

INFLUENCE OF TRAINING ON PERFORMANCE OF HEALTH WORKERS AT KAKAMEGA COUNTY GENERAL TEACHING AND REFERRAL HOSPITAL, KENYA

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Abstract.

The study sought to establish influence of training on performance of health workers at Kakamega county general teaching and referral hospital, Kenya. Maslow Hierarchy of Needs theory (1943) was selected to anchor the study. This study employed descriptive cross sectional design. Target population was 314 health workers and heads of departments serving in the hospital. Purposive sampling was used to select seven heads of departments while stratified sampling was used to select doctors, nurses, pharmacist and lab technicians. Sample size for health workers who were recruited for the study was based on Mugenda and Mugenda (2003), when the study population is less than 10,000 a sample size of between 10% and 30% is a good representation of the target population. Main data collection instruments were 63 questionnaires and 7 interview guides. Numerical data analysis was done using SPSS version 20. Descriptive statistics such as mean, standard deviation and percentages were calculated. Linear regression was done to establish cause effect relationship between the variables. The findings indicated that training was statistically significant ($F_{(1, 14)} = 31.982, P = 0.000$). The study therefore concludes that training has a positive influence on health workers performance at Kakamega county general teaching and referral hospital.

***Key words:** Training, performance, health workers.

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Introduction

Kenya's government has designed and implemented policies aimed at promoting access to health care. There was Introduction of Performance and contracting in the health sector which was aimed at improving service delivery (Obong'o, 2009). Result Based Management was also introduced to improve performance, service delivery and governance in the health sector (Toppo, 2012). Despite this effort, the health sector continues to suffer from frequent strikes resulting to high death rates and high cost of medical services which is affordable by only few while majority are left helpless (Yoswa, 2007). Health workers have decided to multitask in private hospitals to increase their monthly pay which has contributed to delivery of poor services to the public due to double mindedness, reporting to work late, already exhausted resulting in delivery of poor health services to the members of the public. (Khasakhala et al, 2008).

The mass exodus of doctors and other professionals from government-owned health facilities has adversely affected the quality of healthcare service in the public health facilities where most Kenyans go to seek medication (Yoswa, 2007). There were many health professionals in the key cadre leaving public service in the years 2005-2009. Majorly 78% enrolled nurses left followed by 57% doctors (Kiambati et. al, 2013). The table below shows the migration trend of health workers in Kenya in the years 2005-2009.

Since decentralisation of health services there are no proper structures in place (Murkomen 2012). This has resulted to poor human resource management in counties which has exposed medics to poor pay, salary delays, lack of fair career structure, poor career progression and training as well as harassment which has led to an increase in the number of strikes in the health sector. (The Conversation, 2016).

Statement of the problem

On September 2016 nurses at Kakamega County General Teaching and Referral Hospital (KCGTRH) downed their tools in demand for better working conditions and promotions, this forced patients to travel long distances in search for medical services (The Standard , 2016). On December 2016 doctors at KCGTRH went on strike which lasted for three months. Reasons for the strike were: failure of the county government to promote them and they also felt

discriminated and intimidated (The Daily Nation, 2016). In June and October 2017 nurses at KCGTRH went on strike in push for promotion and signing and implementation of the CBA. All these strikes by health workers at KCGTRH paralyse health services at the hospital, which has caused a lot of suffering to patients admitted in the hospital since they are left unattended to, they are forced to travel to private hospitals and some loose their lives on the way resulting into high death rate (The Daily Nation, 2017). Therefore this study seeks to find out how training can be a form of motivation on health workers in the facility to minimize on the number of strikes and better the health services offered at Kakamega County General Teaching and Referral Hospital.

Specific Objective

- i. To examine the influence of training on performance of health workers in Kakamega County General Teaching and Referral hospital.

Maslow Hierarchy of Needs

This theory was initiated in human behavioral school in 1943. Maslow outlined a hierarchical structure of human needs into five categories:

Physiological needs: These needs form the basic need for survival and they include oxygen, water, food, sleep, sex and activity. When people are hungry or don't have shelter or clothing they are motivated to fulfil these needs because they become the major influence on their behavior.

Safety needs: This is freedom from various kinds of danger, threat and deprivation. This is expressed in employees' safety. Belonging involves affectionate, relation with others, acceptance by peers and recognition. In the work place employees need to feel that they are part of the group and they are included in the work. Esteem needs include self-respect, positive self-evaluation and regard by others. Lastly self-actualization encompasses self-fulfillment and achievement in one's full capacity.

Maslow's hierarchy of needs propounded that physical needs must be met first before other needs become proponent and satisfaction of self-actualization is possible only after all needs are met. He argues that once a need begins to be satisfied, it decreases in importance as a motivator

in relation to other needs, some of which are never completely satisfied and never completely cease to motivate.

