Training and Development on Employee Performance, A Case of Garissa County Referral Hospital, Kenya

Hassan Kune Mire [a++*], Peter Butali Sabwami [a#] and Joel Mose Ayora [a#]

[a] School of Business and Economics, Garissa University, Kenya.

Authors' contributions

This work was carried out in collaboration among all authors. Author HKM designed the study, performed statistical analysis, wrote the protocol, wrote the first draft of the manuscript, edited and made all the corrections. Authors PBS and HKM supervised all the processes involved in preparing the manuscript. All authors read and approved the final manuscript.

Original Research Article

ABSTRACT

The primary objective of this research was to determine the impact of training and development on employee performance, using Garissa County Referral Hospital in Kenya as a case study. The researcher employed a cross-sectional descriptive survey design. The target population for the study consists of all staffs in Garissa County Referral Hospital. The target population was 445 health officers of Garissa County Referral Hospital in Kenya from where a sample population of

_____

[++] *M.Ed Scholar;*
[#] *Lecturer;*
Corresponding author: Email: hassan1969kune@gmail.com;

10% was obtained to have a sample size of 45 respondents. Data was collected using semi-structured questionnaires and gathered through a drop-and-pick approach. Qualitative data used thematic analysis while quantitative data was analyzed to produce descriptive and regression analysis produced inferential statistics. The study concludes that at 5^% significance level; skills acquisition has a significant positive effect employee performance in Garissa County Referral Hospital, Kenya (β= 0.522 p=0.002).training attendance has a significant positive effect employee performance in Garissa County Referral Hospital, Kenya (β= 0.459, p=0.003) and employee turnover rates have negative significant influence on employee performance in Garissa County Referral Hospital (β= -0.376; p=0.012) The study revealed that 58.34% of change in employee performance in Garissa County Referral Hospital is explained by skills acquisition, training attendance, and employee turnover rates; where employee performance in Garissa County Referral Hospital was significantly and positively explained by skills acquisition as well as training attendance and significantly and negatively explained by employee turnover rates. The study recommends for Garissa County Referral Hospital to; strength its skills acquisition policies and program to increase the way new skills are acquired by identifying new training programs relevant to their job responsibilities; ensure employee training attendance where employee should consistently attend these training sessions, and have policies for addressing employee turnover rates so as to reduce frequent resignation, high turnover and frequent departures and provision for mitigating high termination rates and impact of hiring of new employees.

1. INTRODUCTION

1.1 Background of the Study

Globally, skills acquisition and training attendance have featured prominently in enhancing employee performance [1]. This has been associated with the potential utilization of inefficient training and development methods. Notably, in the modern world, organizations, be they in the private or public sector, must continuously enhance the quality of their offerings to maintain a competitive [2]. So institutions need to acquire and fully utilize their resources, particularly their human capital, efficiently. Therefore, it is in the best interest of every company to elevate employee job performance through the implementation of training and development as a fundamental strategy for enhancing performance and, consequently, corporate productivity [1] Accordingly, training and development are widely recognized as essential components required by any organization to achieve optimal output from its human resources, as they aids in enhancing skills acquisition and elevating training attendance rates, aligning both individual and organizational performance requirements [2].

In the African region, frequent investment in the training and development of employees within the Hospitality sector has yielded substantial improvements in performance, evident through increased tourist arrivals and the return of international visitors who express satisfaction with the services provided. Locally in Kenya, training and development constitute a vital component of human resource management, entailing the enhancement of employees' cognition, expertise, proficiencies, and capabilities within an organization (Ahammad, 2017). This systematic process is aimed at ameliorating an individual's occupational performance, equipping them with the necessary aptitude to meet the organization's current and future requisites (Saeed et al., 2019).

Garissa County Referral Hospital recognizes the paramount importance of continuous skills acquisition in healthcare. In an era marked by rapid advancements in medical knowledge and technology, the hospital has implemented structured learning programs to ensure its healthcare professionals remain well-versed in the latest medical practices and technological innovations. Medical practitioners, nurses, and support staff alike are encouraged to participate in ongoing training sessions and workshops. These initiatives serve as a platform for skills acquisition and provide opportunities for staff to enhance their competencies, ultimately leading to improved patient care and safety (Saeed et al., 2019).Training and development is an organization's attempt to upgrade current as well as future workers' level of performance by boosting their capacities to perform through training, normally by altering the employees'

attitude towards work or increasing their knowledge and skills essential for the particular work [3]. From the perspective of these researchers, training and development is a function mainly associated with improving individual's overall performance as well as that of an organization. In this regard, training and development can be defined as an educational process that entails enhancing competencies, standards, and improving knowledge to foster personnel performance [4,5].

Garissa County Referral Hospital is a vital public healthcare institution strategically located in Garissa County, Kenya. This medical facility plays a pivotal role in the region's healthcare landscape, boasting an approximate bed capacity of around 350 beds and a dedicated workforce comprising nearly 1000 health professionals and support staff. Its significant bed capacity highlights its substantial role in catering to the healthcare needs of the local population, ensuring access to medical services for a diverse array of patients [6].

The hospital is committed to providing a comprehensive range of healthcare services to meet the multifaceted needs of the community it serves. Among the services offered are essential laboratory services, catering to diagnostic requirements. Furthermore, the hospital extends dentistry services, recognizing the importance of oral health in overall well-being. Its pharmacy services ensure the availability of essential medications, while X-ray services facilitate diagnostic procedures [7]. Overall, Garissa County Referral Hospital serves as a cornerstone in the region, delivering essential medical care and support to the local population (Korir et al., 2021).

