

Influence of Employee Training on the Organization's Performance in Kabale District, a case of Kabale Regional Referral Hospital

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Abstract: *The research study examined how staff training affected the effectiveness of the organization in the Kabale District case study Kabale Regional Referral Hospital. The following goals served as the foundation for this research study: to determine the extent to which quality control as a result of staff training contributes to organizational performance in Kabale Regional Referral Hospital; to ascertain whether motivation as a result of staff training contributes to organizational performance; and to determine whether efficiency/effectiveness as a result of staff training contributes to organizational performance in Kabale Regional Referral Hospital. A descriptive research design was employed throughout the study, and both qualitative and quantitative approaches were used in the data collection process. Questions and interviews were two of the instruments used. The research study found a strong link between organizational success and staff training. The study goes on to suggest that Kabale Regional Referral Hospital's management provide its staff with the training and education they require in order for them to perform their jobs more effectively, provide excellent client care, deliver excellent services that clients need, increase job satisfaction, and decrease labor turnover and its related issues.*

Keywords: Employee training, Performance, job satisfaction, Quality control

1.0 Background of the Study

According to Mwita, (2000) organizations invest a significant amount of money on their human capital since their success will ultimately improve the performance of the business. Performance is a significant, multifaceted construct that focuses on results and is closely related to an organization's strategic objectives. By combining the interests of the company and the workforce, training plays a unique role in achieving an organizational goal (Stone R J. Human Resource Management (2002). The most crucial element in the corporate world today is training because it boosts the productivity and effectiveness of an organization's workforce.

According to Fakhar Ul Afaq and Anwar Khan (2008), a number of things affect an employee's performance. However, employee performance is most heavily influenced by training. To improve an employee's talents, training is crucial. The performance of employees who have more work experience is better since they have more abilities and competences. The return on investment is impacted by training as well (Richard Chang Associates, INC, 2009). Because human resource capital of a company plays a significant role in growth and organizational performance, organizational performance is dependent on employee performance. Therefore, training is provided to organization employees in an effort to increase organizational performance and employee performance.

Organizations, particularly in Africa, have become more aware over the past ten years that management practices play a critical role in creating competitive advantage as well as the ability for their people to be a source of it. Organizations, particularly those in the service industries, must assure optimal resource utilization to their own advantage in today's competitive and continuously changing economic environment; this is essential for organizational survival. According to studies, businesses can develop and maintain a competitive advantage by managing their internal non-replaceable, uncommon, precious, and unique resources through staff development (Barney, 1991).

When compared to untrained personnel, trained employees perform better. Any organization that wants to achieve its ultimate goals must invest heavily in providing training to its staff. Training and development improve an organization's overall success (Shepard, Jon et al., 2003).

Employee education programs help them learn their jobs more effectively, affordably, and quickly (Ruth Taylor et al., 2004). Giving employees on-the-job training is beneficial for businesses because it helps employees learn in a real-world setting (Tom Baum et al., 2007).

Due to methods that yield outcomes, management practices have surpassed policies that collect dust. Through the use of policies and practices that prioritize finding, choosing, training, and directing skilled employees to cooperate within the organization's

resource pool, management practices have the power to create organizations that are more intelligent, adaptable, and competent than their competitors (Desseler, G. 2000).

Management has gained a lot of ground in Ghana's business community. Large firms in Ghana frequently create an entire department for the sole purpose of managing their human resources and appoint specialists to oversee that function (HRM). It is impossible to overstate the immense advantages of correctly managing human resources. However, most of Ghana's rural banks have not yet contracted the "HRM cold" (Thomas N. Garavan, 1997).

Employee training and organizational performance were two factors that were taken into consideration in the research investigation.

The research study was carried out at the Kabale Regional Referral Hospital, which is situated in the Kabale Municipality's Kabale District, Central Ward, and Central Division. All Kigezi residents in the districts of Rukiga, Rubanda, Kanungu, Rukungiri, Kanungu, Kisoro, and Kabale are treated at the hospital. In order to address all of the patients' medical needs, it provides both public and private services. Its goal is to give the people of the Kigezi Region the finest medical care possible.

2.0 LITERATURE REVIEW

2.1 Efficiency/effectiveness and organizational performance

Human resources are crucial because people learn more effectively from real experience than from theoretical information. On-the-job training saves time and money. Giving training to staff is better for businesses since it improves productivity and effectiveness, which in turn boosts performance (Flynn et al., 1995; Kaynak, 2003; Heras, 2006).

According to Mwita (2000), performance is the most important factor in achieving the organization's objectives. Therefore, performance improves an organization's efficacy and effectiveness, which aids in the accomplishment of its objectives. Staff training improves employee productivity and effectiveness, which spurs an organization's expansion and growth. Flexible scheduling and training are just two of the numerous aspects that enhance an employee's productivity. As a result, it is imperative that the organization properly plan its training in order to improve organizational performance (Michael Armstrong, 2000).

