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**Effect of Training and Development on Employee Productivity in
Private Hospitals in Nyeri County, Kenya**



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Effect of Training and Development on Employee Productivity in Private Hospitals in Nyeri County, Kenya

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Abstract

Purpose: To explore the effect of training and development on employee productivity in private hospitals in Nyeri County, Kenya

Methodology: The study adopted descriptive research design to collect data using closed-ended questionnaires in 10 private hospitals in Nyeri County, Kenya. Ten (10) human resources managers and 79 departmental heads from the hospitals participated making a total of 89 respondents selected using census method. The collected data were analyzed quantitatively with SPSS Version 23 and the results presented descriptively using frequency, percentage and mean. Inferential statistics such as linear and multiple regression analysis were done whereas tables and explanations were used

Results: The questionnaire responses on employee productivity indicated that a combined total of 58(77%) respondents were in agreement that there were employee productivity policies. Nevertheless, a combined total of 60(80%) did not agree that employees were usually very effective in reporting the duties performed at a particular time. The questionnaire responses on training indicated that a combined total of 59(79%) were in agreement that there was a culture of employee on job training in the organization. However, a combined total of 60(80%) did not agree that employees were allowed time off to enable for training and development. Further, the R-square was 0.224 hence indicating that training had a 22.4% influence on employee productivity.

Unique contribution to theory, policy and practice: The study concluded that in as much as employees purported to have achieved their targets there was laxity on formally reporting on what they done. Additionally, when the staff requested to be given some time off to attend a personal training it was rejected since it would result to overburdening of other staff with more duties. The study recommends that hospital management should frequently conduct an audit on the procedures and processes required to be attained by the employee.

Keywords: *Training, Employee Productivity, Private Hospitals, Nyeri County, Kenya*

1.0 INTRODUCTION

Employee productivity is said to be an assessment of employee output within a given period of time measured against predetermined targets and goals (Olasanmi et al., 2021). Any organization has predetermined goals and targets for employees to achieve. It is through these targets that employees are assessed and the scores rated. Employee productivity can be enhanced through training, provision of the right tools for work assigned, and formation of a recruitment culture for the talents sought for by an organization (Abebe, 2018).

Organizations that value training for their employees enjoy talent development outcome and the overall employee productivity is outstanding (Haymanot, 2019; Helal, 2022). Having well trained workforce with the necessary skills and talent enables employees work better reducing errors, increasing their confidence and morale leading to improved employee performance (Mohammed et al., 2022).

Nevertheless, employee productivity has been negatively affected by poor training methods due to unqualified trainers in Cambodia (Sothy, 2019). There have been inconsistencies in training programs and limited funds to support training programs in Nigerian organization (Okeke et al., 2019). Additionally, there have been low of management support and good will in Ghana (Shuibin et al., 2020). Locally in Kenya, there has been increased resistant by the staff on areas of training and poor assessment methods used by the management to identify the training needs of staff (Odhiambo, 2018).

1.2 Statement of the Problem

The need for organizations to have unique and very competitive employees enables organizations adopt diversified strategies and procedures to be able to keep up the pace (Nobari et al., 2021). These practices see to it that qualified staff are recruited to work in well remunerated job positions. They in turn deliver the assigned goals with less strain and more zeal since their skills are well appreciated in the organization (Singh & Chaudhary, 2022).

That notwithstanding, the slowdown in the economy which has been indicated by low budget allocation on training and development has been demoralizing the employees to deliver their best (Phillips & Phillips, 2016). There has been less attention given to training and development hence an increment of noticeable skill gaps experiences. In fact, more than 70 percent of organizations cite the skills gap as one of their top five organizational challenges (Youhelingam & Redzwan, 2020). This has become evident as the relatively young staff resign and those who feel abandoned see no need to deliver more than what is expected on them. This has resulted to employer hiring challenges since recruitment process could take an average of up to three to five years to complete (Chahkli et al., 2021).

