuals gain skill and confidence to tackle unexpected events. This plays a major role in building morale and productivity of any institution. Confidence expands an individuals' ability to handle even bigger issues and problems from any angle with a view to provide solution. The health sector especially in Kenya rural needs broad minds. This is as a result of the vast demographical and geographical distribution of the country. Man power in the sector has always been on the low with patients being on the receiving ends since time memorial. It is from these calumnious situations that require staff from the health sector to be equipped with banquet of knowledge. The study also sought the areas requiring specialized trainings. Most of them cover sections of emerging trends in the health sector. From areas of bio safety to areas of technology, from areas data management to administrative areas. Induction training was largely suggested by the respondents and apart from the specialized trainings; employees need to be inducted once employed before they can delve in service delivery.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

In today's competitive world, enterprises must continually improve the quality of their products and services to stay ahead of the competition. According to Kennel (2009), organizations' have to obtain and utilize their resources effectively. It's therefore in every organization's interest to enhance the Job performance of the employees by implementing training and development as one of the major steps to boost on productivity. McLagan (1989), points out that training and development is an important element in human resource development for improvement of performance and organizational effectiveness. McLagan adds that training and development is a widespread aspect required to acquire most output from the human assets as it is used to improve or increase activity associated with overall performance necessities of the personnel and the business enterprise as a whole.

This study was be anchored on reinforcement theory developed by Skinner, (1938) which emphasizes that human beings are stimulated to perform or keep away from positive behaviors because of consequences that have resulted from such behaviors. The reinforcement points out that those human beings are inspired to perform or avoid certain behaviors due to the sort of reinforcement which have resulted from the ones behaviors. From a training angle, reinforcement theory indicates that for new comers to gather know-how, trade conduct, or alter capabilities, the instructor desires to perceive what effects the learner finds maximum and bad. Trainers then need to link these results to inexperienced persons obtaining know-how and capabilities. The study was also anchored on social learning theory developed by Bandura (1977) and emphasized that

people learn by means of observing, imitation and modeling different people (models) whom they believe are credible and knowledgeable while Human capital theory developed by Becker (1993) points out training and development as a worthwhile investment to employees.

Kakamega County General Hospital previously known as provincial General hospital (PGH) is a Government health facility located in Kakamega County with a bed capacity of 448 bed and 80 cots and 1250 health workers. The services offered at Kakamega Provincial General Hospital (PGH) in Kenya include Maternal services, Laboratory services ,Pharmacy services, X-ray services, Dentistry services, Palliative care services, Comprehensive care center (CCC) services for management of people living with HIVAIDS and out-patient curatives services like immunization for under five years children, Family planning, and HIVAIDS guiding and counseling.

1.1.1 Training and development

(Dennis and Griffin, 2007),points out that Training and Development is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. According to these authors, Training and development is a function concerned with making improvement to the overall performance of individuals and corporations in organizational settings. It's thus defined as an educational procedure which includes the sharpening of competencies, standards, converting of mind-set and gaining greater know-how to enhance the performance of personnel.

According to Dessler (2004), training refers to the techniques used to present new personnel with the capabilities they want to perform their jobs while development implies

those gaining knowledge of possibilities designed to help employees to grow or for their future growth. Development offers the overall knowledge and attitudes, which will be helpful to employers in higher positions. The keynote for effective training and development is having a strategy, Torrington (2008).

1.1.2 Employee Performance

The quality and efficiency of employees and their development through training are key factors in determining long-term profitability and continuity in performance of organizations. According to Huselid (2009) retention of quality employees requires investment in the development of their skills, knowledge and abilities. Afghan (2012), points out that performance is the fulfillment of specific duties or assignment measured against predetermined requirements of accuracy, completeness and cost or the accomplishment of precise task measured towards predetermined or diagnosed standards of accuracy, completeness and price . In an employment contract, performance is deemed to be the success of a task stipulated within the contract. Efficiency and effectiveness are additives of performance as measured with the aid of the standards set by any organization. Employee performance according to service delivery is related to quality of output, timeliness of output, consistency on the activity, performance of the completed and effectiveness of work finished as depicted within the phrases of (Mathis & Jackson 2009). The general view is that employee's performance is motivated by elements such as salaries, profits, motivation, training and development employed by the employer as well as working conditions, Obisi (2011).

When measuring performance a number of measures are taken into consideration and they include using productivity, efficiency, effectiveness, quality and profitability,

Ahuja, (2012). It is a responsibility of managers to ensure organizations achieve desired performance levels.

Thus, managers have to set desired levels of performance at any given time. Organizations ensure their employees contribute to production of high quality goods and services by the process of employee performance. Performance management is a process that consolidates goal setting, performance appraisal and improvement aimed at making certain that the employees' performance is assisting the business enterprise's strategic goals, Dressler (2008). It includes all practices through which the supervisor unites employees' desires and obligations, develops employee abilities, evaluates and rewards the person's attempt in the framework that worker's performance must be contributing to achieving corporation's goals. There are distinct methods for measuring performance, for instance ranking personnel, rating their work behaviors, rating quantity to which employees have ideal traits believed to be necessary for activity achievement like leadership, and without delay measuring the consequences of labor performance e.g. productivity.

1.1.3 County General Hospital

Kakamega County General Hospital previously known as provincial General hospital (PGH) is a Government health facility located in Lurambi Constituency in Kakamega County. It has a bed capacity of 448 bed with 80 cots and 1250 employees. Kakamega provincial hospital in Kenya is among the approved hospitals for practice of students pursuing medical courses in Kenya, and also the internship of medical students in Kenya who graduate from their respective courses. The services offered at Kakamega Provincial General Hospital (PGH) in Kenya include Maternal services, Laboratory

services,Pharmacy services,Xray services,Dentistry services,Palliative care services,comprehensive care center (CCC) services for management of people living with HIVAIDS and out-patient curatives services like immunization for under five years children, family planning, and HIVAIDS guiding and counseling.

1.2 Research problem

Training and development leads to improved performance for employees as well as organizational performance. Sloman (2012) agrees that training and performance increases performance due to the fact that it's a process that is carried out in a systematic way geared toward improving personnel' competencies by imparting them with relevant skills and knowledge required to perform both current jobs and for their future growth. This allows an organization to take advantage over its competitors as its people are ready to respond to new environmental changes. However study by Hameed (2011) on employee training and development and its impact on performance in Nigeria found out that training and development if not well implemented leads to poor performance.

The County General Hospital acknowledges the significance of training and development and as a result human resource development Unit had been charged with the obligation of allowing training and development of employees in a way to increasing access and first-rate of health care services within the health institution. That is accomplished in recognition that the surrounding is continuously changing and its personnel needs relevant and non-stop updates. Despite several trainings and development conducted in the County General Hospital there is no justification that indeed all conducted training and development has impacted positively on performance.