1.2 Statement of the Problem

Although Kenya County government customer satisfaction, they register concerning shortfall in achieving these objectives (Hilbig & Rudolph, 2016) County governments in Kenya experience poor performance; issues associated with challenges in training [8]. In Garissa County Referral Hospital, training and development is to yield substantial improvements in service delivery. Failure to address this issue effectively could have detrimental consequences for Garissa County Referral Hospital. Despite the wide range of empirical research on the way training and development relate to performance, existing studies have not adequately addressed training and development in the context of Garissa County Referral Hospital Existing studies do not adequately address why training and development programs, despite being conducted, have failed to yield significant improvements in worker performance. It is for this reason that this study filled the gap by examining the influence of worker training and development on performance within the hospital shedding light on the factors that may hinder or facilitate the effectiveness of these programs.

1.3 Objectives of the Study

General objective: The purpose of the study was to determine the effect of training and development on employee performance in Garissa County Referral Hospital.

Specific objective:

i) To determine the effect of skills acquisition through pre and post training assessment on employee performance in Garissa County Referral Hospital

ii) To assess the effect of training attendance on employee performance in Garissa County Referral Hospital

iii) To establish the effect of employee turnover rates attendance on employee performance in Garissa County Referral Hospital

2. LITERATURE REVIEW

2.1 Theoretical Framework

This proposed study was based on the reinforcement theory and human capital theory.

2.2 Reinforcement Theory

Reinforcement theory, initially introduced by B.F. Skinner in 1938 [9], plays a pivotal role in understanding and influencing human behavior, particularly in the context of training and skill acquisition. This theory posits that individuals are motivated to engage in or avoid certain behaviors based on the consequences they anticipate as a result of those behaviors. When applied to training, the reinforcement theory implies that in order for newcomers to acquire new skills, knowledge, or modify their existing capabilities, trainers must consider the perceived positive and negative outcomes associated with such learning experiences [9]. Consequently, trainers should connect these outcomes to the process of knowledge and skill acquisition among

inexperienced individuals. From this perspective, the reinforcement theory underscores the importance of equipping employees with knowledge and skills to facilitate their growth and enhance their job performance. In the context of the study on the effect of skills acquisition through pre and post-training assessment on employee performance in Garissa County Referral Hospital, the reinforcement theory offers valuable insights.

2.3 Human Capital Theory

The Human Capital Theory, originally introduced by Gary Becker in 1963 [10], provides a valuable framework for understanding the relationship between training and development and employee performance. This theory forms the basis for viewing training and development as a significant investment, emphasizing that it can profoundly influence employee productivity and efficiency by enhancing their cognitive inventory of economically profitable human capabilities [10]. In essence, it suggests that training and development programs are not just expenses but valuable investments that contribute to the development of an organization's human capital, which, in turn, drives economic benefits for both individuals and society at large. In the context of the study on the effect of training attendance on employee performance in Garissa County Referral Hospital, the Human Capital Theory is highly relevant. The theory underscores the notion that investing in people through training and development is crucial for enhancing labor force performance, both quantitatively and qualitatively [11]. Therefore, the study can draw upon this theory to examine how attendance in training programs can contribute to the development of human capital within the hospital's workforce.

2.4 Path Goal Theory

The path-goal theory was first introduced by Martin Evans (1970) and then further developed by House (1971). The path goal approach to employee reward is based on expectancy / valence model which states that an individual's motivation depends on his or her expectation of rewards and the valence or attractiveness of those rewards. This theory focuses on the leader as a source of rewards. It attempts to predict how different types of rewards and different leadership styles affect motivation performance and satisfaction of subordinates (Robert 2020). The Path-Goal Theory of leadership is closely linked to the third objective,

which is "To analyze the effect of employee turnover rates and attendance on employee performance in Garissa County Referral Hospital." This theory underscores the significance of providing clear goals and guidance to employees, aligning it with the objectives of analyzing employee turnover rates and attendance [12]. In the context of the hospital, the leadership style adopted by hospital managers can significantly influence employee behavior and performance [13].

2.5 Empirical Review

Skills acquisition through pre and post training and employee performance: Tang, [14] explored the importance of soft skills acquisition by teachers in higher education institutions. The qualitative findings revealed the importance aspects of soft skills acquisition are: delivery of effective and quality teaching; career development and enrichment, and managing student skills. In summary, the findings contribute to and substitute for training and provide significant pronouncements towards the knowledgeable and dexterous development of the country as a whole. In a recent study conducted by Karim, Choudhury, and Latif [2], it was observed that electronic learning (eLearning) has gained prominence as a preferred training and development method among organizations. According to Karim, Choudhury, and Latif [2], eLearning is particularly favored in situations where employees are geographically dispersed and unable to attend in-person training sessions. This approach aligns with the perspective of Fallucchi, Coladangelo, Giuliano, and William De Luca [15], who advocate for eLearning by highlighting its flexibility, allowing employees to engage in learning and personal growth without the constraints of physical travel or dedicated training facilities. In a related study, Burhan Ismael, Jabbar Othman, Gardi, et al. [16] explored alternative training methodologies, emphasizing the use of on-the-job training. Their findings indicated that this form of training leads to favorable outcomes, primarily because it enables employees to learn while actively engaged in specific projects or tasks. Another study by Gatuyu and Kinyua [17] concludes that the knowledge acquisition strategies had a significant positive effect on the performance of SMEs in Meru County.

Training attendance on employee performance: Mahmood and Hamli, [18] show

that training need analysis and training effectiveness were positively associated with employee performance. It was discovered that employee competency is a partial mediator between training functions and employee performance. Arasanmi and Krishna [12] study revealed that the industry demonstrated a moderate level of commitment to providing training to its employees. Okechukwu, (2017) found that training and development and employee performance positively influence on job satisfaction, and there is a significant relationship between training and development, employee performance, and job satisfaction. It also established that training and development and employee performance is an efficient and supportive strategic to organization and employee success. This paper presents significant theoretical contribution for academic knowledge purpose and managerial contributions for practitioners.

