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The Influence of Staff Training on Employee Performance in Public Hospital in Wajir County, Kenya.

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ABSTRACT

Employee performance is a critical factor in the delivery of effective healthcare services, particularly in public hospitals where demand often outstrips available resources. In Wajir County, Kenya, the quality of healthcare services is significantly influenced by the competence and efficiency of the medical and support staff working in public health institutions. One of the key strategies for enhancing employee performance is staff training, which equips employees with the necessary knowledge, skills, and attitudes to perform their roles effectively and adapt to emerging challenges in the healthcare sector. The purpose of the study was to investigate the Influence of Staff Training on Employee Performance in Public Hospital in Wajir County, Kenya. It is apparent that various motivational strategies play key roles in shaping the performance of employees in any organization despite the most organization have not been able to pin point the crucial motivational strategies and the extent to which they affect the individual employee performance. The study targets a population of 412 employees from lower carde to top management working in public Hospital in Wajir county in 2018, out of which a sample of 106 respondents representing 26% of the target population will be selected. Stratified random sampling was utilized in selecting the respondents for the study. This is considered representative and reliable for generalization. Primary data was collected from the study respondents using questionnaire. A pilot study was conducted on data collection instrument to pre-test its validity before the main survey while data reliability was measured using Cronbach's alpha coefficient. Data was analyzed using multiple regressions analysis method and presented through tables, charts and graphs. Statistical package for social sciences (SPSS)version 23.0 was used to aid coding, entry and analysis of qualitative data. Finally, there was conclusion and recommendation based on the findings. The conclusions presented herein are based on the findings from the analysis and are structured according to the study's objectives. Each conclusion addresses the key areas investigated in the study, providing a comprehensive understanding of the factors influencing employee performance in public hospitals in Wajir County. The study concluded that **training** plays a fundamental role in enhancing employee performance in public hospitals. Employees who receive well-structured, relevant, and continuous training are better equipped to perform their duties efficiently, leading to improved service delivery. However, gaps in accessibility and the relevance of training programs were identified as key challenges. Many employees expressed dissatisfaction with the limited availability of training opportunities and the misalignment of some programs with their job responsibilities. Addressing these shortcomings by implementing a structured and needs-based training framework will be essential for maximizing employee competence and overall hospital performance.Public hospitals should implement structured training programs that align with employees' job responsibilities. Regular needs assessments should be conducted to identify and address specific skill gaps. Increasing the frequency of training and ensuring accessibility for all employees will improve competence and job performance.

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Key words: *Staff Training, Employee Performance &Public Hospital*

1.0 INTRODUCTION

The success of an enterprise in accomplishing its objectives is greatly assessment d by the way its representatives are displayed. A component of inspiration, which is an innate drive that spurs people to action, is employee execution. Most associations nowadays recognize the importance of having a motivated staff since it makes employees more productive and eventually aids in the expansion of the association. The groups then try to offer better terms for commercial contracts, better welfare programs, better working circumstances, and chances for representatives to develop and be supported in their abilities. The goal of doing this is to draw in and keep the greatest workers. Armstrong (2010), concentrating on "Human Resource Management" in Britain, assumes that representational inspiration yields higher association advantages than certain other administrative systems. Armstrong continues by saying that a company's ability to succeed now depends more on its employees' knowledge, skill, and attitude than it does on its creativity or financial resources. This is because competitors can substitute and coordinate different approaches, like concentrating on a narrowly defined market specialty, creating a cost- based buffer, and forging an advantageous position based on separation; on the other hand, human-based aptitudes, specific skills, or experience that an organization develops over an ill- defined period of time are unique and difficult for competitors to copy (Thompson, 2011).

II: LITERATURE REVIEW

According to Tetty (2009), preparation refers to the process of altering one's thoughts, behavior, and actions due to shifts in knowledge capacities and abilities. It is acknowledged that preparation increases one's capacity to manage increasing levels of responsibility and challenge. Whether a venture is undertaken by an individual or an association, preparation is regarded as a form of human capital speculation. Building each representative's capacity and meeting the association's current labor demands are the driving forces behind preparation in the workplace.