Prior empirical studies both globally, regionally and locally have been done on training and development and performance. Sultana et al. (2012) studied the training practices which were taking place in Pakistan's telecommunication zone and indicated that extended effectiveness of employee's performance results in increased organization's effectiveness. Fakhar et al. (2011) also performed studies on effect of training and development on employee performance in context of Pearl Continental lodge, India. The outcome of the study revealed that training and development has a greater impact on overall performance.

Furthermore Guest (2010) in his study titled usefulness of training practices on workforce's knowledge in S.A found out that it impacts on, functionality and competencies positively and in the end results are better on employee performance and advanced organizational performance. On the other hand Hameed (2011) in Nigeria wrote a research comparing the theoretical framework and models which might be connected with the development of employee and the effect of these on the performance of employee. The author indicated that though much is invested in many trainings to employees, suitability of such trainings is often neglected thus its impact on performance is not 100%.

Obisi (2011) investigated the impact of employee training and development in Nigeria and observed that training and development adds value to overall performance of employee's right from obligations assigned to them. Gakuru (2006) in Kenya in her study of the Relationship between training practices and Performance depicts training as an investment in human resource that plays a vital role in securing the goals of organizations. Kamau (2011), in his study titled training and development practices for

Diplomatic workers in the ministry of foreign affairs stresses that there is need to link strategic plan to training and development procedure, carrying out training and needs assessment in the ministry, implementation and evaluating the effectiveness of the whole exercise.

Empirical studies reviewed cited gaps based on conceptualization, methodology/Target population, and context respectively. One study by Sultana et al. (2012) who studied on the training practices which were taking place in Pakistan's telecommunication zone focused on Training and performance thus their findings cannot be generalized as this study will focus on effects of Training and Development on employee performance. Another study by Fakhar et al. (2011) also on the effect of training and development on employee overall performance in context of Pearl Continental lodge, India was conducted in different contexts under different situations or circumstances while this study will be conducted at the County General Hospital, Kakamega Kenya. Consequently a study by Kamau (2011), in his study titled training and development practices for Diplomatic workers in the ministry of foreign affairs utilized a different methodology/Target population, this study will utilize health workers as target population. In abide to address the gaps this study sought to answer the Question, What is the effect of Training and Development on Performance of employees at the Kakamega County General Hospital, Kenya?

1.3 Research Objectives

The objective of this study was to assess the effect of training and development on employee performance at the Kakamega County General Hospital, Kenya

1.4 Value of the study

This study will be of great value to County General Hospital especially Human resource training unit as it will give insight as to whether employee training and development adds on employee performance and thus enable the organization to take necessary action for improvement of overall organizational performance. The results will help them to know if any improvements can be employed in order to give its employees the right skills needed for their job. The study will also give employees at county General hospital a chance to give suggestions on the kind of training and development plans that they would desire the employer to implement such that they may be well equipped in terms of skills and knowledge which in the long run will be of benefit to the organization once these ideas are put into action.

Policy makers in the ministry of health will be informed on the impact of training and development on the employee' performance based on the findings of this study and thus incorporate these findings into the organization's training plan and policies in order to administer success of the organization. Scholars and researchers will also benefit from findings of the study as it will offer them a point of reference in their work. The studies will also give those who will undertake similar studies an opportunity to build on its literature and also to work on different variables at county General hospital

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviewed theoretical literature on the effect of training and development practices on performance of employees at the County General Hospital. It also discussed the theoretical purpose of the problem to be studied in addition to studies already done and the way the findings relate to the problem to hand.

2.2 Theoretical framework

This study was anchored on the following theories; Reinforcement theory, Social learning theory and Human Capital theory

2.2.1 Reinforcement theory

It was developed by Skinner (1938) and emphasized that human beings are stimulated to perform or keep away from positive or negative behaviors because of consequences that have resulted from the behaviors. It emphasizes that human beings are inspired to perform or avoid certain behaviors due to the sort of reinforcement which have resulted from one's behaviors. From a training angle, reinforcement concept indicates that for newcomers to gather know-how, trade conduct, or alter capabilities, the instructor desires to perceive what effects the learner finds good and bad. Trainers then need to link these results to inexperienced persons obtaining know-how, capabilities. Reinforcement concept permits gaining knowledge to grow or greater to perform activity.

2. 2.2 Social learning theory

It was developed by Bandura (1977) and emphasizes that people learn by means of observing, imitation and modeling different people (models) whom they believe are

credible and knowledgeable. Consequently top leaders act as models in the course of mentorship and job instruction to other people. According to social theory, gaining knowledge of new abilities or behaviors is well done by way of looking at others and seeing the consequences in their behavior in addition to learning is inspired through someone's self-efficacy, someone's judgment about whether he or she can effectively learn expertise and skills. Modeling includes having employees who already have mastered to perform a task/job to display them to trainees. The model identified must be credible.

2.2.3 Human Capital theory

It was developed by Becker (1993) provided the basis for the perspective that training and development is a worthwhile investment. The emphasis of human capital theory is how training and development influences on efficiency and productivity of workers through growing level of cognitive inventory of economically productive human functionality (Olaniyan and Okemakinde, 2008). Human capital theory shows that individuals and the whole society gain economic benefits from investments in people (Sweetland, 2007). Investing in human capital, just like investing on physical capital is vital in adding to productivity of individuals in terms of labor. This develops the labor force both qualitatively and quantitatively, mainly because a qualified labor force increases productivity and brings investments to entrepreneurship. Becker, (1993) recognized that education and training are the most important components of human capital investment and that the income of a better educated and trained person is normally higher than the average wage rate.

2.3 Training and Development on performance

According to Ellis (2008), training and development complements worker skill of the activity undertaken and additionally motivates employees as it offers self-confidence to employees at the duties undertaken. Managers have a crucial function to play in making sure that the organization develops in a manner that offers a conducive environment in which continuous development is actively endorsed. He adds that Training and development allows an opportunity for employers to recognize their potential and that of their teams and increase stronger relationships as well as creating a high possibility to make expand the knowledge base of all employees, makes the fee and time a worthwhile investment, (Kraiger 2009).

Adeniyi (2010) points out that training and development not only improves performance but also improves one's behavior. Individuals effectively mature regarding their capacities and thus Performance and effectiveness of medical experts is boosted more through applicable training and development which in turn complements long-term profitability and sustainability in overall performance of agencies. Retention of satisfactory personnel calls for investment inside the improvement of their skills, information and competencies. The cause of doing this is to comprehend character and ultimately organizational productivity. Worker training and development performs an important function in improving performance and growing productivity (Ryan, 2011). This leads to companies gaining superiority in standing out amidst environmental pressures. Whilst a business enterprise invests cash in developing employees they get excessive worth and also feel extra loyal to the employer.