Employee turnover rates and employee performance: Boakye, et al., [19], showed that interpersonal support and supervisory support are positively associated with employee engagement, whereas employee engagement mediates the relationships between both interpersonal support and supervisory support and employee turnover intentions. Statistically significant differences are found. Ali and Anwar [20] showed that the there is a positive correlation between job satisfaction and employee turnover. Finally, on the turnover intentions of private hospital personnel in Erbil, most of them would quit in case if they have a better opportunity.

3. RESEARCH METHODOLOGY

3.1 Research Design

The researcher adopted a cross-sectional descriptive survey design. Lee, Lam, Chan, and Chan (2020) described this research design as a research process for gathering adequate raw data about a population of interest from different groups at one point in time. This research design was preferred because it will help to obtain unbiased view of the target population (Lee et al., 2020). A survey design aided in collecting adequate detailed data to facilitate the understanding of the impact of training and development on worker performance. Besides, the design allowed use of both numerical and qualitative data collection tools in this study.

3.2 Target Population

The target population of study was the healthcare staffs in Garissa County Referral Hospital. According to the Garissa County Financial Year Report 2018/2019, the department of Health in Garissa County has personnel strength of 445 people consisting of 1 CEO, 54 Doctors, 120 Laboratory Staff, 170 Nurses and 100 Physiotherapy Staff. The target population will be 445 respondents based on distribution

3.3 Sampling

The sample population was chosen through stratified sampling method while sample units or departments was chosen using convenience sample approach. According to Berndt [21], stratified sampling involves obtaining different heterogeneous groups of the particular target population where each group had different traits essential for inclusion in the given study. In the case of the proposed study, this sampling method helped in choosing health workers engaged in similar tasks and whose tasks require similar skills and knowledge.

A sample size according to Zawacki-Richter et al. (2020) is a smaller proportion of the entire unit arrived at either scientifically or non-scientifically. While various approaches to determining a sample size have been recommended (Mugenda and Mugenda, 2009), that a sample of 10% to 30% is ideal for any selection of sample for any academic research. The study used 10% of the target population that will from the sample size as shown on used proportionate sampling.

3.4 Data Collection Instruments

Data was gathered using semi-structured questionnaire. Ball [22] recommends the use of questionnaires for survey studies. According to Ball [22], questionnaires are widely deployed to gather information regarding current circumstances and practices and inquire about people's attitudes and views easily. Besides, questionnaires allow the use of standardized questions thereby facilitating easy analysis and time saving [22] .Data was collected through drop and pick approach.

3.5 Data Analysis

Qualitative data was analyzed through thematic analysis approach. On the other hand, numeric

data obtained was organized, coded and entered into Statistical Package for Social Sciences (SPSS) v. 28 for analysis. The outcomes of the study were presented in form of frequency distribution in relation to the research objectives. Regression models and analysis was fitted with workers' performance as the dependent variable and training and development as the independent variables.

4. RESEARCH FINDINGS AND DISCUSSION

The study response rate was 45(100.00%) which was well above 69%. This means a very high response rate as stated by Mugenda and Mugenda (2008). Mugenda and Mugenda (2008) indicate that a response rate exceeding 49% and below 60% is an adequate while that is exceeding 59% and below 69 is considered good. Response rate exceeding 69% is consider very high one.

In their study Okunbo and Oghuvwu [23] found that some factor such as the age, experienced are important for increasing the efficiency of an organisation such as Garissa County Referral Hospital. This assertion is because the ability of an organisation to survive in a competitive environment filled with uncertainty will requires some level of capabilities (such as age. education, training and experience), achieved over a period of time through the organisation's age. The participants were requested for certain particulars of the respondents found useful to the study. These particulars, which include; gender, age, highest education level, period work with the hospital as well as status of training and development, which were analysed.

While a majority of 29(64.44%) showed that they were male, 16(35.56%) indicated that they were female; an adherence to the gender parity based on the two third gender rule as prescribed in the Kenya Constitution 2010 [24]. Although, according to Gicheru et al. [24], women make up the majority of the health workforce, relatively few research have looked at gender representation in leadership structures in the sub-Saharan African health sector. In all public positions the 2010 Kenyan Constitution stipulates the "two-third gender rule," which states that no more than two thirds of the people in appointed leadership roles should be of the same gender.

Base on the results, most of the respondents, 21(46.67%), showed that they were over 40 years old while 18(40.00%) indicated that they were aged between 31 to 40 years as 5(11.11%) showed their ages were between 21 and 30 years and 1(2.22%) indicated that they were between aged 19 and 20 years old. In the results, it was shown that a majority of 24(53.33%) showed that they had university undergraduate degrees, 11(24.44%) indicated that they had diplomas as 6(13.33%) had postgraduate degree and 4(8.89%) indicated that they had certificates.

As most of them, 14(31.11%), showed that they had worked with this hospital for more than 10 years, 13(28.89%) showed that they had worked with this hospital for between two (2) and five (5) years as 11(24.44%) showed that they had worked with this hospital for between six (6) years and nine (9) years and 7(15.56%) showed they had been working with this hospital for a period not exceeding 1 year. The results show that a majority of 26(57.78%) showed that hospital offered training and development semi-annually, 9(20.00%) indicated that it was quarterly as 6(13.33%) showed that there was no determined schedule for training and development, and 4(8.89%) showed that hospital offered training and development on yearly basis.