One of the things that motivates employees to perform well in an organization is the availability of opportunities for training and promotion. According to Tetty (2009), professional development is what propels universities to remain true to their mandate as centers of learning and growth.

Without action now, capital may become outdated and irrelevant to the broader population. According to Samuel (2008), employees believe that promotion, training, and preparation are essential to their overall professional growth and goal achievement. As a result, they will be motivated to work hard and forge a career path in an organization that provides these opportunities. Staff training had long been recognized as a critical driver of employee performance, particularly in healthcare settings where service quality was directly tied to employee competence. In the context of public hospitals in Kenya and Wajir County in particular training

initiatives were often implemented to improve technical skills, update clinical knowledge, and enhance administrative capacity. However, the impact of such training on employee performance had not been uniformly assessed, leading to a growing interest among scholars and practitioners alike. A number of studies had explored the link between staff training and employee performance in public health institutions. Ndegwa et al. (2019) investigated the effect of continuous professional development on healthcare worker efficiency in Garissa County, a neighboring region to Wajir. The study found that when training programs were structured, regular, and aligned with employees' job roles, there was a marked improvement in the quality of patient care, reduced errors, and enhanced job satisfaction. These outcomes suggested that staff training, when properly executed, could positively influence employee performance. In a study conducted by Abdi and Noor (2021) focusing on the northeastern region of Kenya, it was revealed that public hospitals in Wajir County had historically suffered from irregular training schedules and limited resources for employee development. The research indicated that nurses and clinical officers often relied on outdated skills due to the lack of continuous training. As a result, employee performance, especially in terms of service delivery speed, patient interaction, and adherence to medical protocols, remained suboptimal. The findings pointed to the need for targeted investment in staff training programs as a means of improving performance. Furthermore, the Ministry of Health (2020) reported that hospitals which had adopted e-learning platforms and on-the-job training mechanisms observed a 25% increase in productivity among frontline health workers. Although this report covered multiple counties, including Nairobi, Kisumu, and Uasin Gishu, it was relevant to Wajir as it highlighted the potential benefits of modernized training approaches. The absence of such systems in Wajir County appeared to contribute to persistent inefficiencies in public health service delivery. International literature also supported the argument that staff training enhanced employee performance. For instance, a meta-analysis by Salas et al. (2017) covering healthcare institutions in low- and middle-income countries showed that staff who underwent regular in-service training displayed significantly improved competencies in diagnostics, patient communication, and data management. Although not specific to Kenya, the study underscored the universal value of staff training in promoting effective healthcare delivery. Locally, a study by Hassan and Wanjiru (2022) focused specifically on Wajir County Referral Hospital and two sub-county health facilities. The researchers used a mixed-methods approach to assess the effect of staff training on employee performance. Their findings showed that departments where training had been more frequent such as maternal and child health—demonstrated higher levels of task completion, fewer patient complaints, and better teamwork. Conversely, in departments with minimal training opportunities, absenteeism was higher, and staff motivation was notably low. The findings of Hassan and Wanjiru were supported by interviews with hospital administrators, who emphasized that budget constraints and logistical challenges had limited training efforts. In some cases, training workshops were conducted only once every two years, and often only a select group of staff could attend due to financial limitations.

These constraints had a negative effect on the broader workforce, who felt left out of development opportunities, leading to dissatisfaction and reduced commitment to organizational goals. Another critical dimension discussed in the literature was the relevance and quality of training. A study by Otieno (2020) covering rural hospitals in Kenya found that while training was generally beneficial, poorly planned programs that did not align with the specific needs of healthcare workers had minimal impact. In Wajir County, this issue was evident in several facilities where generic training modules were used, ignoring contextual challenges such as language barriers, cultural dynamics, and specific regional health threats like cholera and malnutrition. Moreover, it was found that training alone was insufficient without proper follow-up and evaluation. In Wajir, as in many other counties, training outcomes were rarely assessed post-implementation. This was highlighted in a report by the Kenya Health Workforce Observatory (2021), which noted that without performance tracking, it was difficult to measure the return on investment in staff development. This gap in evaluation practices diminished the potential long-term benefits of training interventions. In conclusion, the literature suggested that staff training had a considerable impact on employee performance in public hospitals in Wajir County, but the effectiveness of such training depended on several factors. These included frequency, relevance, inclusiveness, and follow-up mechanisms. When training was well-structured and aligned with organizational goals, its improved staff competency, morale, and patient satisfaction. However, irregular and under-resourced training efforts often failed to yield meaningful improvements in employee performance. The findings highlighted the need for a more strategic, well-funded, and context-sensitive approach to staff training in Wajir's public healthcare sector.