This in turn offers personnel more willingness to working tougher and longer to make sure there is exemplary performance and that the agency becomes a fulfillment. Armstrong (2012) states out that effectiveness in training and development minimizes on wastages, improves character, and enterprise's overall performance in output, quality, pace and productivity, improves operational flexibility as it adds to variety of skills that personnel have, attracts high satisfactory personnel through imparting them with knowledge of and increasing personnel competence which enables them have more task delight to gain higher rewards and progress inside the business enterprise. Dabale, et al (2014), points out that training and development is an important contributor in enhancing the employees' overall performance.

A well designed and implemented education and development software can assist employees to build confidence and feel more empowered. Training and development for that reason, improves the talent level of the personnel which in turn improves the overall performance of the employees. Employees are not able to perform better in the event that they lack the essential know-how and talents required to perform a certain task. Brown (2011), indicates that training and development facilitates the personnel in gaining the proper set of capabilities and competencies to perform better and for that reason improve their performance. This implies that terrible performance of the employees takes place when workers are not sure of what, when and how they are expected to do a particular venture. Thus training and development will facilitate the remedy of these performance problems by means of explaining the information of the activity and equipping the employees with the essential competencies to perform appropriately.

A number of empirical studies have been done globally, regionally and locally. For instance Sultana et al. (2012) studied the training practices which were taking place in Pakistan's telecommunication zone and indicated that extended effectiveness of employee's performance results in increased organization's effectiveness. Fakhar et al. (2011) also performed a studies on effect of training and development on employee overall performance in context of Pearl Continental lodge, India. The outcome of the study revealed that training and development has a greater impact on overall performance.

Furthermore Guest (2010) is his study titled usefulness of training practices on workforce's knowledge in S.A found out that it impacts on, functionality and competencies positively and in the end results are better on employee performance and advanced organizational performance. On the other hand Hameed (2011) in Nigeria wrote a research comparing the theoretical framework and models which might be connected with the development of employee and the effect of these on the performance of employee. The author indicated that though much is invested in many trainings to employees, suitability of such trainings is often neglected thus its impact on performance is not 100%.

Wanyama (2010) conducted a study on the relationship between capacity building and employee productivity on performance of commercial banks and concluded that indeed both the elements of capacity building and employee productivity have a positive correlation to organizational performance. Also, Musili (2010) studied the perceived effectiveness of training and development on employee performance among in-flight attendants in Kenya airways and her findings revealed that training and development was

perceived by the in-flight attendants as key to their performance. A study on training and development practices applied by international NGOs operating in Nairobi conducted by Owino (2006) points out that training and development of employees is necessary to prepare employees on how to manage changes. Kamau (2011), in a study on training and development practices for Diplomatic staff in the ministry of foreign affairs found out that there is need to link the public service strategic plan to training and development process, conducting training and needs assessment in the ministry, implementation and evaluating the effectiveness of the training process in the embassies/high commissions.

2.4 Summary of literature and knowledge Gap

Empirical studies reviewed cited gaps based on conceptualization, methodology/Target population, and context respectively. One study by Sultana et al. (2012) who studied on the training practices which were taking place in Pakistan's telecommunication zone focused on Training and performance thus their findings cannot be generalized as this study will focus on effects of Training and Development on employee performance. Another study by Fakhar et al. (2011) also on the effect of training and development on employee overall performance in context of Pearl Continental lodge, India was conducted in different contexts under different situations or circumstances while this study will be conducted at the County General Hospital, Kakamega Kenya. Consequently a study by Kamau (2011), in his study titled training and development practices for Diplomatic workers in the ministry of foreign affairs utilized a different methodology/Target population, this study utilized health workers as target population.

2.5 Conceptual Framework for training, development and performance

Considering the concepts of training, development and performance, it is possible to develop a concept for the study that summarizes the nature of training, training and development process, training and development techniques and their subsequent influence on performance. This conceptual frame work is shown in figure 2.5 below. It captures the training techniques as orientation and coaching while development techniques are captured as workshops, seminars and conferences with lectures. Goal orientation, job satisfaction, carrier orientation, innovation and knowledge in this framework have been given as performance variables.

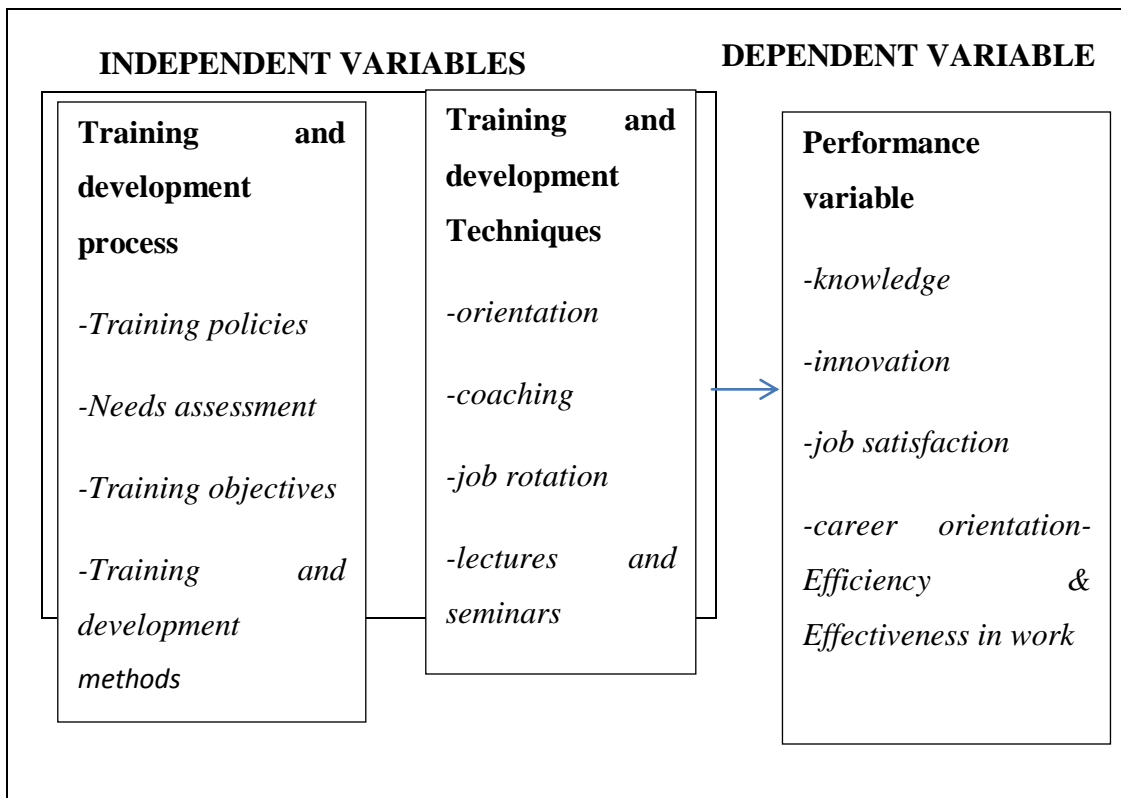


Figure 2.1: Conceptual framework

Source: Researcher Conceptualization (2017)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which includes the research design, population of study, sampling design, data collection, data analysis and presentation.