4.1 Descriptive Analysis

The research analysed data collected on the key concept using quantitative approach to obtain descriptive statistics. Importantly, the study established the properties of the independent variables (IVs) and the manner in which they related to the dependent variable (DV), employee performance in Garissa County Referral Hospital. These descriptive statistics in terms of means (M) and standard deviations (SD were captured in tables and interpreted. Since the results were from ordinal data, the study obtained composite indices using Mean of Means. Data collected using the scale; strongly Disagree = 1: disagree= 2: neutral = 3: agree =4: strongly agree = 5 was interpreted as; 1 to 1.8 to mean strongly Disagree, above 1.8 to 2.6 implied disagree;b Above 2.6 to 3.4 to mean neutral; Above 3.4 to 4.2 meant agree, and above 4.2 to 5 implies strongly agree. Meanwhile data collected using the scale; Not at all = 1: Low = 2: Moderate = 3: High =4: Very high = 5 was interpreted as, 1 to 1.8 to mean Not at all, above 1.8 to 2.6 implied Low; Above 2.6 to 3.4 to mean Moderate; Above 3.4 to 4.2 meant High, and above 4.2 to 5 implies Very High.

Table 1. Analysis by employee performance in Garissa County Referral Hospital

Indicator	M	SD
I believe that my performance contributes to improved healthcare services in our hospital.	3.51	0.94
My colleagues and I actively work together to enhance the quality of healthcare services provided to our patients.	3.53	1.04
The number of complaints received about our services reflects negatively on our overall performance.	3.49	1.08
My team takes customer complaints seriously and uses them as opportunities for improvement.	3.71	0.90
I believe that satisfied patients are an indicator of our team's excellent performance.	3.56	1.02
Our department's efforts to ensure patient satisfaction align with our goals for performance improvement	3.44	0.89
Employee performance	**3.54**	**0.98**

Source: Field Data (2024)

Table 2. Skills acquisition

Indicator	M	SD
I believe that the newly acquired skills from training have positively influenced my job performance.	3.60	1.05
The specific skills I acquired during training are relevant to my job responsibilities.	3.80	0.99
My supervisor provides constructive feedback on my performance, acknowledging the skills I gained from training.	3.42	0.99
I feel that my supervisor appreciates the effort I put into improving my skills through training	3.64	1.07
I have noticed positive changes in my behavior at work as a result of the skills acquired from training	3.47	0.97
The behavioral assessment after training has helped me identify areas where I can further improve my performance.	3.20	0.99
I regularly engage in self-assessment to evaluate my progress in applying the skills acquired from training.	3.91	1.08
Skills acquisition	**3.58**	**1.02**

Source: Field Data (2024)

4.2 Employee Performance

The study examined status of employee performance as presented in Table 1.

The research reveals that employee performance in Garissa County Referral Hospital is high and the high performance contributes significantly towards improved healthcare services of the hospital. This performance is spurred employees actively working together which further enhances the quality of healthcare services provided to the patients. Despite occurrences of a number of complaints which are received about their services and which might negatively the organisation performance, they employes sakes these customer complaints seriously and use them as opportunities for improvement. It was established that satisfied patients is an appropriate indicator of their team's excellent performance. More so, the efforts of the departments is ensuring that patient satisfaction are aligned with their goals for performance improvement.

4.3 Skills Acquisition

The study assessed the first objective to determine the effect of skills acquisition through pre and post training assessment on employee performance in Garissa County Referral Hospital. The research sought to establish the level of *skills acquisition* where it obtained Table 2.

According to the assessment skills acquisition has substantial influence on employee performance in Garissa County Referral Hospital. The descriptive statistics show that skills acquisition highly affects employee performance through newly acquired skills from training positively influenced their job performance and

specific skills, they acquired during training were relevant to their job responsibilities. Furthermore, supervisor provided constructive feedback on their performance, acknowledging the skills they gained from training. Due this, the employee felt that their supervisors appreciated the effort they put into improving their skills through training. Meanwhile positive changes in their behavior at work was as a result of the skills acquired from training while the behavioral assessment after training had helped them identify areas where they could further improve their performance. For this reason. they regularly engaged in self-assessment to evaluate their progress in applying the skills acquired from training.

4.4 Training Attendance

The research sought to assess objective two to assess the effect of training attendance on employee performance in Garissa County Referral Hospital. The study then assessed the manner in which training attendance was being applied to enhance employee performance in Garissa County Referral Hospital to yield Table 3.

Training attendance highly influence on employee performance in Garissa County Referral Hospital,. This was assured by; consistently attending training sessions organized by the hospital and attending training sessions regularly which positively influenced their job performance as well as always staying for the entire duration of training sessions which was beneficial for their skill development and performance improvement. So, actively participating and engaging during training sessions and well as the level of engagement during training is positively correlated with their performance on the job. More so, there were pre-training and post-training evaluations which helped me identify areas for improvement while the feedback received through pre and post evaluations had contributed to their overall performance enhancement).

4.5 Employee Turnover Rates

The sought to assess objective there which was to establish the effect of employee turnover rates attendance on employee performance in Garissa County Referral Hospital. This prompted the study to assess the employee turnover rates which yielded Table 4.

The study found that employee turnover rates have significant influence on employee performance in Garissa County Referral Hospital. The regression results show that employee turnover rates had negative significant influence on employee performance in Garissa County Referral Hospital (β= -0.376; p=0.012). The high employee turnover rates are characterised frequent resignation which negatively affected the employee performance due to. high turnover, high termination rates which increased the workload for remaining employees; affecting their satisfaction as well as frequent departures. As a result, there were frequent hiring of new employees affected the efficiency of the employees since high numbers of new hires created challenges in maintaining skilled and experienced workforce in their department).

4.6 Correlation Analysis

The study performed a correlation analysis for establishing existence a relationship between the independent variables (IVs); skills acquisition, training attendance, and employee turnover rates and DV; employee performance in Garissa County Referral Hospital and sought to determine whether this relationship was significant. This is where the study used the Pearson's product moment correlation at 5% (0.05 level) significance. The correlation results are shown in Table 5.