III: RESEARCH METHODOLOGY

3.1 Research Design

Research configuration is the general methodology used to coordinate the various parts of the investigation in a cognizant and coherent manner. It establishes the diagram for the assortment, estimation and examination of information. The principle focal point of this investigation is cross sectional review structure. This structure gave the specialist a reasonable 'depiction' of the result and the connection between the ward and the autonomous factors and further sets up any relationship between these factors, at explicit point in time. Cross sectional plan additionally centers around empowering the analyst to draw surmising's from the connection between inspirational techniques embraced and representative execution. Saunders et al. (2009), suggest this procedure in light of the fact that the technique enables specialists to gather quantitative information which can be examined quantitatively utilizing inferential insights. The technique is additionally seen as definitive as a rule and is relatively straightforward.

3.2 Target Population

The objective populace of this investigation included 412 representatives in open Hospital in Wajir County. The investigation concentrated on the lower and top management staff. These staff incorporated those from the top, center and helper' levels. The objective populace attributes are abridged in Table 1 underneath.

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Table1: Target Population

Name of Hospital	Low Level Staff Grade (1—5)	Middle Level Grade (6—10)	Top Level Grade (11 -15)	Total
Wajir County Referral Hospital	48	100	90	238
Habaswein Dispensary	30	46	14	90
Eldas Dispensary	18	22	8	48
Bute Dispensary	8	20	8	36
TOTAL	104	188	120	412

Source: HR Statistics UK, MU, KSU and KU2024

3.3 Sampling Procedures and Techniques

The investigation respondents were inspected from an objective populace of 238 Wajir County Referral Hospital, 90 Habaswein Dispensary, 48 Eldas Dispensary and 36 Bute Dispensary working at different levels in the four open Hospital. Kothari (2011) contends that if very much picked, tests of about 30% of a populace can regularly give great dependability discoveries. Different investigations have indicated that examples determination, as it were, is critically chosen. What's more, Mugenda and Mugenda (2013) express that in stratified testing where populace inside every stratum is known, an example of 10-30% is satisfactory portrayal for information assortment and for factual revealing. Thusly, from the above objective populace of workers, an example of 26% from inside each degree of business was taken.

Stratified arbitrary testing method was utilized to choose the respondents. This is on thegroundsthatthestrategyproducesappraisalsofbyandlargepopulaceparameterswithin credible accuracy (Shuttleworth, 2008). Consequently, an example size of 106 respondents was chosen. The respondents at that point be tested from the different operational divisions in Kabianga, Moi, Kenyatta and Kisii Hospital in Wajir County. The investigation choosed respondents from the objective populace dependent on the irregular inspecting equation underneath for limited target population;

$$n = \frac{z^2.N.p.q}{N\,E^2 + z^2.p.q}$$

Where; n — Sample size z —

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Confidence level, 95%N — Target population, 412p = q —Maximum population variability, 0.5

E— Samplingerror,4%

That is;

$$n = \frac{0.95^2 x 412 x 0.5 x 0.5}{412 x 0.04^2 + 0.95^2 x 0.5 x 0.5}$$

n = 106

3.4 Sample Population

Out of the objective populace of 412 representatives in open Hospital in Wajir County, a

Test of 106 respondents was chosen speaking to 26% of the populace, as appeared in Table 2