Maslow's theory has a natural appeal and it can be implemented in a simple manner in motivation of employees. Moreover, hierarchy of needs theory has a valuable approach of thinking about human motivation and incentives while assessing similarities and qualitative differences among them. A limitation of this theory is that it cannot be verified empirically since there's no proper method to measure accurately how satisfied one level of need must be before the next higher need becomes operative. In addition Maslow considered only a narrow segment of the human population while "self-esteem" and "security" have broad diverse classifications around the world. This makes researchers find it difficult to measure needs across all human populations.

Robin (2003) described that the theory tells about the self-esteem need of employees. It shows that recognition, status development, and growth are factors which lead to motivation and eventually to job satisfaction. In order for health workers to do better in their jobs, these needs must be fulfilled to enhance their job satisfaction and better services.

This theory is relevant to this study because the study is based on the fact that employees of an organization have the ability perform well. When the employees can see a clear link between an increase in their efforts and an increase in rewards that they personally value, they are motivated to perform "above and beyond the call of duty". This study sought to find out the influence of extrinsic motivation on work performance of health workers at KCGTRH.

Influence of training on performance

Cummings, (1998), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance (Cummings, 1998). He further elaborates that training enable the organization to realize that its workers are not performing well and thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It should be done frequently to enable that employees possess a certain amount of knowledge related to different jobs. .

According to Oltmanns (2004), performance and success of any organizations depends on its skilled employees and how efficient the organization can tap into that resource and make effective use of it. Training modifies employee's behaviour, attitudes and values about their job and the organization as a whole. Employees' further gain requisite skills and this contributes to the performance of the organization (Oltmanns, 2004). Although training is significant to the development and performance of either the employee or the organization achievement, effective training process is hindered by many factors especially a non-friendly environment. Therefore firms need to create an enabling environment and this is critical to organizational.

Armstrong (2001), asserts that employee competence change through effective training programs. Training not only improves the overall performance of the employees to effectively perform the current job but also enhance knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training employee competence is developed resulting into implementation of job related work efficiently and achievement of firm objectives in a competitive manner.

Training not only improves one's behaviour, individuals become responsible in their capabilities and thus performance and effectiveness of medical experts is boosted more through relevant training and development which in turn compliments long term profitability and sustainability in overall performance of agencies (Adenyi et al, 2010). Worker training and development improves performance and growing productivity (Ryan 2011). He further argues that training enables organizations to bear up with environmental pressures enabling people to learn from their practical experience much better rather than relying on bookish knowledge.

Emeti (2015) conducted a research on the effects of training/development on the performance of paint manufacturing firms in rivers state. The research found that paint manufacturing firms invested substantially on training and development that helped them to survive the operational difficulties in rivers state while a sizeable number of workers have not received any form of training in their organizations due to managers' discriminatory nomination of workers for training/development programs. The study also revealed that there's a significant relationship between training/development and performance of employees in the firms.

Tshikovi (2012) studied training and development programme on performance of employees at South African mine. Sample population of the research was 80 human resource assistants who had worked at the Anglo Platinum Rustenburg Mine in the years 2007-2008. Convenience sampling sampled 66 of the assistants. Hypothesis testing was done on the independent and depended variable. The findings indicated that there has been a great deal of significant change ($p < 0.005$) in their skills, confidence, morale and self-esteem over the past two years. Tshikovi (2012) recommended pre- and post- training measures to accurately measure effectiveness and change in behaviour as a result of training.

Aminu (2011) assessed the impact of employee training on organizational performance of vitafoam Nigeria plc. Both primary and secondary data were collected. The study found that employees acknowledged and supported the techniques adopted by the management of the organization in training employees and they also recognized the role of training in improving performance in vita foam Nigeria plc. Moreover, most employees in the organization acknowledged the relationship between performance and motivation (job satisfaction) and that employee training influences level of effective performance in the organization.

Sei and Acka (2015) conducted a descriptive study on relationship between employees' competent and firm's performance. This study was conducted among Pharmaceutical firms in Ghana. The findings revealed that employees competence contribute immensely to the performance of an entire organization. The study recommended that firms need to seize the opportunity to improve continuous learning in their organizations so as to improve the skills, attitude and behaviour of employee towards the discharge of their individual tasks to be able to attain high performance potentiality.

Cowden and Karodia (2014) studied the impact of training and development on employee performance in South Africa using a random sampling method to select respondents for this study, a quantitative approach was adopted and the findings revealed that working conditions and lack of resources affect the training and development of employees. It was recommended that certain areas be improved, that is; management support, the provision of feedback to employees and the conducting of employee training on a continuous basis.