These correlation results, show that; at 0.05 level of significance; and under the Pearson correlation each of the IVs; skills acquisition (r=0.607, p <0.01) training attendance (r=0.606, p<0.01), employee turnover rates (r=0.362, p=0.014) was significantly related to the DV, employee performance in Garissa County Referral Hospital. Since each relationship had a probability value (p-value) less than 0.005, then each IV were significantly related to the DV and the moderating as well the moderating variables were significantly related to the DV.

The results show that; skills acquisition (r=0.607, p <0.01) had the highest relationship followed by training attendance (r=0.606, p<0.01) which comes before employee turnover rates (r=0.362, p=0.014). The relationship between each of skills acquisition (r=0.607, p <0.01) and training attendance (r=0.606, p<0.01) with employee performance in Garissa County Referral Hospital was high since correlation coefficient (r) exceeded 0.6 while that between employee turnover rates (r=0.362, p=0.014) and employee

performance in Garissa County Referral Hospital was moderate since for each of them the correlation coefficient was greater than 0.3 and less than 0.6.

4.561 Regression analysis

Since the IVs were found to have had significantly correlated to DV, the study then carried out Multiple Regression Analysis (MRA)seeking to establish whether the IVs; skills acquisition, training attendance, and employee turnover rates would be suitable estimators of the DV (employee performance in Garissa County Referral Hospital) and therefore estimate a model for explaining DV in terms IVs. The MRA were done using OLS (Ordinary Least Square) to determine the influence of the IVs on the DV

Table 3. Training attendance

Indicator	M	SD
I consistently attend training sessions organized by the hospital.	3.38	0.86
Attending training sessions regularly has positively influenced my job performance.	3.20	1.06
I always stay for the entire duration of training sessions.	3.73	0.94
Staying for the entire training duration has been beneficial for my skill development and performance improvement.	3.24	1.05
I actively participate and engage during training sessions.	3.51	1.04
My level of engagement during training positively correlates with my performance on the job.	3.29	0.97
Pre-training and post-training evaluations help me identify areas for improvement.	3.51	0.99
The feedback received through pre and post evaluations has contributed to my overall performance enhancement.	3.62	0.86
Training attendance	**3.44**	**0.97**

Source: Field Data (2024)

Table 4. Employee turnover rates

Indicator	M	SD
The frequent resignation of colleagues negatively affects the overall performance of our department.	3.02	1.09
High turnover due to resignations has affected the continuity of projects and responsibilities within our department.	3.64	0.98
The termination of employees has an adverse impact on team morale and collaboration.	3.29	1.03
High termination rates have increased the workload for remaining employees and affected their job satisfaction.	3.62	1.05
The frequent departures in our department make it challenging to maintain a consistent level of service quality.	3.78	0.95
High turnover within departments has disrupted our ability to effectively meet patient needs and provide continuity of care.	3.40	1.18
The frequent hiring of new employees affects the efficiency of our team due to the need for extensive training and onboarding	3.38	1.11
High numbers of new hires have created challenges in maintaining a skilled and experienced workforce in our department.	3.78	0.97
Employee turnover	**3.49**	**1.05**

Source: Field Data (2023)

Table 5. Correlation analysis results

Correlations		Employee Performance	Skills Acquisition	Training Attendance	Employee Turnover
Employee Performance	Pearson Correlation	1	.607**	.606**	.362*
	Sig. (2-tailed)		.000	.000	.014
	N	45	45	45	45
Skills Acquisition	Pearson Correlation	.607**	1	.671**	-.091
	Sig. (2-tailed)	.000		.000	.553
	N	45	45	45	45
Training Attendance	Pearson Correlation	.606**	.671**	1	.075
	Sig. (2-tailed)	.000	.000		.623
	N	45	45	45	45
Employee Turnover	Pearson Correlation	.362*	-.091	.075	1
	Sig. (2-tailed)	.014	.553	.623	
	N	45	45	45	45

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

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2024)

Table 6. Fitness of the model

ANOVA[a]	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.025	3	6.008	19.141	.000[b]
Residual	12.870	41	.314		
Total	30.895	44			

a. Dependent Variable: employee performance

b. Predictors: (Constant), employee turnover, training attendance, skills acquisition

Source: Field Data (2024)

Table 7. Model regression coefficients

Coefficients[a]	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.022	.600		1.704	.096
skills acquisition	.522	.156	.463	3.346	.002
training attendance	.459	.144	.412	3.188	.003
employee turnover	-.376	.143	-.289	-2.625	.012

a. Dependent Variable: employee performance

Source: Field Data (2024)

Table 8. Model summary for employee performance

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.764[a]	.5834	.5529	.56027
a. Predictors: (Constant), employee turnover, training attendance, skills acquisition			

Source: Field Data (2024)

4.6.3.1 Estimation of model

ANOVA was then carried out on the study variables; skills acquisition, training attendance, and employee turnover rates to establish how best they would be predictors of employee performance in Garissa County Referral Hospital the results obtained were captured in Table 6. the study was therefore testing for the goodness of fit of the model explain employee performance in Garissa County Referral Hospital in terms of; skills acquisition, training attendance, and employee turnover rates.