It is claimed that training would raise employee performance, which is a crucial element and the cornerstone of improving an organization's overall success. Employee performance is influenced by a variety of elements, including job happiness, expertise, and management, although training does have an impact on performance (Chris Amisano, 2010). This demonstrates how crucial employee performance is to the success of the company and how training and development help employees become more productive and efficient at work.

Employee performance is improved by training. According to the Workforce Report, managerial abilities are increased or developed through training. Despite emphasizing effectiveness and cost reduction, training boosts worker productivity, which helps organizations achieve their goals (workforce special report, 2006).

Management techniques enhance employee growth, create several points of communication between employees, managers, and customers, and effectively and efficiently use information. They also regard the company as a system. Additionally, executives empower staff members and promote employee input into decision-making. The most crucial elements for an organization's success are top management commitment and involvement in management techniques. To raise employees' understanding of quality activities in TQM adoption and practices, managers should exhibit more leadership than standard management behaviors (Barney, J. (1991).

Effective management knowledge makes sure that employees have access to the data and information they require in order to do their duties successfully and efficiently within the company. The intended gains from management methods can only be attained in this way. Staff training uses a variety of methodological and behavioral exercises to place an emphasis on activities rather than results. To reduce process variance and raise product quality, it also incorporates proactive and preventive approaches to quality management.

2.2 Quality control and Organizational Performance

Every corporation in the globe is enhancing its business operations in this era of globalization by implementing cutting-edge innovations and technologies. Organizations make every effort to employ qualified human resources in order to maintain the pace

of goal achievement. Organizations must provide better working conditions, market-based wages, job security, staff training, and employee empowerment in order to attract competent human resource and increase organizational performance (Ngirwa, 2005).

By focusing on the needs and expectations of the customers, quality control (QC), as defined by Bloom, N., and Van Reenen, J. (2006), is a company-wide management philosophy that continuously improves the quality of the products, services, and processes in order to boost customer satisfaction and business performance. Staff training aids in the achievement of excellent corporate performance, which is necessary to successfully, effectively, and efficiently exploit an organization's resources and abilities in order to develop and sustain a competitive position locally and globally.

On the other hand, quality control refers to a collection of processes that assess the metrics of quality by evaluating the results of a particular project against standards. Quality control procedures take place throughout project monitoring and regulating activities, whereas quality management occurs throughout the initial planning and execution phases. Quality control is a subset of quality management since it is the final stage of the project management cycle and enhances organizational performance (Ruth Taylor, Doug Davies. 2004).

The bulk of modern businesses seek sustainable growth via expanding their business. Development of the workforce and the organization's ability to compete and maintain a substantial market share are both necessary for business success. The ability of a company to satisfy customers with its goods or services will eventually determine how successful it is and how much room it has to expand. A tool for improving an organization's capacity and developing its work to meet the needs of its clients is developed through quality control. The quality systems were concerned with overseeing the company's operations and guaranteeing the development of a learning organization (Shamnot, 2011).

One aspect of quality management techniques is quality control, while another is quality testing for internal organizational procedures. Contrarily, quality management aims to improve process performance to a set level that is in line with local or international criteria (Phillip Seamen .Anita Eves. 2005).

2.3 Relationship between Training and organizational performance

Training, according to Ofoegbu (2004), is a potent tool that reinforces behavior in organizational performance and causes the tendency to persist. In other words, motivation is an innate urge to meet an unmet need and accomplish a certain objective. It is also a process that starts off as a bodily or psychological desire that prompts a response to an objective.

Money is the best motivator at the office. In other words, employees who produce more during a fair day are eligible for higher remuneration. Staff training encourages employees to perform as effectively as possible, which enhances quality (Abimbade C.T. 2004).

Training is a psychological process that impacts the intensity, direction, and persistence of behaviors associated to learning, according to Gardener and Tremblay (1995). The key to improving performance in an organization is motivation. As a result, management-friendly subject matter has always been given during staff training. Performance has improved as a result of numerous managers' important initiatives. Training has been scientifically demonstrated to be a key factor in determining employee success in Ghana. Training explains 79.5% of the variation in performance in this regard. Additionally, a teaching staff member's research expertise and highest level of education both affect motivation and performance.

Staff training can be a source of competitive advantage and is challenging to replicate, claim Pfeffer and Huselid (1995). A company will be more successful if its management team has greater competence and does a better job of fostering a work environment where people are motivated. Employees must therefore possess the necessary skills and talents from the standpoint of performance in order to do their jobs effectively. In addition, how employees behave within the firm greatly affects how well the business performs. It has an impact on employees' abilities and motivation, as well as the framework that promotes greater job achievement and, consequently, organizational performance.