3.2 Research Design

This study adopted cross –sectional descriptive survey design. A cross sectional descriptive survey is a research procedure for collecting a large amount of raw data about a population from different groups at one point in time, Hair et al,(2000). The choice of the design for this study is to give unbiased representation of the population. The purpose of this survey was to gather detailed information in order to provide an insight on the effect of training and development on employee performance at the Kakamega County General Hospital. The researcher finds the study design convenient because it allows the use of both qualitative and quantitative data collection instruments in a study.

3.3 Population of the Study

According to Creswell (2009), Population is the total collection of elements about which we wish to make inferences .Target population is that population to which the researcher wants to generalize the results of the study. This study targets health workers of the county General Hospital. The targeted populations was therefore 1250 employees.

3.4 Sampling Design

The study used stratified sampling technique to sample the employees of County General Hospital who formed the targets of the study while convenience sampling was used to obtain the sample units for each. Stratified sampling has the characteristic of providing different members/heterogenous groups of the target population with different

features for a chance of being included in the study while at the same time keeping the size manageable. Stratified sampling has more even spread over the entire population, it is easier, inexpensive and is convenient to use over large populations Kothari(2004). The departments for various cadres of employees will form the strata then and Convenience sampling (also known as accidental sampling, or opportunity sampling) a type of non-probability sampling was used to sample the population or subjects that are conveniently accessible and close or available to the researcher. In addition, this type of sampling method does not require that a simple random sample is generated, since the only criterion is whether the participants agree to participate. In convenience sampling no inclusion criteria to be identified prior to the selection of subjects. This method can be applied in order to gain initial primary data regarding specific issues such as perception or collecting opinions of the effect training and development on employee performance.

3.5 Sample Size

The study adopted the stratified sampling technique for the 1250 health workers . stratified random sampling has the characteristic of providing each member of the target population an equal chance of being included in the study while at the same time keeping the size manageable. The main factor that will be considered in determining sample size is the need to keep it manageable while being representative enough of the entire population under study. Since this population is less than 10,000, the following formula (Mugenda and Mugenda, 1999) is recommended.

$$n = \frac{Nc^2}{c^2 + (N - 1)e^2}$$

Where n = sample size, N = population size, c = coefficient of variation ($\leq 50\%$), and e = error margin ($\leq 5\%$). In this case is taken as 50% , e to be 5% and $N= 1250$, therefore, fitting this into the formula:

$$n = \frac{1250 * (0.5)^2}{(0.5)^2 + (1250 - 1) * (0.05)^2} = 92.667 \approx 93$$

The sample size was, therefore be 93 respondents. This sample size is larger than 30 and, hence, deemed amenable for statistical analysis.

Convenience sampling was used to select available/close/willing members from various appropriately from various departments.

Table 3.1: Sample Frame

Strata/dept./cadre	Target Population	Sample size (obtained via convenience sampling)
Medical officers dept.	104	7
Clinical officers dept.	81	6
Nurses dept.	964	66
Pharmacy dept.	34	4
Lab dept.	18	2
ENT specialists dept.	4	1
Physiotherapists dept.	5	1
Public health officers dept.	23	3
Dental dept.	6	1
Medical social workers dept.	6	1
Oncologists' dept	5	1
Total	1250	93

Source, Field Data (2017)

3.6 Data Collection

Data was collected using semi-structured questionnaire specifically the Likert type scale questionnaire. Primary data was collected using a questionnaire. Questionnaires are ideal for survey study as postulated by (Mugenda and Mugenda, 1999) and they are widely used to obtain information about current conditions and practices and to make enquiries

about attitude and opinions quickly. The collection was through the drop and pick criteria which increased chances of response within the stipulated time of study. The questionnaire consisted of two sections, Section A and B. Section A contained the background information to profile the respondent while section B will contained items focusing on the study. The degrees of agreement on questionnaire were rated from strongly agree (5), agree (4), neutral (3), disagree (2) and strongly disagree (1). A mean of the findings was then calculated and the findings recorded in the likert scale.

3.7 Data Analysis and Presentation

Data obtained was organized, coded and analyzed. The data was subjected to descriptive, correlational and regression analysis and ANOVA to satisfy the objectives of the study. Descriptive analysis was used to describe and summarize the level of training and development on employee performance. Data presentation was done using frequency tables and percentages. Descriptive statistics were used to classify the frequency of distribution of the data and measures of central tendency mean and mode, and measures of dispersion standard deviation. The researcher also used inferential statistical analysis involving correlation and regression analyses. On correlation, the researcher used Product Moment Correlation Coefficient while on regression, Simple Linear Regression was used. Conclusions and recommendations were made for decision making purposes from the correlation and regression analysis. Statistical package for Social Sciences (SPSS) was used in the analysis of the data.

The study results were, presented in form of frequency distribution and summarized in relation to the objectives of the study. Correlation coefficient was used to establish the relationship between the independent and dependent variables. Regression models and

analysis were fitted with employee performance being the response variable, while the Training and development process and Training and development techniques used as the independent variables. Simple regression analysis was applied to test the impact of training and development on employees performance and whether the impact is statistically significant or not. According to Field (2005), regression reflects the impact of unit change in independent variable on the dependent variable. The coefficients of determination (R square value), the regression coefficients (Beta coefficient) and the p-values for each of the significant relationships were reported. Field (2005) suggested that the significance level (p-value) for each variable should be less than 0.05 to demonstrate that the variable is making a statistically significant and unique contribution to the prediction of the dependent variable.

The researcher utilized the following simple linear regression model;

$$Y = \alpha_0 + \alpha_1 X_1 + e \text{ Where;}$$

α_0 = which is the value of the employee performance when the value of training and development is equal to zero; α_1 is the regression coefficients which measures the change induced by X_1 on Y . X_1 =Training and Development; Y =Employees Performance and e =error term.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, findings and discussion based on the objective on this study. The objective of this study was to assess effect of training and development on employee performance. Frequency tables and percentages are part of the descriptive statistics, regression and correlation statistics for inference.

4.2 Response rate

From the sample size, ninety three respondents were approached with questionnaire. Out of these, sixty two (62) were duly filled, complete and fit for use in the study. The remaining thirty one were either incomplete, refusals or some even not returned. This translates to 66.67% response rate which is above the recommended minimum of 50% (Mugenda and Mugenda, 1999) hence worth analyzing.