In testing the model fit of the model, the research used ANOVA to ascertain if whether the each of coefficients of; skills acquisition (β_1), training attendance (β_2), and employee turnover rates (β_3) was zero (to say $\beta_1 = \beta_2 = \beta_3 = 0$ or at least one of these is not zero (at least $\beta_i \neq 0$). The model would be fit if least one $\beta_i \neq 0$ otherwise it is not fit. Results, ($p<0.01$), in Table 7 show that the p-value is less than 0.05. This means that at 5% significance level ($\alpha = 0.05$) then at least one of the coefficients; either β_1 or β_2, or β_3 is not equal to zero (at least $\beta_i \neq 0$). Therefore at least one or all of; skills acquisition, training attendance, and employee turnover rates is useful in predicting the employee performance in Garissa County Referral Hospital. Thus, the model is useful in explaining to employee performance in Garissa County Referral Hospital in terms of; skills acquisition, training attendance, and employee turnover rates.

Since skills acquisition, training attendance, and employee turnover rates are predictors of employee performance in Garissa County Referral Hospital, they were used in regression against employee performance in Garissa County Referral Hospital to yield the results in Table 7.

Based on the results, results ($t = 3.346$ $p = 0.002$), the p-value was less than 0.05 which implies that at 5% ($\alpha = 0.05$) level of significance, there is enough evidence that the skills acquisition is not zero and, hence, that appropriate skills acquisition is useful as a predictor of employee performance in Garissa County Referral Hospital. The study established that at 0.05 level of significance, skills acquisition has positive significant effect on employee performance ($\beta= 0.522$ $p=0.004$). The descriptive statistics show that skills acquisition highly affects employee performance where newly acquired skills from training positively influenced their job performance and specific skills, they acquired during training were relevant to their job responsibilities. Furthermore, supervisor provided constructive feedback on their performance, acknowledging the skills they gained from training. Due this, the employee felt that their supervisors appreciated the effort they put into improving their skills through training. Meanwhile positive changes in their behavior at work was as a result of the skills acquired from training while the behavioral assessment after training had helped them identify areas where they could further improve their performance. For this reason. they regularly engaged in self-assessment to evaluate their progress in applying the skills acquired from training The findings in this research agree to those in the research by Tang, [14] that teamwork and lifelong learning skills were the most important soft skills acquired by lecturers from all of four programs, except for tourism management. In addition, the qualitative findings revealed the importance aspects of soft skills acquisition were; delivery of effective and quality teaching; career development and enrichment. SoMore so, Burhan Ismael et al. (2021) who explored alternative training methodologies found that this form of training leads to favorable outcomes, primarily because it enables employees to learn while actively engaged in specific projects or tasks. These findings further concur with the research by Fallucchi, Coladangelo, Giuliano, and William De Luca (2020), which show the nature of the skills being developed when selecting the most suitable training and development approach Also, the study by Gatuyu and Kinyua (2020) showed knowledge acquisition strategies effect performance and knowledge acquisition is enhanced through use of capacity development, mentorship programs, modern technology and consultations.

Grounded on the results, (t = 3.188; p-value = 0.003), it was shown that at α = 0.05 level of significance, p-value was less than 0.05. This implies that at 5% (α = 0.05) significance level. So, there evidence enough to conclude that the training attendance is not zero, implying that appropriate training attendance is useful as a predictor of employee performance in Garissa County Referral Hospital. While it was found that training attendance and highly affects employee performance in Garissa County Referral Hospital, the regression show that Training attendance has a positive significant effect on employee performance in Garissa County Referral Hospital and as such training attendance is useful as a predictor of employee performance in Garissa County Referral Hospital (β=0.459; p=0.006). These correlation results, show that; at 0.05 level of significance, training attendance (r=0.606, p<0.01) is significantly related to employee performance in Garissa County Referral Hospital. It was further established that all the measure of training attendance contributes to employee performance in Garissa County Referral Hospital because the employees consistently attended training sessions organized by the hospital and attending training sessions regularly positively influenced their job performance. The employees always stayed for the entire duration of training sessions and staying for the entire training duration was beneficial for their skill development and hence employee performance improvement. So, they actively participated and engaged during training sessions and the level of engagement during training positively correlated with their performance on the job. More so, pre-training and post-training evaluations helped identify areas for improvement while feedback received through pre and post evaluations had contributed to their overall performance enhancement. Furthermore, the research by Mahmood and Hamli, [18] discovered that employee competency is a partial mediator between training functions and employee performance. There is need to facilitate training and prioritize training need analysis and training effectiveness as part of the process in planning and implementing training programs since it has an impact on employee competency and employee performance. Meanwhile, Arasanmi and Krishna [12] reveal that the industry demonstrated a moderate level of commitment to providing training to its employees. Furthermore, Kumar (2019) noted that employees were less inclined to actively participate in, engage in, and complete their developmental activities as a result of other pressing programs frequently taking precedence over training and development initiatives. Joshi and Dhar [25] supported this viewpoint by emphasizing that poor employee engagement in such programs is likely to persist in the absence of complete commitment and clear prioritizing of training and development. These findings agree with those in the research by Okechukwu, (2017) that training and development and employee performance positively influence on job satisfaction, and there is a significant relationship between training and development, employee performance, and job satisfaction. More so, training and development and employee performance is an efficient and supportive strategic to organization and employee success. This paper presents significant theoretical contribution for academic knowledge purpose and managerial contributions for practitioners.