Table2: Sample Size

Name of Hospital	Low Level Staff Grade (1—5)	Middle Level Grade (6—10)	Top level Grade (11-15)	Total
Wajir county referral hospital	12	26	23	61
Habaswein Dispensary	8	12	3	23
Eldas Dispensary	4	6	2	12
Bute Dispensary	2	6	2	10
TOTAL	**26**	**50**	**30**	**106**

Source: Author,2024

3.5. Research Instruments

The examination gathered essential information from the respondents. The information gathered was both quantitative and subjective. The investigation used a poll to gather information. The poll was structured right now include two areas. The initial segment incorporated the segment and operational qualities intended to decide central issues including the segment attributes of the respondent. The subsequent part was committed to the inquiries on the investigation goals.

3.6 Piloting of Research Instruments

Before the principle examine, the analyst guided test the examination by leading a

counterfeit research on 10% of the example populace to set up the appropriateness of the exploration instruments. The wording of a poll is of principal significance and that pre-testing is critical to its prosperity as brought up by Louis, et al., (2008). In the wake of directing, the analyst guaranteed that the inquiries are complete and non-uncertain. This is dictated when which respondents take to finish polls and additionally leaving a few inquiries unanswered. Directing additionally helps the scientist decide how best to break down information gathered. The scientist lead guiding with eleven workers of Habaswein Dispensary. The Hospital chose for guiding won't be remembered for the genuine investigation. Information gathered from the pilot study was examined and the outcomes used to modify he things in the survey. The specialist likewise looked for guidance from the Human Resource offices on the instrument's things appropriate for information assortment. Where fundamental, redress of the instruments was made before the genuine research

3.7Testing for Validity and Reliability

3.7.1 Validity

Authenticity is how a lot of results procured from the assessment of the data truly address the miracle under scrutiny (Mugenda and Mugenda, 2008). It evaluates how absolutely the data obtained in the examination addresses a given variable or work in the assessment. The survey was given to content authorities in research to search for their supposition about the adequacy and representativeness of the instrument to ensure that it covers all of the components being assessed as a technique for choosing substance authenticity. Saunders et al, (2009), agree that in any assessment, it is helpful as an issue of authenticity and immovable quality to watch that the instrument is pre-attempted before the last association. The assessment will ensure create authenticity by getting the investigation factors from existing theoretical structures. The examination adequately reviewed related composition and model the assessment on sound theoretical models. Also, to attest fabricate authenticity, the instrument to be used in the assessment was reviewed by the chairman. In addition, a pilot study was liked manner

guided on the data variety instrument to pre-test the instrument before the principal audit. The pilot concentrate enabled the expert to review the clarity and sensibility of the instrument with the objective that those things saw as overabundance, lacking and furthermore questionable was modified or overlooked absolutely and new things added to improve the idea of the investigation instrument, right now its authenticity.

3.7.2 Reliability

Information unwavering quality, which is a proportion of interior consistency and normal connection, will be estimated utilizing Cronbach's alpha coefficient which goes somewhere intherangeof0 and 1 (Kipkebut, 2010). Cronbach's alpha is an unwavering quality coefficient that shows how well things in a set are decidedly associated to each other. It quantifies the between relationships among test things, with a proportion of 1 being most elevated and 0 being least as far as inner

consistency and unwavering quality. Higher alpha coefficient esteems imply there is consistency among the things in estimating the idea of intrigue. As a dependable guideline satisfactory alpha ought to be at any rate 0.70. Cronbach's alpha is a general type of the Kunder Richards on (KR)20 recipe got from Mugenda and Mugenda (2013).

This section outlines study methods to be used in collecting data. Primary data was collected using a self-administered questionnaire that captured the various variables of the study. The questionnaire is designed to address specific objectives, research question or test hypothesis (Mugenda and Mugenda, 2013). Structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form, while unstructured questions was used so as to encourage respondent to give an in-depth response without feeling held back in revealing of information. Each questionnaire was coded and only

the researcher know which person responded. The coding technique only be used for the purpose of matching returned, completed questionnaires with those delivered to the organizations. The response was in form of a Likert scale anchored by a five-point rating ranging from "Strongly Disagree" to "Strongly Agree".Secondary data was collected through review of published literature such as journals articles, published theses and textbooks. The researcher made use of secondary data from the universities' records. These sources were reviewed to give insight into the search for primary information. They gave insight on variables selection, development of instruments and discussion of the findings.