4.3 Demographic characteristics of respondents

As initially captured in the data collection tool, the study focused and used some demographic characteristics in data collection and analysis. Gender, age, highest level of education, trainings attended formed part of the demographic characteristics considered.

4.3.1 Gender of Respondents

The population units at the hospital comprised of both male and female. From the valid 66.67% of the response rate, majority were of female gender, contributing 53.2% while the opposite gender (male) comprised of 46.8% as shown in the table below. It should be noted the aspect of gender balance and imbalance was in anyway going to influence the study.

Table 4.1: Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	29	46.8	46.8
	FEMALE	33	53.2	100.0
	Total	62	100.0	100.0

Source, Field Data (2017)

Table 4.1 shows that 53.2% of the respondents were female with 46.8% of the respondents being male. These findings indicate that there were slightly more female respondents as compared to the males. This is as a result of high numbers of female employed nurses. The results also indicate that both gender had attended trainings either at entry level to the organization or in the course of their work.

4.3.2 Age Distribution of Respondents

Referring to the table below, the age of the respondents were classified into five categories, and it is evident that majority (40.3%) of the employees are aged between 30 and 35 years. Respondents aged between 20-25 years are the least (11.3%) followed by those aged above 35 years (19.4%) of the respondents.

Table 4.2: Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-25	7	11.3	11.3	11.3
25-30	18	29.0	29.0	40.3
Valid 30-35	25	40.3	40.3	80.6
ABOVE 35	12	19.4	19.4	100.0
Total	62	100.0	100.0	

Source, Field Data (2017)

The results in Table 4.2 show, that all working generation age groups were represented in the study.

4.3.3 Level of Education for Respondents

The respondents who are staff of the Kakamega County Hospital have varying levels of education attained. Eleven point three percent (11.35%) gave master's degree, 29.0% hold degree, with majority holding diploma certificates. However the presence of respondents with high school certificates is evident as can be seen in the table below.

Table 4.3: Highest Level of Education for Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
MASTERS	7	11.3	11.3	11.3
DEGREE	18	29.0	29.0	40.3
Valid DIPLOMA	36	58.1	58.1	98.4
SECONDARY	1	1.6	1.6	100.0
Total	62	100.0	100.0	

Source, Field Data (2017)

This level of qualification was important in the study because it helped to evaluate whether the respondents had the prerequisite knowledge to understand the concept under research. All the respondents had post-secondary level training thus they were able to understand the concept of training and development and employment.

4.3.4 Duration the respondents have been working at the hospital

The respondents have been working at the hospital for different durations. Majority have been working for between one to five years (50.0%) with those six to ten years coming second with 32.3% of the respondents. However we still have respondents who have been working at the hospital for less than a year and above eleven years. The table below summarizes the said information.

Table 4.4: Duration of Working for the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
LESS THAN A YEAR	7	11.3	11.3	11.3
1-5	31	50.0	50.0	61.3
6-10	20	32.3	32.3	93.5
11-15	2	3.2	3.2	96.8
16-20	1	1.6	1.6	98.4
MORE THAN 21 YEARS	1	1.6	1.6	100.0
Total	62	100.0	100.0	

Source, Field Data (2017)

The table 4.4 shows that employees who had a longer working duration at the organization had attended many trainings unlike those who had worked for less than a year.

4.3.5 Frequency of training

The respondents have different frequency of attending trainings. Most of them go for training once in a year (41.9%). Some of them attend training after every six months (24.2%), some quarterly (21.0%) while some respondents do not even have a training schedule. This is depicted in the shown Table 4.5.

Table 4.5: Frequency of Training

	Frequency	Percent	Valid Percent	Cumulative Percent
QUARTERLY	13	21.0	21.0	21.0
EVERY SIX MONTHS	15	24.2	24.2	45.2
ONCE A YEAR	26	41.9	41.9	87.1
Valid EVERY TWO YEARS	6	9.7	9.7	96.8
NO SPECIFIC SCHEDULE	1	1.6	1.6	98.4
6	1	1.6	1.6	100.0
Total	62	100.0	100.0	

Source, Field Data (2017)

4.3.6 Positive Impacts of Training and Development on Performance

This was obtained on a likert scale responses and 85.5% agreed that indeed staff training and development have a positive impact on an individual's job performance. 12.9% strongly agreed on the improved performance as a result of training and development the remaining disagreed.

4.3.7 The trainings I have attended have helped me improve on my performance

Many people would expect to see positive changes in productivity after every training. It is also the desire of every management and top authority to scale higher in production ranging from quantity to quality once they send their staffs to training. For the case of the Kakamega County hospital staffs it was not different. Of the sixty two valid respondents,

over 97.2% agreed that since they attended training, they have experienced a lot of improvement in performing their jobs.

Table 4.6: The Trainings I have attended have helped me to improve on my Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
	NEITHER AGREE				
	NOR DISAGREE	1	1.6	1.6	1.6
Valid	AGREE	53	85.5	85.5	87.1
	STRONGLY AGREE	8	12.9	12.9	100.0
Total		62	100.0	100.0	

Source, Field Data (2017)

4.3.8 Any Training attended Since Joining the Institution

When asked whether the respondents had attended any training since they started working at the hospital, 82.0% agreed while 14.8% strongly agreed. The remaining had not attended any training they joined the hospital. On whether the trainings carried out by the hospital are worth the investment, 80.6% of the respondents agreed, with 14.5% strongly agreeing. 96.7% agreed that they have gained job loyalty and integrity since they last attended training. While 98.3% agreeing that after attending trainings, they have attained effectiveness in their work. Over 80.6% of the respondents attend trainings and seminars to improve their performance in their area of work

4.3.9 Effectiveness in Place of Work

It is of paramount idea to focus on how effective and efficient delivery is at places of work. Trainings improve the effectiveness of an individual in job performance as shown in Figure 4.1. Hands on experience are a key factor in improving how effective an individual becomes in an institution. These come with trainings on regular basis. How effective an employee becomes is a question of workmanship. From the study, 85.2% agreed that indeed training and development improves their effectiveness at work place.

This can be explained by the fact that after training, it remains an individual's effort to put into practice the garnered knowledge into the area of work and practice. Effective work delivery guarantees quality work and increased productivity. Training leads to skill development and in the long run puts the organization or institution in to an inclined trend of productivity.