Informed by the results (T= -2.625; p=0.012), the p-value is less than 0.05 which means that at 5% (α = 0.05) significance level, there is strong evidence of employee turnover rates not being zero. This means that employee turnover rates is useful as a predictor of employee performance in Garissa County Referral Hospital. It was established that employee turnover rates and growth highly affect employee performance in Garissa County Referral Hospital. More specifically, correlation results, show that; at 0.05 level of significance, employee turnover rates is significantly related to employee performance in Garissa County Referral Hospital (r=0.362, p=0.014). The regression results show that employee turnover rates had a significant positive effect employee performance in Garissa County Referral Hospital, Kenya (β= -0.376; p=0.012). It was established that high employee turnover rates, characterized by frequent resignations, had a negative impact on the overall performance of their department t. Also. high turnover due to resignations affected the responsibilities within their department while termination of employees had an adverse impact on team morale and collaboration. There were high termination rates which increased the workload for remaining employees and affected their job satisfaction while the observed frequent departures in their department made it challenging to maintain a consistent level of service quality. Meanwhile high turnover within departments disrupted their ability to effectively meet patient needs and provide continuity of care while frequent hiring of new employees affected the efficiency of their team due to the need for extensive training and onboarding. However,

there were high numbers of new hires which created challenges in maintaining skilled and experienced workforce in their department. Thes findings agree to those in the rese arch by Ali and Anwar, [20] which investigated employee turnover intention and job satisfaction to show that the there is a positive correlation between job satisfaction and employee turnover. Boakye, et al., (2021), showed that interpersonal support and supervisory support are positively associated with employee engagement, whereas employee engagement mediates the relationships between both interpersonal support and supervisory support and employee turnover intentions.

The coefficient for skills acquisition (β_1= 0.522), training attendance (β_2 = 0.459), and employee turnover rates (β_3= -0.376) were used to estimated model fitted

$$Y = 1.022 + 0.522X_1 + 0.459X_2 - 0.376X_3$$
…………………………………………. (4.1)

Thus, employee performance in Garissa County Referral Hospital = 1.022 + 0.522 (skills acquisition) + 0.459 (training attendance) - 0349 (employee turnover rates) ………… (4.2).

Inference is made therefore that the constant levels of employee performance in Garissa County Referral Hospital before incorporating financial management is 1.022. Nevertheless, skills acquisition had positive impact on employee performance in Garissa County Referral Hospital having a coefficient of 0.522 which implies one unit change in skills acquisition can result a change on employee performance in Garissa County Referral Hospital rate by 0.522 units in the same direction. Training attendance also had positive impact on employee performance in Garissa County Referral Hospital having a coefficient of 0.459 which indicates one unit change in training attendance can result a change on employee performance in Garissa County Referral Hospital by 0.459 units. However, employee turnover rates also had negative effect on employee performance in Garissa County Referral Hospital having a coefficient of -0.376 which indicates a one-unit increase change in employee turnover rates can result a decrease change on employee performance in Garissa County Referral Hospital by 0.376 and one-unit decrease change in employee turnover rates can result a increase change on employee performance in Garissa County Referral Hospital by 0.376.

The coefficients for skills acquisition and training attendance are positive, indicating a direct correlation with employee performance in Garissa County Referral Hospital. So, an increase in any of these variables; skills acquisition, training attendance leads to an increase in employee performance in Garissa County Referral Hospital and vice versa. But coefficient of employee turnover rates is negative, indicating that its indirectly proportional to the employee performance in Garissa County Referral Hospital. So, an increase in employee turnover rates leads to an decrease in employee performance in Garissa County Referral Hospital and a decrease in employee turnover rates leads to an increase in employee performance in Garissa County Referral Hospital.

The results on the study model are in Table 8.

According to Table 8 results, the coefficient of determination is 0.5834. This means that 58.34% of changes in employee performance in Garissa County Referral Hospital is explained by skills acquisition, training attendance, and employee turnover rates. Therefore, skills acquisition, training attendance, and employee turnover rates are strong determinants of employee performance in Garissa County Referral Hospital. In inference, it was shown that the employee performance in Garissa County Referral Hospital was significantly and positively explained by skills acquisition as well as training attendance and significantly and negatively explained by employee turnover rates.

5. CONCLUSIONS AND RECOMMENDA-TIONS

5.1 Conclusions

The study concludes that skills acquisition has a significant positive effect employee performance in Garissa County Referral Hospital, Kenya. The study established that at 0.05 level of significance, skills acquisition has positive significant effect on employee performance (β= 0.522 p=0.002). The high effect of skills acquisition on employee performance is characterised y t.

It was concluded that at 5^% significance level, training attendance has a significant positive effect employee performance in Garissa County Referral Hospital, Kenya (β= 0.459, p=0.003). This is occasioned by; consistently attending training sessions organized by the hospital,

attending training sessions regularly and staying for the entire duration of training sessions. Actively participating and engaging during training sessions and well as the level of engagement during training is essential. Thus should assessed through pre-training and post-training evaluations in addition to receiving feedback.

In conclusion, employee turnover rates have negative significant influence on employee performance in Garissa County Referral Hospital (β= -0.376; p=0.012. It was established that all the measure of employee turnover rates; allocating funds depending on the nature of investment; paying dividends after profits are announced, maintaining retained earnings from sales revenue had high effect on employee performance in Garissa County Referral Hospital while making illiquid investments pay their costs moderately affected employee performance in Garissa County Referral Hospital.

The study revealed that 58.34% of change in employee performance in Garissa County Referral Hospital is explained by skills acquisition, training attendance, and employee turnover rates; where employee performance in Garissa County Referral Hospital was significantly and positively explained by skills acquisition as well as training attendance and significantly and negatively explained by employee turnover rates.

5.2 Recommendations

In this study, various policy recommendations were made based on the findings and guided by the study objectives. The study recommends that Garissa County Referral Hospital should strength its skills acquisition policies and program to increase the way new skills are acquired by identifying new training programs relevant to their job responsibilities. This will require more involvement of their supervisor which will need to be providing constructive feedback. The supervisor should be interested making sure that they appreciate the employees while also keeping track on changes in employee behavior at work. They should design scheme which would ensure that employee engaged in self-assessment to evaluate their progress in applying the skills acquired from training.

The study recommends for Garissa County Referral Hospital should ensure employee training attendance where employee should

consistently attend these training sessions and ensure that they stay for the entire duration of training sessions so as to develop their skills. Importantly there should be pre-training and post-training evaluations and associated feedback provided.