1.3 Purpose of the Study

To explore the effect of training and development on employee productivity in private hospitals in Nyeri County, Kenya

1.4 Hypothesis of the Study

H₀1: There no significant effect of training and development on employee productivity in private hospitals in Nyeri County, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

Talent DNA Model discusses the general talent that is selected in an organization that helps to identify the organization and helps achievement of the organizational objectives (Shravanthi & Sumanth, 2008). Organizations specialize in different areas which they consider their source of strength. Talent DNA basically states that talent is the bloodstream of an organization and should be uniform and flow from the topmost employee down to the least employee in an organization. Therefore, in order to choose and keep the best talent within a company, organizations need to be able to identify their talents extremely clearly especially through consistent training and assessment.

Shravanthi and Sumanth (2008) states that sustainable competitive advantage in most cases is realized when an organization is consistent in its talent identification through training and development. In the effort to develop the existing talent in an organization, the employee competency is enhanced while at the same time development of the talents. This in turns leads to employee productivity improvement while ensuring the employees are effective and efficient. If an organization has very well-defined talent management practices it means that they can be able to identify upcoming talents and be abler to nurture them through training into more useful assets of the organization.

2.2 Empirical Review

A study by Haymanot (2019) states that training and development reduces on the organizational cost since employees are sure of their roles thus no trial and error at work. The study placed more emphasis on employee training as a means of ensuring improved organizational performance and productivity. Further, Belefkih et al. (2019) in their study on impact of training and development on employee performance highlighted that organizations should have well designed and implemented education software that serves as an all-time training tool for the employees where it does not necessarily require the organization to have schedules for employee training but the software can be utilized by the employees at different times at their own convenience. This will equip the employees with the desired skills and competences that would help the employees work effectively and efficiently towards the achievement of the organizational goals thus improved employee productivity.

Further, Sothy (2019) investigated how training and development impacted staff performance at a few private high schools in Phnom Penh, Cambodia. The 220 staff members who made up the study's target group were the principals, coordinators, and teachers from six (06) prominent private secondary schools in Phnom Penh, Cambodia, who served as the case studies. However, 74 people responded. According to the study's findings, training and development are advantageous for employee performance. Employees acquire the new skills and competences they need to execute their jobs and contribute to greater production through training and development.

Additionally, Odhiambo (2018) investigated how staff productivity at Safaricom Company Limited was impacted by training and development. The study's 1,892 full-time employees of the company's headquarters in Westland, Nairobi County, who made up the target group. Target group members were randomly chosen to make up a sample of 377 respondents. This study found out that training needs analyses, training methodology, training material, and employee development programs had a big impact on employee performance.

3.0 RESEARCH METHODOLOGY

The study adopted descriptive research design to collect data using closed-ended questionnaires. For primary data collection, questionnaires were distributed to informants using a drop-and-pick procedure at each of the 10 private hospitals in Nyeri County, Kenya. The study involved a target group of 89 respondents who were 10 human resources managers and 79 departmental heads from the respective hospitals making a total of 89 respondents who were selected using census method. The collected data were analysed quantitatively with SPSS Version 23. The results were presented descriptively using frequency, percentage and mean. Inferential statistics such as linear and multiple regression analysis were done. The results were presented using tables and explanations. Pilot study was conducted in 1 private hospital (North Kinangop Catholic hospital) in Nyandarua county whose 1 human resource manager and 8 departmental heads were issued with questionnaires. This was in agreement with Mugenda and Mugenda (2003) who pointed that pilot study's population should always be equivalent to 10% of the sample population.

4.0 RESULTS

4.1 Response Rate

The researchers distributed 89 questionnaires and the response rate is indicated in Table 1.