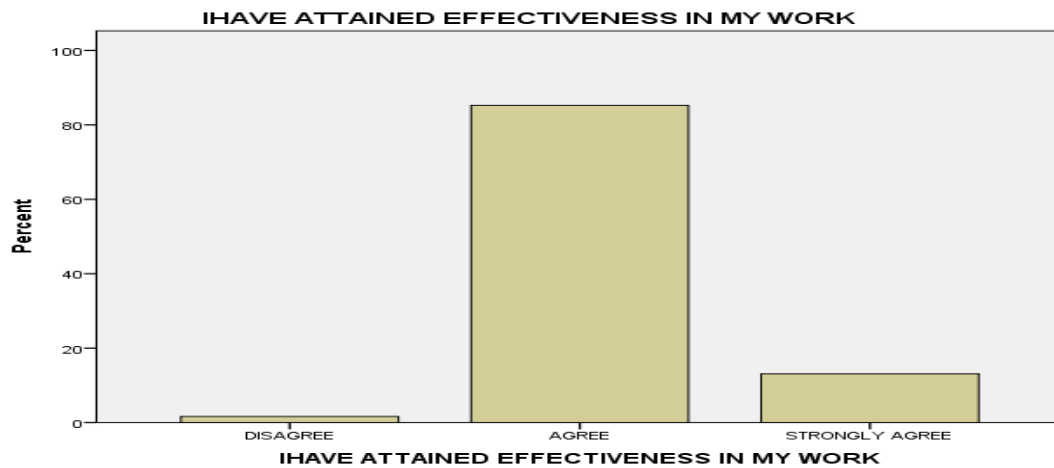


Figure 4.1: Training I have attended have helped me to improve on my performance

Source, Field Data (2017)

4.4 Attained knowledge in all aspects of quality

Different sections of the health sector require different knowledge and skills similarly, within singled out areas deep understanding of the requirements for that particular area is paramount. Through training, an individual develops skills to solve problems and perform his duties with confidence. From the study, over 80.6% of the respondents agree that indeed they have, through training and development, gained knowledge and the strength of mind to take problems from different angles and origin. Despite problems being different, when they come from one field they may be related and hence the ease of tackling them. Specialization during training does not only give limelight to employees but also a mile stone in identifying gaps and areas to be capitalized on.

It is important to consider some sections and area of specialization as common and equip every staff with the required skills. Areas of information and technology, data management, PMCT and bio safety are crucial to every institution and when staffs are well trained on the same they become important assets to the institution. Even the remaining 19.4% also have gained knowledge only that their specifics apply if narrow areas.

Table 4.7: Have attained extensive knowledge in all aspects of quality

	Frequency	Percent	Valid Percent	Cumulative Percent
DISAGREE	1	1.6	1.6	1.6
AGREE	50	80.6	80.6	82.3
Valid STRONGLY AGREE	11	17.7	17.7	100.0
Total	62	100.0	100.0	

Source, Field Data (2017)

4.5 Job Orientation Guarantees Improved Performance and Productivity

It has always been said that change is good as a rest. In job areas, changing sections occupied by employees is a prudent managerial practice and it has never disappointed. The change in environment, office and job task does not only improve productivity but also the knowledge and skill set of an employee. From the study, 80.3% of the respondents agreed that through orientation, they have been able to see recommendable improved work performance in their jobs. Through orientation, one is able to understand the system and in the process gain workmanship in different sections which is a better mileage for the institution. New skills are introduced in different sections that would otherwise been rendered dormant. New skill sets bring new thinking to overlooked specialties.

The remaining 19.7% who cannot tell the need for orientation have not been exposed to such a practice as shown in Figure 4.2. However once the hospital adopt such a system it evident that they will appreciate. Managerial positions have always been given the priority in job rotation however in the field of health and medicine it is of cardinal virtue to consider all the sections and areas of specialization.

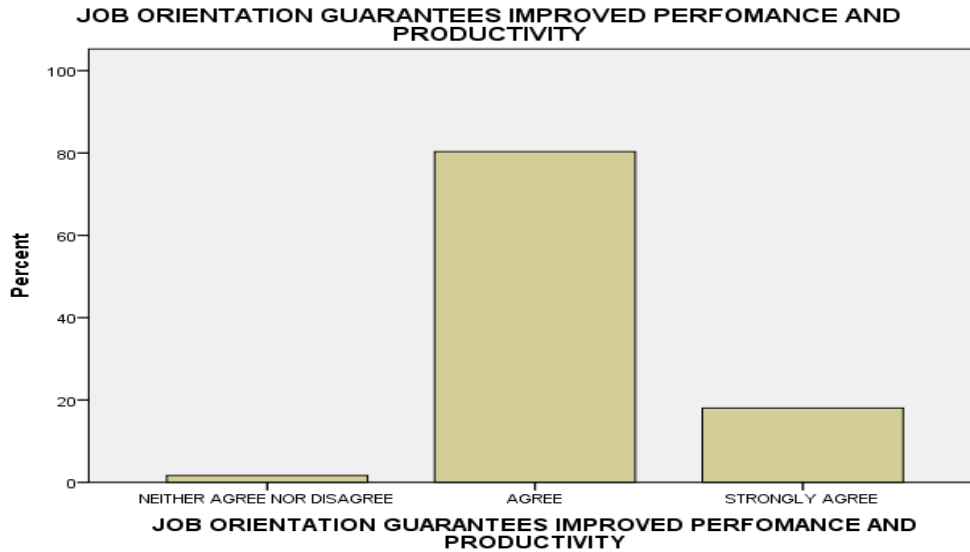


Figure 4.2: Job orientation on improved employees' performance

Source, Field Data (2017)

4.6 Coaching Leads to Improved Job Performance by an Individual

After employment, induction is usually carried for every staff. This ensures the newly engaged employees understand what it is required of them in the place of work. However technical areas require close monitoring and coaching to enable them minimize losses and allow them be in line with the hands on required skills and knowledge.

This allows technical employees to quickly adapt to their areas of work. When left to catch up with time it may not be suitable for some sections that require faster actions and reaction. Training and development gives employees the required special coaching that guarantees improved performance and productivity. Coaching allows one to gain the specific hands on experience on a particular area of expertise.

Table 4.8: Coaching leads to improved performance by an individual

	Frequency	Percent	Valid Percent	Cumulative Percent
	DISAGREE	1	1.6	1.7
	AGREE	47	75.8	80.0
Valid	STRONGLY AGREE	12	19.4	100.0
	Total	60	96.8	100.0
Missing	System	2	3.2	
Total		62	100.0	

Source, Field Data (2017)

4.7 I do attend lectures and seminars as part of my trainings

Different officers in the hospital have different areas of specialization. With this regard, they tend to make a follow up on any available training opportunity. With the increased use of technology and online courses, most tend to take chance of any available training opportunity. Some join nearest training colleges to meet their needs while some attend seminars as part of their skill development. This has been used as a counter to the delayed training schedules in institutions. From the study, over 80.6% agreed that they indeed attend lectures and seminars as part of their trainings. This allows them to equip themselves with readily available skills to tackle emerging trends in the field of medicine.