The study recommends that Garissa County Referral Hospital should have policies for addressing employee turnover rates so as to reduce frequent resignation, high turnover and frequent departures. Thes policies should have provision for mitigating high termination rates and impact of hiring of new employees.

6. SUGGESTIONS FOR FURTHER RESEARCH

The found that the Garissa County Referral Hospital employee turnover rates was high and this moderately affected employee performance. So, the current study recommends for further study on cause of high employee turnover rates.

The study used a small sample size of 45 respondents from Garissa County Referral Hospital. So, another study should be done using larger sample and wider geographical location.

The study relied on primary data which were opinions from the respondents. So the same study should be done using secondary data.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. Maity S. Identifying opportunities for artificial intelligence in the evolution of training and development practices. Journal of Management Development. Management and Labor Studies. 2019;44(3):248-262.
2. Karim MM, Choudhury MM, Latif WB. The impact of training and development on

employees' performance: An analysis of quantitative data. Noble International Journal of Business and Management Research. 2019;3(2):25-33.

3. Jeske D, Stamov Roβnagel C, Strack J. Training older workers: Resource-oriented strategies. International Journal of Training and Development. 2017;21(2):167-176.

4. Niati DR, Siregar ZME, Prayoga Y. The effect of training on work performance and career development: The role of motivation as intervening variable. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences. 2021;4(2):2385-2393.

5. Sanyal S, Hisam MW. Impact of training and development on the performance of employees-A comparative study on select banks in sultanate of Oman. International Journal of Scientific Research and Management. 2018;6(03):191-198.

6. Abdi MA. The role of counter narrative in response to youth radicalization in Garissa Township Sub County, Garissa County, Kenya (Doctoral dissertation, Africa Nazarene University); 2021.

7. Ahmed AO, Keino D, Machoka P. Strategic leadership and performance of health care workers in the Northeastern Counties of Kenya. Journal of Human Resource and Leadership. 2022;6(4),

8. Atan T, Hamadamin HH. The impact of strategic human resource management practices on competitive advantage sustainability: The mediation of human capital development and employee commitment. Sustainability. 2019;11(20): 5782.

9. Grishin NV. Reinforcement theory and study of the impact of internet technologies on political participation of modern youth. Journal of Political Science. 2021;23(1):47-59.

10. Winterton J, Cafferkey K. Revisiting human capital theory: Progress and prospects. Elgar Introduction to Theories of Human Resources and Employment Relations. 2019;218-234.

11. Hung J, Ramsden M. The application of human capital theory and educational signalling theory to explain parental influences on the Chinese population's social mobility opportunities. Social Sciences. 2021;10(10):362.

12. Arasanmi CN, Krishna A. Employer branding: perceived organizational support and employee retention–the mediating role of organizational commitment. Industrial and Commercial Training. 2019;51(3):174-183.

13. Aziz H, Anwar G. The role of training and development on organizational effectiveness. Ismael, NB, Othman, BJ, Gardi B, Hamza PA, Sorguli S, Aziz HM, Ahmed SA, Sabir,BY, Ali BJ, Anwar G. The Role of training and development on organizational effectiveness. International Journal of Engineering, Business and Management. 2021;5(3):15-24.

14. Tang KN. The importance of soft skills acquisition by teachers in higher education institutions. Kasetsart Journal of Social Sciences. 2020;41(1):22-27.

15. Fallucchi F, Coladangelo M, Giuliano R, William De Luca E. Predicting employee attrition using machine learning techniques. Computers. 2020;9(4):86.

16. Burhan Ismael N, Jabbar Othman B, Gardi B, Abdalla Hamza P, Sorguli S, Mahmood; 2021.

17. Gatuyu CM, Kinyua GM. Role of knowledge acquisition on firm performance in the context of small and medium enterprises in Meru County, Kenya. Journal of World Economic Research. 2020;9(1):27-32.

18. Lee LYK, Lam EPW, Chan CK, Chan SY, Chiu MK, Chong WH, Wu Mahmood, R Hee OC, Yin OS, Hamli MSH. The mediating effects of employee competency on the relationship between training functions and employee performance. International Journal of Academic Research in Business and Social Sciences. 2018;8(7):664-676.

19. Boakye KG, Apenteng BA, Hanna MD, Kimsey L, Mase WA, Opoku ST, Peden A. The impact of interpersonal support, supervisory support, and employee engagement on employee turnover intentions: Differences between financially distressed and highly financially distressed hospitals. Health Care Management Review. 2021;46(2):135-144.

20. Ali BJ, Anwar G. Employee turnover intention and job satisfaction. International Journal of Advanced Engineering, Management and Science. 2021;7(6):22-30.

21. Berndt AE. Sampling methods. Journal of Human Lactation. 2020;36(2):224-226.

22. Ball HL. Conducting online surveys. Journal of Human Lactation. 2019;35(3): 413-417.

23. Okunbo O, Oghuvwu ME. Firm size, age, and entrepreneurial performance. Accounting and Taxation Review. 2019; 3(2):49-56

24. Gicheru W, Makazi L, Chelimo M, Gachanja F, Ndegwa D, Miriti A, Gathama N, Kuria L, Mwangi N. Gender representation in leadership roles at the Kenya Medical Training College; 2024. Available:https://www.researchgate.net/publication/378429122_Gender_representation_in_leadership_roles_at_the_Kenya_Medical_Training_College

25. Joshi G, Dhar RL. Green training in enhancing green creativity via green dynamic capabilities in the Indian handicraft sector: The moderating effect of resource commitment. Journal of Cleaner Production. 2020;267: 121948.

Peer-review history:
The peer review history for this paper can be accessed here:
https://www.sdiarticle5.com/review-history/118680