

EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE: A SURVEY OF HEALTH WORKERS IN SIAYA COUNTY, KENYA

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ABSTRACT: *Low job satisfaction and low motivation does not only reduce performance of the health systems but also constitute a serious push factor for migration of health workers, both from rural areas to the cities, and to other countries. It is therefore an important goal of human resources management in the health sector to strengthen the performance of health workers, from heads of health facilities to auxiliary staff. The general objective of this study was to assess the effect of the training on the performance of staff in the public health institutions in Kenya. The target population is the doctors, clinical officers, nurses and subordinate staff serving in public health facilities within Siaya County. The data was collected through administration of questionnaires. The questionnaires included both open ended and closed questions. The researcher took a sample size of 20% giving a sample size of 56 respondents, employing a stratified sampling technique. The researcher distributed the questionnaires and collected them after two weeks which was sufficient for the respondents to have filled them adequately and duly. Then the data was then entered by coding into a computer program, SPSS to facilitate analysis. From our study it shows there is a strong positive relationship between training of employees and performance.*

KEYWORDS: Training, Benefits, Recognition, Performance

INTRODUCTION

Historically, monetary incentives have been used to reward employees for good job performance. Rewards have typically included project bonuses, profit sharing, warrants and stock options, additional paid vacation and scheduled holiday and performance bonuses. Monetary rewards do not always achieve the desired effect in a business, and in some cases create entirely new problems. Non-monetary incentives are proving themselves as much more effective tools in the workplace. In an organization, there should be more than financial reward given to employees in order to motivate them. Financial rewards most times are said to favour in short term while non financial rewards favour long term goals. Non financial rewards provide significant at little or no cost and the least costly non-financial reward is "Thank You". Organizations looking to reward performance and to promote a productive work ethic among their employees are said to

increasingly embrace non-financial rewards. Also, non financial rewards tend to focus more on the personal needs of most people.

The quality of health systems depends greatly on the performance of workers who are satisfied with their jobs, and therefore stay at their stations, work and enhance higher productivity in the health facilities. Kenya is faced with a great challenge in this respect, with low health worker to population ratios, poor health indicators, and an alarming brain drain (Health Sector Review, 2010). Low job satisfaction and low motivation do not only reduce performance of the health systems but also constitute a serious push factor for migration of health workers, both from rural areas to the cities, and to other counties (Pfau & Ira, 2003).

The aim of Management is to meet personal and organizational goals. This requires strengthening health workers' self- efficacy by offering training and supervision, ensuring the availability of essential means, materials and supplies as well as equipment and the provision of adequate working conditions.

LITERATURE REVIEW

Poor unsafe working conditions, low remuneration and poor development strategies do not only reduce performance of the health systems but also constitute a serious push factor for migration of health workers, both from rural areas to the cities, and to other counties (Mathaeur, 2011). It is therefore an important goal of human resources management in the health sector to strengthen the motivation of health workers, from heads of health facilities to auxiliary staff. Highly motivated staff will not only perform better but also provide a higher quality of health services. Medical doctors or nurses who are motivated in their current job may also be as less inclined to leave their job or even their country behind in search of alternatives, such as higher salary as well as better working conditions. Despite interest in the issues of human resource for health workers in developing countries has so far not received as much attention as the subject merits (Ministry of Health Information Guide, 2009).

Motivation is particularly essential for public healthcare organizations' success. This is due to many reasons. First, public health employees serve public purposes and motivated employees in public sector are critical to fulfill the governments' responsibilities to their citizens and communities. Second, citizens seek satisfaction from governmental services and to the extent that government is able to respond to their needs timely and effectively, their confidence on government grows. Government's ability to respond timely and effectively -to some extent depends on the degree to which public employees are willing to exert effort in their jobs. Third, government faces increasing public demands and financial constraints to meet those demands.

Motivation is the set of forces that cause people to choose certain behaviors from among the many alternatives open to them. An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed. Motivation is important because of its significance as a determinant of performance and its intangible nature. Performance is considered to be a function of motivation and ability thus:

Job Performance=f(ability)(motivation)

Performance means both behavior and results. Behaviors emanate from the performance and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right- the product of mental and physical effort applied to tasks and can be judged apart from results (Kaplan, 1996).

This definition leads to the conclusion that when managing the performance of teams and individuals, both inputs (behavior) and output (results) need to be considered. Training and development is any 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 or knowledge. The study holds that training as a non financial incentive effects employee performance.