Nassazi (2013) randomly sampled 120 employees to examine the effects of training on employee performance within the telecommunication industry in Uganda. The employees were sampled from MTN, warrid telecom and Uganda telecom. The study found out that programs undertaken by the sampled companies were relevant to the employee's performance. Also training and development have an impact on performance. However the study revealed that the companies do not target training for all company employees but probably for specific employees. Alternatively, it could be so that training is targeted for specific employees from specific job levels or task-related job training.

A case study by Cheboi (2013) was done on the influence of extrinsic motivation on employee performance at Moi Teaching and Referral Hospital. Inferential statistics were used to answer cause effect question while multiple regression was used to determine the effect of independent variable to dependent variable. The study found out that 68.98% of the healthcare workers agreed that training enriches organizations working environment.

Khaemba (2017) did a study on Effect of Training and Development of Employee performance at Kakamega General Hospital. Cross sectional descriptive survey was used in the study. The findings revealed that training and development is worthwhile, also there's a positive relationship between training and development of employees performance. Also, majority of the health workers of Kakamega County general hospital had improved their performance through training and development while minority indicated no improvement. (Khaemba 2017)

RESEARCH DESIGN AND METHODOLOGY

Research Design

According to Mugenda and Mugenda (2003) research design is a process that the researcher will follow from the start of the research to the completion of the study. Research design is made up of blue print for collection, measurement and analysis of data. This study employed descriptive cross sectional design. This design is usually conducted to estimate the prevalence of the outcome of interest for a given population, commonly for purposes of health planning. Descriptive cross sectional design enabled the researcher to collect data on individual characteristics, including exposure to risk factors alongside information on the outcome.

Sample and Sampling Techniques

Sampling frame is all population units from where the sample was selected (Cooper & Schindler, 2008). According to Kothari sampling involves the selection and analysis of a small number of events, objects or individuals so as to make a conclusion about something from the entire population from where the sample was selected (Kothari, 2004). This study used stratified sampling technique to select the sample of health workers the study. Purposive sampling was used to select seven heads of departments who had well versed knowledge of the hospital.

Influence of Training on Performance of Healthcare Workers

The study investigated the influence of training on the performance of health workers by examining if the employees have had any trainings since they joined the organization and if trainings attended had helped them improve their performance. The study also examined if there was a positive relationship between training and employee performance and if employees think that training programs offered by the hospital are worthwhile investment for them as a staff.

Table 4.7: Training and performance of healthcare workers

Training	SA	A	FA	D	SD	Mean	SD
Have you had any trainings since you joined the organization?	22	8 (38%)	16 (14%)	9 (28%)	2 (16%)	2.3158	1.24151
Trainings I have attended have helped improve my performance.	21	18 (37%)	12 (32%)	4 (21%)	1 (7%)	2.0357	1.02628
There is a positive relationship between training and employee performance.	16	17 (28%)	14 (30%)	7 (24%)	3 (12%)	2.3684	1.17461
Do you think that training programs offered by your organization are worthwhile investment for you as a staff?	29	13 (51%)	8 (23%)	4 (14%)	3 (7%)	1.9298	1.19313

SA - Strongly agree A – Agree FA - Fairly agree D - Disagree SD - Strongly disagree

The findings indicated that majority of the respondents agreed that they have had trainings since they joined the organization as shown by a mean of 2.3158 and a standard deviation of 1.24151. They also agreed that the trainings they had attended had helped them improve their performance and revealed by a mean of 2.0357 and a standard deviation of 1.02628. A large number of the respondents agreed that there was a positive relationship between training and employee

performance as shown by a mean of 2.3684 and a standard deviation of 1.17461. Majority agreed that they think that training programs offered by the hospital was worthwhile investment for the staff as indicated by a mean of 1.9298 and a standard deviation of 1.19313.

The discussion agrees with Aminu (2011) on the impact of employee training on organizational performance of vitafoam Nigeria plc. He found out that one of the roles of the management of the organization is to provide adequate room for employee training. The study realised that employees acknowledged and supported the techniques adopted by the management of the organization in training employees and they also recognized the role of training in improving performance in vita foam Nigeria plc.

The finding is consistent with Tshikovi (2012) study on training and development programme on performance of employees at South African mine. It indicated that there was a great deal of significant change ($p < 0.005$) in their skills, confidence, morale and self-esteem over the past two years. Tshikovi (2012) recommended pre- and post- training measures to accurately measure effectiveness and change in behavior as a result of training.

It was discovered that there has been several trainings at the hospital. This include training on HIV/AIDS programs and other related programs, Malaria training, training of nurses and doctors to work in the ICU. It was revealed that the trainings were normally done on Fridays during Continuing Medical Education (CME) that normally takes three hours. Hod 1 was quoted saying; “The hospital offers regular continuous medical education on weekly basis to promote health of patients and add to the existing knowledge for nurses and other healthcare workers.”