Table 4.9: I do attend lectures and seminars as part of my trainings

	Frequency	Percent	Valid Percent	Cumulative Percent
DISAGREE	1	1.6	1.6	1.6
AGREE	50	80.6	80.6	82.3
Valid STRONGLY AGREE	11	17.7	17.7	100.0
Total	62	100.0	100.0	

Source, Field Data (2017)

4.8 Inferential Statistical Analysis

Table 4.10: Correlation Analysis of Training and Development on Employees Performance

		Training and Development	Employees performance
Training and Development	Pearson Correlation	1	.853**
	Sig. (2-tailed)		.000
	N	62	62
Employees performance	Pearson Correlation	.853**	1
	Sig. (2-tailed)	.000	
	N	62	62

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

Source, Field Data (2017)

Correlation results in Table 4.10 reveal that there is a very high positive and significant relationship between training and development on employees performance at 99% confidence level ($r=0.853$, $p=0.000$; $\alpha=0.01$).

From the results in Table 4.10, it is clear that trained and developed employees has high performance. The study findings are in agreement with past research findings that found out that training and development leads to improved employees performance.

Table 4.11: Regression Analysis of Training and Development on Employees Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.724	.19388

a. Predictors: (Constant), Training and Development

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.039	1	6.039	160.642	.000 ^b
	Residual	2.255	60	.038		
	Total	8.294	61			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Training and Development

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.398	.215		6.489	.000
	Training and Development	.662	.052	.853	12.674	.000

a. Dependent Variable: Employees performance

Source, Field Data (2017)

Model summary results in Table 4.11 indicate that there is a very high positive relationship between training and development on employees performance ($R=0.853$). The results also reveal that training and development account for 72.8% of employees performance while 27.2% of employees performance is as a result of other factors a part from training and development. ($R^2=0.728$).

ANOVA results in Table 4.11 show that the overall single regression model is appropriated in measuring the relationship between training and development and employees performance. This is shown by a significant F-statistical test ($F=160.642$; $p=0.000$).

Regression coefficient results in Table 4.11 depict that training and development contributes significantly ($p=0.00$, $\alpha=0.05$) to the employees performance thus an increase in employees performance by 1 units leads to an increase of 0.662 units use of training and development.

The researcher simple regression model was in the form of:

$$Y = \alpha_0 + \alpha_1 X_1 + e \text{ Where;}$$

α_0 = which is the value of the employee performance when the value of training and development is equal to zero; α_1 is the regression coefficients which measures the change induced by X_1 on Y . X_1 =Training and Development; Y =Employees Performance and e =error term. From the results, the simple linear regression model can now be written as; Y (operational performance) = $1.398 + 0.662X_1$ Where 0.662 represent α . Since $\alpha \neq 0.662$, the study rejected the null hypotheses and concludes that there is a significant and positive relationship between training and development on employees' performance. The study findings are in agreement with past research findings that found out that training and development contributes positively to employees' performance.

4.8 Discussion of findings

The study found that the majority of Kakamega County General Hospital employees have improved performance as a result of training and development and the minority indicated that there was no improvement in the job performance. This concurs with the study by Cole (2002) who found that training can achieve high morale, reduction in cost of production, low turnover, change management, improve availability and quality of staff and give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression. The study also concurs with the findings of Bishop (1994) who did a study in America on the impact of human capital investments such as employer-provided training and development, and concluded that training and development raises subjective productivity and performance by almost 16%. Furthermore, Black and Lynch (1996), citing Bartel (1989) stated that returns on training and development investments increase productivity by 16%.

The study found that majority of Kakamega County General Hospital employees found that training and development is worthwhile and a minority indicated that the training and development programs were not worth. This concurs with the findings of Evans and Lindsay (1999), who argued that organizations whose aim is to provide quality goods and services always invest in training and development. The results also go hand in hand with the findings of Huselid (1999) that retention of quality employees requires investment in the development of their skills, knowledge and abilities. This is so as to realize individual and finally organizational productivity.

The study as well established that as per the impact experience of the training and development the majority of employees indicated that there was an improvement in overall attitudes in workplace while a minority indicated that there was no improvement in attitude. This confirms the study by Armstrong (2006) who argued that training and development minimizes learning costs, improves individual, team and organization's performance in terms of output, quality, speed and overall productivity, improves operational flexibility as it adds to range of skills employees have, attracts high quality employees by offering them learning and development opportunities, increasing employees competence levels and enhancing their skills thus enables them have more job satisfaction to gain higher rewards and progress within the organization.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussions of the study as presented in the previous chapter to provide an analytical view to the study. The study focus was to determine the effect of training and development on employee performance at Kakamega County general hospital, the chapter also presents the recommendations of the study with the conclusion giving areas for further study

5.2 Summary of the study findings

This study sought to assess the effect of training and development on employee performance at Kakamega county General Hospital. The study attained a response rate of 66.67% and relied on data collected from employees of Kakamega County General Hospital. 53.2% the respondents were of female gender while 48.6% were male indicating an approximate gender ratio of 2:1. The majority of the respondents were within the age groups of 30-35 years at 40.3%, implying that most of the employees were young adults. All respondents had post-secondary education training with diploma holders being the majority at 29.0%.

Pearson Correlation analysis was used to measure the relationship between training and development and employee performance. It indicated that there is a very high positive relationship between training and development on employees performance ($R=0.853$). The results also reveal that training and development account for 72.8% of employees'

performance while 27.2% of employees performance is as a result of other factors a part from training and development. ($R^2=0.728$).

ANOVA results showed that the overall single regression model is appropriated in measuring the relationship between training and development and employees performance. This is shown by a significant F-statistical test ($F=160.642$; $p=0.000$).

Regression coefficient results depicted that training and development contributes significantly ($p=0.00$, $\alpha=0.05$) to the employees performance thus an increase in employees performance by 1 units leads to an increase of 0.662 units use of training and development. Regression analysis was used to measure the influence of training and development on employee performance. The result was significant at 0.000 level.

The study also sought the areas requiring specialized trainings. Most of them covered sections of emerging trends in the health sector. From areas of bio safety to areas of technology, from areas data management to administrative areas. Induction training was largely suggested by the respondents and apart from the specialized trainings; employees need to be inducted once employed before they can delve in service delivery.

The study found out that there is a higher positive correlation between training and development on employees' performance at 99% level of confidence. The study regression coefficient results found out that training and development contribute significantly to the employees' performance. Since the computed beta value was not equal to zero the study rejected the null hypothesis and concluded that there is a significant and positive relationship between training and development on employee performance at Kakamega County general hospital.