3.8 Data Collection Methods and Procedures

The analyst will acquire a presentation letter from Mount Kenya Hospital and an exploration grant from the National Commission for Science, Technology and Innovation (NACOSTI). Consent to gather information likewise be looked for from the four open Hospital. This will be trailed by enlistment of one research collaborator for every one of the Hospital. The specialist and the examination colleagues utilized drop-and-pick strategy in information assortment since it is easy to embrace and guarantees secrecy is maintained. The respondents were given seven days, after which the polls were gathered. Be that as it may, where important the period can be stretched out for another week to take into consideration unanticipated conditions. This technique is esteemed suitable thinking about the length of the poll, the accessibility of the respondents and the geological scattering of the example chose.

In the wake of gathering information from the respondents through the poll, information will be altered inside a day to check for fulfillment, consistency and unwavering quality. The subsequent stage included coding the reactions in the coding sheets by interpreting the information from survey and doling out characters and images. This was trailed by screening and cleaning of information before it is at long last moved to SPSS for examination.

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3.9 Proposed Data Analysis Techniques and Procedures

Before handling the information gathered, the filled polls were twofold checked for fulfillment and consistency. The information will at that point be coded to empower the reactions to be assembled into different classes so as to encourage information passage. The gathered information was investigated utilizing Statistical Package for the Social Sciences (SASS) rendition 23.0 program. Shapiro-Wilk test was utilized to test for ordinariness of the information gathered. After information cleaning which involved checking for mistakes in section, enlightening insights and frequencies was assessed for all factors and data exhibited in type of recurrence tables, diagrams and charts. Expressive insights were utilized in light of the fact that it empowers the scientist to definitively portray dispersion of scores or estimations utilizing a couple of lists (Mugenda and Mugenda, 2013). Engaging insights additionally gives the fundamental highlights of information gathered on the factors and gives the driving force to facilitate examination on the information. The investigation utilized different relapses examination to break down the gathered information to worker execution. Different relapse endeavors to decide if a gathering of factors together anticipate a given ward variable (Mugenda and Mugenda, 2013).

3.10 Ethical Considerations

Consent was looked for from the National Commission for Science, Technology and Innovation (NACOSTI) and the School of Post Graduate Studies of Mount Kenya Hospital. Association assent was looked for from every one of the four open Hospital while singular respondent assent was acquired before conveying the polls. Secrecy likewised be guaranteed to the respondents and was seen by guaranteeing that unapproved people have no entrance to the information gathered. The respondents had the opportunity to disregard things that they don't wish to react to.

IV: RESULTS

4.1 Assessment of Training on Employee Performance

Table 1: Training

Statement	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)	N
I have received adequate training in technical skills related to my job.	12 13.3%	19 21.1%	17 18.9%	25 27.8%	9 10.0%	90 100%

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Statement	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)	N
Training on problem-solving skills helps me handle work challenges effectively.	9 10.0%	22 24.4%	14 15.6%	25 27.8%	8 8.9%	90 100%
The hospital provides training to improve my interpersonal skills and teamwork.	8 8.9%	17 18.9%	15 16.7%	33 36.7%	11 12.2%	90 100%
Continuous staff training improves my efficiency and job performance.	15 16.7%	12 13.3%	11 12.2%	29 32.2%	5 5.6%	90 100%
Lack of training opportunities affects my ability to perform my duties well.	14 15.6%	11 12.2%	8 8.9%	30 33.3%	12 13.3%	90 100%