Training

The benefits of training can be summed up as: Improves morale of employees, Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover. Less supervision, a well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts. Fewer accidents, errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes. Chances of promotion, employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization. Increased productivity, Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

Training is generally imparted in two ways: On the job training, on the job training methods are those which are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The in proficient as well as semi- proficient employees can be well trained by using such training method. The employees are trained in actual working scenario. The motto of such training is "learning by doing." Instances of such on-job training methods are job-rotation, coaching, temporary promotions, etc. Off the job training, off the job training methods are those in which training is provided away from the actual working condition. It is generally used in case of new employees. Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period.

Based on the literature reviewed the following hypothesis was constructed:

H₀: There is no relationship between training and employee performance among health workers in Siaya County.

H_A: There is a relationship between training and employee performance among health workers in Siaya County

METHODOLOGY

This study adopted case study design to establish the relationship between training and employee performance. Quantitative data was collected using questionnaires. Stratified random sampling technique was used to select respondents from the entire population, thus ensuring all health workers were given an equal chance of being selected into the study sample. The target population for this study comprised of doctors, clinical officers, nurses and subordinate staff serving in public health facilities within Siaya County. The formulated hypothesis was tested using the Pearson correlations generated by SPSS.

RESULTS AND DISCUSSIONS

Training on Employee Performance

Table 1 shows that 63.3% of the respondents consider experience as a factor in training employees. Education background was also cited by some companies (50%) when training employees. Seniority (30%) and others (26.7%) were also seen to be considered. It is evident from the above results that the main constituent of training schemes is based on grading systems that the employer sets relative to either the education level or the experience of the employees.

Table 1: Factors Considered when Training Employees

	Agreed %	Disagreed %	Total %
Experience	63.3	36.7	100.0
Seniority	30.0	70.0	100.0
Education Background	50.0	50.0	100.0
Others	26.7	73.3	100.0

Table 2 shows that 50% indicated that they use top management to set training programs. 21.4% of the respondents use employees, while 28.6% use others to set training programs respectively. The results are within the framework suggested by Otley (2002) that determining who sets performance targets requires a consideration of whether the targets should be imposed on subordinates by their superiors or whether subordinates should be able to fully participate in the setting of targets. To this effect it means that majority of the companies impose training programs on subordinates.

Table 2: Setting Training Programs

	Frequency	Percent	Cumulative Percent
Top Management	21	50.0	50.0
Employees	9	21.4	71.4
Others	12	28.6	100.0
Total	42	100.0	100.0

Hypothesis Testing

Research Hypothesis H_0 : There is no relationship between training of employees and performance of health workers in the public health institutions in Siaya County.

To test this, Spearman correlation analysis was done between employee training and performance at the workplace. The results are as shown in Table 3.

Table 3: Spearman Correlation on Training and Performance

		Training
Performance	Pearson Correlation	0.654(**)
	Sig.(2-tailed)	0.00
N		42

** correlation is significant at the 0.01 level (2 tailed)

The study results show that the correlation coefficient between training of employees and performance of health workers in the public health institutions in Siaya County is 0.654. This is significant at $\alpha = 0.01$ significance level as well as at $\alpha = 0.05$ level. The correlation coefficient shows there is a strong positive relationship between training and development of employees and performance. The researcher accepts the null hypothesis at $\alpha = 0.05$ significance level and concludes that there is a relationship between training and employee performance among health workers in Siaya County.

CONCLUSIONS

The study results show that there is a strong positive relationship between training and development of employees and performance. It is evident from the above results that the main constituent of monetary reward schemes (salaries) is based on grading systems that the employer sets relative to either the education level or the experience of the employees.

RECOMMENDATIONS

This study proposes that non-monetary incentives have the potential to affect the motivation of public employees positively if the necessary circumstances are met. With regard to incentive preferences, monetary incentives seem to take precedence over non-monetary incentives. However, this does not mean that the employees are not likely to be motivated by the non-monetary incentives. According to the analysis of responses, non-monetary incentives are valued highly by the employees, even in the absence of monetary incentives. Non-monetary incentives are not only essential to compensate for the inadequacy of wage and monetary incentive levels, but also they are vital to satisfy employees many other needs such as social interaction, belongingness, recognition, respect, attention, a feeling of achievement, autonomy, a meaningful job, a feeling of self-worth, developing one's full potential, feedback about performance etc.

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