Table 1: *Response Rate*

Respondents	Sampled	Response	Percentage
Humna resources managers	10	8	
Head of departments	79	67	

Total	89	75	84%
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According to Table 1, 75 respondents returned fully filled questionnaires which constitutes to 84 percent of the sample size. A response rate of 70% is deemed necessary by Mugenda & Mugenda (2003) in order to extrapolate sample results to the population.

4.2 Reliability Test Results

The pilot study was conducted at North Kinangop Catholic hospital and the responses are indicated in Table 2.

Table 2: *Reliability Test Results*

Instrument	Cronbach's Alpha	N of Items
Questionnaires	0.866	9

According to Table 2, the questionnaires had a Cronbach Alpha of 0.866 and since they were above 0.7, the results were considered reliable to be used in the main study.

4.3 Descriptive Statistics of Employee Productivity

The study asked questions on employee productivity and the results are indicated in Table 3.

Table 3: *Descriptive Statistics of Employee Productivity*

N=75	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	Employees are usually very effective in reporting the duties performed at a particular time	28 (37.3%)	32 (42.7%)	7 (9.3%)	6 (8%)	2 (2.7%)	2.16
2	There are employee productivity policies that govern their jobs at all times	5 (7%)	4 (5.3%)	8 (10.7%)	18 (24%)	40 (53%)	4.27

3	There is timely achievement of targets within the organization	4 (5.3%)	6 (8%)	12 (16%)	15 (20%)	38 (50.7%)	4.41
4	Employees are able to attend trainings frequently	3 (4%)	8 (10.7%)	12 (16%)	24 (32%)	28 (37.3%)	3.68

As per Table 3, 40(53%) of the respondents strongly agreed while 18(24%) agreed that there were employee productivity policies that governed their jobs at all times. Additionally, 38(50.7) strongly agreed while 15(20%) agree that there was timely achievement of targets within the organization. Nevertheless, 28(37.3%) strongly disagreed while 32(42.7%) disagreed that employees were usually very effective in reporting the duties performed at a particular time. Therefore, the results mean that the hospitals in Nyeri County had set up policies on what was supposed to be achieved but in as much as employees purported to have achieved their targets there was laxity on formally reporting on what they done. Mohammed et al. (2022) also pointed out that most institutions either lacked clear documentation on what was achieved or had a poor organization of performed duty roasters.

4.4 Descriptive Statistics of Training

The study asked questions on employee training and the results are indicated in Table 4.

Table 4: *Descriptive Statistics of Training*

N=75	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	The organization considers refresher courses for its employees	4 (5.3%)	3 (4.0%)	6 (8.0%)	31 (41.3%)	31 (41.3%)	4.09
2	Scholarships are offered to employees by the organization	3 (4.0%)	3 (4.0%)	9 (12.0%)	29 (38.7%)	31 (41.3%)	4.09

3	There is a culture of employee on job training in the organization	2 (2.7%)	0 (0.0%)	14 (18.7%)	24 (32.0%)	35 (46.7%)	4.20
4	Employees are allowed time off to enable for training and advancement	31 (41.3%)	29 (38.7%)	9 (12.0%)	3 (4.0%)	3 (4.0%)	2.09
5	Employees are always given study leave when need be	2 (2.7%)	24 (32.0%)	14 (18.7%)	0 (0%)	35 (46.6%)	3.20

According to Table 4, 35(46.7%) strongly agreed while 24(32%) agreed that there was a culture of employee on job training in the organization. However, 31(41.3%) strongly disagreed while 29(38.7%) disagreed that employees were allowed time off to enable for training and development. Therefore, these results revealed that the private hospitals had enhanced a culture that allowed its staff to get trained but within the institution. That is, the hospitals mainly allowed their staff to attend trainings internally organized in early mornings or evenings, whereby they would not require to be away from their work stations. However, when the staff requested to be given some time off to attend a personal training such as attending a university class, this was rejected since it would result to overburdening of other staff with more duties. This was in agreement with Youhelingam and Redzwan (2020) that training and development of employees could emanate from either the organization or a personal initiative. Therefore, when personal inactivities were discouraged by institutions, it led to dissatisfaction and low morale at work place.