The study sought to determine the impact of training on employee performance. As shown in Table 9, respondents were asked to evaluate various aspects of training in relation to their performance. The adequacy of technical training received mixed feedback. A total of 25 respondents (27.8%) agreed that they had received adequate training, and 9 respondents (10.0%) strongly agreed. However, dissatisfaction was evident, with 12 respondents (13.3%) strongly disagreeing and 19 respondents (21.1%) disagreeing, while 17 respondents (18.9%) remained neutral. This highlights that although a notable portion of respondents found the training sufficient, a significant number felt it was lacking. Regarding problem-solving skills training, 25 respondents (27.8%) agreed it helped them handle work challenges effectively, and 8 respondents (8.9%) strongly agreed. Nevertheless, 9 respondents (10.0%) strongly disagreed, and 22 (24.4%) disagreed. Neutral responses were recorded from 14 respondents (15.6%), indicating a varied perception of the training's effectiveness.

When asked about interpersonal skills and teamwork training, the majority had positive opinions, with 33 respondents (36.7%) agreeing and 11 respondents (12.2%) strongly agreeing. On the other hand, 8 respondents (8.9%) strongly disagreed, 17 (18.9%) disagreed, and 15 respondents (16.7%) expressed neutrality. This suggests that interpersonal skills training was relatively well-received. For continuous staff training and its impact on efficiency and performance, 29 respondents (32.2%) agreed it was beneficial, and 5 respondents (5.6%) strongly agreed. However, a notable 15 respondents (16.7%) strongly disagreed, while 12 (13.3%) disagreed. Neutral responses came from 11 respondents (12.2%), showing that while continuous training was appreciated by many, a

minority expressed concerns. Lastly, the impact of limited training opportunities was acknowledged by 30 respondents (33.3%) who agreed that it affected their ability to perform well, and 12 respondents (13.3%) strongly agreed. Conversely, 14 respondents (15.6%) strongly disagreed, 11 (12.2%) disagreed, and 8 respondents (8.9%) were neutral. These responses emphasized the significance of training opportunities in enhancing employee performance.

The mixed feedback on training effectiveness where some employees found technical training insufficient while others valued interpersonal skills training—aligns with Grossman & Salas (2022), who conducted a meta-analysis of workplace training programs. Their study found that employees perceive training as valuable only when it is directly applicable to their daily tasks and incorporates hands-on practice. This explains why respondents may have rated interpersonal skills training more favorably, as soft skills like teamwork and communication have immediate, observable benefits in hospital settings. Conversely, technical training that lacks practical reinforcement may fail to translate into improved job performance, leading to dissatisfaction among some employees.

V: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

The study highlighted the mixed impact of training programs on employee performance. Regarding technical skills training, while 27.8% of respondents agreed and 10.0% strongly agreed that they had received adequate training, 34.4% expressed dissatisfaction, either disagreeing or strongly disagreeing, pointing to gaps in technical skill development. Problem-solving training similarly showed inconsistent effectiveness, with 36.7% agreeing or strongly agreeing that it helped tackle work challenges, while 34.4% disagreed or strongly disagreed. Interpersonal skills training received more favorable feedback, with 48.9% agreeing or strongly agreeing that it improved teamwork within the hospital. Continuous staff training saw 37.8% of respondents acknowledging its benefits, but dissatisfaction was notable, with 30.0% disagreeing or strongly disagreeing, reflecting concerns about the frequency or relevance of the programs. Finally, 46.6% of respondents agreed or strongly agreed that the lack of training opportunities hindered their ability to perform duties effectively, underscoring the need for structured and consistent training initiatives.

5.2 Conclusions

The study concluded that training plays a fundamental role in enhancing employee performance in public hospitals. Employees who receive well-structured, relevant, and continuous training are better equipped to perform their duties efficiently, leading to

improved service delivery. However, gaps in accessibility and the relevance of training programs were identified as key challenges. Many employees expressed dissatisfaction with the limited availability of training opportunities and the misalignment of some programs with their job responsibilities. Addressing these shortcomings by implementing a structured and needs-based training framework will be essential for maximizing employee competence and overall hospital performance.

5.3 Recommendations

Public hospitals should implement structured training programs that align with employees' job responsibilities. Regular needs assessments should be conducted to identify and address specific skill gaps. Increasing the frequency of training and ensuring accessibility for all employees will improve competence and job performance.

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