The findings corroborate with Sei and Acka (2015) study on relationship between employees' competence and firms' performance in Ghana. The findings revealed that employees competence contribute immensely to the performance of an entire organization. The study recommended that firms need to seize the opportunity to improve continuous learning in their organizations so as to improve the skills, attitude and behavior of employee towards the discharge of their individual tasks to be able to attain high performance potentiality.

Hod₂ indicated that various members in their cadre that had attended workshops and seminars for the past two years. He indicated at least twenty healthcare workers had attended training. Hod₃ was quoted saying; "It is unfortunate that in most cases only the ward managers and top unit in charge access workshops and seminars. The regular healthcare workers who are not leaders rarely access these educational programs". This is reflected in a study by Nassazi (2013) on effects of training on employee performance within the telecommunication industry in Uganda. The study found out that programs undertaken by the sampled companies were relevant to the employee's performance, training and development have an impact on performance, however companies do not target training for all company employees but probably for specific employees. Alternatively, it could be so that training is targeted for specific employees from specific job levels or task-related job training.

On whether there are health workers on study leave, majority revealed that there were no colleagues o on a study leave. The system favors top unit managers for the study leave. Hod₄ was quoted saying; "When for instance I want a study leave as a nursing officer, I will have to resign from the county government as a worker then reapply later when done with my study". The researcher realized that majority of the health workers were of diploma level, they could not advance their studies due to the requirements of the devolved government.

Majority of the heads of departments' respondents revealed that the training had an impact on the performance of healthcare workers in the hospital. It was explained that somehow the CMEs are effective because recent health audit indicated a significant improvement in quality of care offered to the individual patients. Training motivates health workers to work hard and yield good performance. The findings corroborates Oltmanns, (2004) Training modifies employee's behaviour, attitudes and values about their job and the organization as a whole. Employees' further gain requisite skills and this contributes to the performance of the organization.

Hod₅; "The training leads to an improvement in the performance and the workers since they are updated on the current guidelines."

The finding is consistent with Adenyi et al, (2010) Training not only improves one's behaviour, individuals become responsible in their capabilities and thus performance and effectiveness of medical experts is boosted more through relevant training and development which in turn compliments long term profitability and sustainability in overall performance of agencies.

According to Armstrong (2001), employee competencies change through effective training programs. Training not only improves the overall performance of the employees to effectively perform the current job but also enhance knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently and achieve firm objectives.

Model Summary on trainingand performance of health workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458 ^a	.209	.319	4.867

a. Predictors: (Constant), Training

From the results obtained, an R of 0.831 shows that there is a positive correlation between training and performance of health workers. The adjusted R square of 0.319 indicates that training in exclusion of the constant variable explained the change in performance of health workers by 20.9%, the remaining percentage can be explained by factors not included in the model. The coefficient of determination (r-squared) of 0.319 indicates that 31.9% of performance of health workers can be explained by training.

The findings on ANOVA results on training and performance of health workers are presented in Table

ANOVA Results on trainingand performance of health workers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10231.282	1	1527.821	31.982	.000 ^b
	Residual	3527.709	14	33.121		
	Total	13938.991	15			

a. Dependent Variable: Performance of health workers

b. Predictors: (Constant), Training.

The Analysis of Variance (ANOVA) indicated a p-value of 0.000. This, therefore, means that the relationship between training and performance of health workers was significant at 95% confidence level. The F statistics of 31.982 was large enough to conclude that the set of variables have a significant influence on performance of health workers at Kakamega County General Teaching and Referral hospital. This implies that $X_2 = \text{Training}$, is a significant predictor at explaining performance of health workers and that the model is significantly fit at 95% confidence level.

Model Coefficients on trainingand performance of health workers

Model	Unstandardized		Standardized			
	Coefficients	B	Std. Error	Beta	t	Sig.
1 (Constant)		.337	2.205		.153	.879
Training		.180	.062	.241	2.896	.005

a. Dependent Variable: Performance of health workers

Further analysis as shown in Table 4.14 shows that training had a coefficient of 0.180. From the coefficients, the model developed was as follows; Performance of health workers = 0.337 + 0.180 Training. The beta Coefficient in the regression shows that the tested variable had positive relationship with performance of health workers at Kakamega County General teaching and Referral Hospital.

Conclusion

The study concludes that training has a positive effect on the performance of healthcare workers. The employees have had trainings since they joined the organization and the trainings they had attended had helped them improve their performance. Training programs offered by the hospital were worthwhile investment for the staff. The trainings included HIV/AIDS programs, Malaria training, training of nurses and doctors to work in the ICU. The trainings are normally done on Fridays during CME and normally take three hours.

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