4.5 Model Summary of the Effect of Training on Employee Productivity

The study analyzed the model summary as described in Table 5.

Table 5: Model Summary of Effect of Training on Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.224	.133	2.0133

According to Table 5, the R-value was 0.473 while the R-square was 0.224 hence indicating that training had a 22.4% influence on employee productivity. The other 77.6% was considered to be other factors not examined by the study. The findings are similar to Odhiambo (2018) in the sense

that in as much training and development was significantly influencing performance, it was on average capacity.

4.6 ANOVA of the Effect of Training on Employee Productivity

The study tested the null hypothesis using ANOVA as described by Table 6.

Table 6: ANOVA of the Effect of Training on Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.027	1	35.138	19.065	.000 ^b
	Residual	607.715	74	6.503		
	Total	632.853	75			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Training

According to Table 6, the p-value was 0.000 hence less than 0.05 signifying that the null hypothesis was rejected by the study. Therefore, training had a positive influence on employee productivity. In agreement, Haymanot (2019) also established that there was a positive influence caused by training on performance of staff.

4.7 Regression Coefficient of the Effect of Training on Employee Productivity

The study's regression model was $Y = C + \beta_1 X_1$ where: Y was employee productivity; β_i was coefficients to be estimated; C was Constant; X₁ was training. The study analyzed the regression coefficient to test the model as described in Table 7.

Table 7: Regression Coefficient of The Effect of Training on Employee Productivity

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	0.493	0.046	0.938	.938
	Training	.181	0.035	.221	4.366

According to Table 7, $Y = 0.493C + 0.181X1$ which revealed that training was an important element towards enhancing employee productivity. Therefore, hospitals should incorporate more training schedules to improve the skills of their staff and as well as motivate them.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

The questionnaire responses on employee productivity indicated that 40(53%) of the respondents strongly agreed while 18(24%) agreed that there were employee productivity policies that governed their jobs at all times. Additionally, 38(50.7) strongly agreed while 15(20%) agree that there was timely achievement of targets within the organization. Nevertheless, 28(37.3%) strongly disagreed while 32(42.7%) disagreed that employees were usually very effective in reporting the duties performed at a particular time. The questionnaire responses on training indicated that 35(46.7%) strongly agreed while 24(32%) agreed that there was a culture of employee on job training in the organization. However, 31(41.3%) strongly disagreed while 29(38.7%) disagreed that employees were allowed time off to enable for training and development. Further, the R-value was 0.473 while the R-square was 0.224 hence indicating that training had a 22.4% influence on employee productivity. The other 77.6% was considered to be other factors not examined by the study. Additionally, the p-value was 0.000 hence less than 0.05 signifying that the null hypothesis was rejected by the study. In addition, the results of regression coefficient indicated that $Y = 0.493C + 0.181X1$, which revealed that training was an important element towards enhancing employee productivity.

5.2 Conclusion

The study concluded that in as much as employees purported to have achieved their targets there was laxity on formally reporting on what they done. That is, the hospitals either lacked clear documentation on what was achieved or had a poor organization of performed duty roasters. Additionally, the hospitals mainly allowed their staff to attend trainings internally organized in early mornings or evenings, whereby they would not require to be away from their work stations. However, when the staff requested to be given some time off to attend a personal training such as attending a university class, this was rejected since it would result to overburdening of other staff with more duties.

5.3 Recommendations and Contributions of the Study

The study recommends that hospital management should frequently conduct an audit on the procedures and processes required to be attained by the employee. This could relate to the documentation process required to be fulfilled to warrant that individual employee productivity has either increased or decreased. Additionally, the hospital management should also employ more staff so as to ensure that when an employee requests for an off, there are staff to cover their job posts for them. This would enhance the chances of employees being allowed to attend various personal trainings frequently.

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