5.3 Conclusions

Based on the findings of this study, the level of training and development corresponds with the level of employee performance at the Kakamega county Hospital. The two phenomena require conducive conditions to thrive. Thus, there is a positive relationship between training and development and employee performance. This study concludes that training and development influences employee performance. Notably, employee empowerment is vital in every organization and thus should be nurtured to enhance entrepreneurial behavior in employees and hence increase productivity and performance excellence.

Based on the results from data analysis and findings of the research, it can be concluded that the majority of the staff appreciate training that is aimed at improving their skills and effectiveness in job areas. It is important that management also encourage free flow of information and feedback from its employees in order to capture areas of shortfall and address issues as they arise this will also help in reducing resistance should new procedures be implemented.

Human Resource training and development is key in creating competent, passionate and hands-on skills are critical to employee's effectiveness. Showing a genuine interest in your employees and investing time in understanding their needs and aspirations will help send the message that their contribution is valued. From the study, it can be concluded that better employees' performance is as a result of training and development It is also evident that there is a higher positive correlation between training and development on employees performance.

5.4 Recommendation for theory, policy, practice

This study adds to the growing body of research and literature that emphasizes the importance of training and development on employee performance at the work place. There is need for organisations to challenge existing patterns of thinking that view training and development of employees as liabilities amidst financial turbulence and instead recognize employee empowerment as a worthwhile investment.

From the findings of the study, Kakamega County Hospital should develop an elaborate training policy framework and schedule to allow for sufficient and inclusive training for the staffs and duties that they are expected to carry out within and outside the hospital. Other programs that are always available to everyone at any time like e-learning courses should be made compulsory to the employees and every employee should be expected to complete a given number of courses within a specified time period. This will help them to improve their skills and add to their knowledge thus will be better equipped in performing their roles at the hospital. The management should continue putting more emphasis to employee training as this develops professionals and it has been shown to have positive results on the individual performance of employees and in the long run great performance of the organization as a whole.

Managers need to use routine discussions about terms of employment and feedback sessions to learn which aspects of the job hold the most interest for each employee and which tasks are most challenging. During such discussions, managers can define what “going above and beyond the call of duty looks like and generate ideas for rewarding such contributions. Proper feedback channels should also be established so that

employees are able to give their ideas on improvement on training and development programs offered and thus add on their effectiveness.

5.5 Limitations of the study

The study focused on the aspect of Training and Development and avoided other Human Resource factors that affect employee performance. The study as well targeted employees at the Kakamega County General Hospital that the results of the study cannot be generalized to others contexts

5.6 Suggestions for Further Research

The study suggests a further study into other factors that affect or influence employee performance for instance staff motivation, remuneration, promotion, incentives, and conducive working environment among others. The researcher as well suggests a similar study in another context to assess if it will yield similar results.

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APPENDICES

Appendix I: Letter of Introduction from student to respondent SEPT, 2017

Dear Sir/Madam,

REF: REQUEST FOR RESEARCH DATA

I am a Master of Business Administration (M.B.A) student at University of Nairobi. I am required to submit as part of my course work assessment a research project report on “**Effect of Training and Development on employee performance at the County General Hospital, Kenya**” This is to kindly request you to assist me collect data by availing yourself for a face to face interview on issues relating to the subject. The information will be used exclusively for academic purposes. Findings of the study shall upon request be availed to you. Your assistance and cooperation will be highly appreciated. Thank you in advance.

Khaemba valentine

Dr. Mercy Florah

M.B.A Student – Researcher	University Supervisor
University of Nairobi	University of Nairobi

Appendix II: Research Questionnaires

RESEARCH QUESTIONNAIRE-INTRODUCTION

As a requirement for the award of master's degree in Kenyan universities I wish to bring to your attention that I am a Master of Business Administration (M.B.A) student at University of Nairobi. And I am required to submit as part of my course work assessment a research project report on "Effect of Training and Development on performance of employees at the County General Hospital, Kenya" I therefore kindly request you to assist me collect data by availing yourself for a face to face interview on issues relating to the subject. The information will be used exclusively for academic purposes. Findings of the study shall upon request be availed to you. Your assistance and cooperation will be highly appreciated. Please can I ask you some questions and record the information in this sheet? Yes No

SECTION A: RESPONDENTS' PROFILE

1. Gender: Male

Female

2. What is your age bracket (in Years):

15-20

20-25

25-30

30-35

35- ABOVE

3. What is the highest educational level that you have attained?

- a) Masters level
- b) Degree level
- c) Diploma level
- d) Secondary school level

6. How long have you been working with the Hospital (tick only once)?

- 1. Less than 1 year
- 2. 1-5 years
- 3. 6-10 years
- 4. 11-15 years
- 5. 16-20 years
- 6. More than 21 years

7. How often do you undergo training?

- a) Quarterly []
- b) Every six months []
- c) Once a year []
- d) Every two years []
- e) No specific schedule

SECTION B: EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE

9. The table below shows the responses in Likert scale, indicate the extent to which you agree with the following: (Strongly Agree, =5), (Agree, =4), (Neither Agree nor Disagree, =3), (Disagree, =2) and (Strongly Disagree, =1)

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	The training and development programs attended have helped me to improve on my performance					
2	There is a positive effect/impact of training and development on performance					
3	I am able to adapt and deal with new changes in the environment e.g. new systems					
4	I have confidence and skill to tackle unexpected events					
6	There is a direct positive relationship between training and development and employee performance					
7	I have Increased integrity and job loyalty					
8	I have attained effectiveness in my work					
9	I have improved communication skills due to the training and development programs undertaken					
10	Do you think the current training and development programs provided by your organization have improved your job performance?					
11	Do you think that training and development programs offered by your organization have been a worthwhile investment for you as a staff?					
12.	Have you had any form of training and development since you joined the organization?					

13.	There is an elaborate policy/strategy in the organization to guide on training and development activities					
14.	Does training and development adopted by the organization Enhance quality and efficiency?					
15.	I have attained extensive knowledge in all aspects of quality.					
16.	I am involved on selection of training and development					



	Training and development Techniques	1	2	3	4	5
1	Job orientation guarantees improved performance and productivity					
2	<i>Coaching</i> leads to improved performance by an individual					
3	When job rotation is done more efforts are experienced in different sectors resulting to improved performance					
4	I do attend- <i>lectures and seminars as part of my trainings and development</i>					

Mention a few trainings and development undertaken as per your specialization

Appendix III: Study Population

No.	Name of Department	Population of employees	Target Population
1.	Medical officers' Dept	104	7
2.	Nursing Dept	964	66
3.	Pharmacy Dept	34	4
4.	Laboratory Dept	18	2
5.	Public Health Dept	23	3
6.	Physiotherapy Dept	5	1
7.	ENT Dept	4	1
8.	Dental Dept	6	1
9.	Medical Social workers' Dept	6	1
10.	Oncologists' Dept	6	1
11.	Clinical Dept	81	1
	TOTAL	1250	93