Training strategies support capability by giving employees the job-specific skills they require and by motivating them with pride at the company's commitment. One of the managerial responsibilities that improves organizational success is employee motivation and retention. It encourages the growth of abilities by providing the chance for unstructured peer learning and task sharing. If teams are autonomous, motivation and opportunity provide workers control over their job, and the production of more fulfilling work as a result of group cooperation strengthens motivation (Basu, S., Fernald, J.G., Oulton, and Srinivasan. 2003).

Human resources, as opposed to money resources, can give their businesses a competitive advantage. Employee performance generally depends on a wide range of variables, including motivation, evaluations, job satisfaction, training and development, and more (Bowin, R.B. & Harvey D. 2001).

According to Kalimullah (2010), motivated workers focus their efforts in a way that is consistent with the organization's aims. These businesses also have greater success since their staff members are always looking for ways to do things better. It can be difficult to motivate individuals to perform to their full capacity in stressful work environments, but it is possible.

In their 2010 article, Kalim, U., and Muhammad, I. U., highlighted the numerous elements required for employee training to boost productivity. It has been found that rewards and employee work motivation are directly and favorably correlated. It implies that the relationship between reward and employee work incentive is direct. Employee performance and job motivation are always affected by changes in the rewards given to employees. The higher the rewards, the more motivated employees are, and the higher the levels of employee performance in a company.

Fitz-enz (1990) acknowledged that a variety of factors affect employee retention, not just one, and that there are many different reasons why people stay with a company. Factors like pay and benefits, job security, training and development, supervisor support culture, work environment, and organizational justice are things that management needs to take into consideration.

3.0 Methodology

3.1 Research Design

The descriptive research design was used in the study.

3.2 Location of the Study

The Makanga Hill Kabale Municipality Kabale District is home to the Kabale Regional Referral Hospital.

3.3 Population of the Study

A total of 300 respondents, including both staff and patients, were included in the study.

3.4 Sample Size

160 respondents were chosen as the sample size for this study from a variety of respondents at Kabale Regional Referral Hospital. Technical personnel, medical officers, administrators, clinical officers, midwives, nursing officers, support personnel, and casual employees are some of these.

Table 1: sample size

Category	Population	Sample	Sampling Technique
Technical staff	40	30	Simple Random Sampling
Medical Officers	50	20	Stratified Sampling
Administrators	60	25	Simple Random Sampling
Clinical Officers	30	17	Simple Random Sampling
Support staff	40	28	Stratified Sampling
Other workers	80	40	Simple Random Sampling
Total	300	160	

Source; Field work October 2022

3.5 Research Instruments

3.6 Validity and Reliability of the instrument

Reliability

The level of consistency that a research instrument produces after numerous trials is known as its reliability (Mugenda, 2003). To demonstrate the validity of the instruments, a pilot research will be conducted and then repeated after one week. The results will give each person two scores, and the test-retest reliability coefficient will be determined by the correlation between these two sets of scores.

Validity:

A concept, conclusion, or measurement is considered valid to the extent that it is well-founded and properly reflects reality. Prior to data collection, the validity of the questionnaire will be evaluated for consistency. To determine if the questionnaire will be able to provide sufficient data is the goal of the questionnaire's validity. The questionnaire's validity is determined by how well it addresses the research questions that are its guiding principles. A test's validity refers to how closely it measures the variables it claims to. The degree to which a measuring instrument adequately covers the research topics that it is intended to answer is known as its content validity (Mugenda, 2003).

3.7 Data Analysis

Both qualitative and quantitative data were employed in the study's data collection and analysis. The researcher corrected any inaccuracies found in the original data collection by editing it. This was carried out to make sure the data was precise and consistent with all the information gathered. The researcher in this instance employed SPSS (Statistical Package for Social Scientists).

4.0 Data Analysis and Interpretation of the Findings

4.1 Gender of the respondents

Table 1 showing the gender of the respondents

Gender	Frequency	Percentage
Male	70	44
Female	90	56
Total	160	100

Source; Primary data 2022

According to the aforementioned statistics, 44% of respondents were men and 56% were women.

4.2 Qualifications of the respondents

Table 2 showing the qualifications of the respondents

Qualification	Frequency	Percentage
Certificate	60	38
Diploma	40	25
Bachelor's degree	35	22
Master's degree	15	9
Others	10	06
Total	160	100

Source; Primary Data 2022

As seen above, 38% of the respondents held a certificate, 25% a diploma, 22% a bachelor's degree, 9% a master's degree, and 6% fell into the "others" group.

4.3 Age of the Respondents

Table 3 showing the age of the respondents

Age	Frequency	Percentage
18 – 28	70	44
29 – 39	60	38
40- Above	30	18
Total	160	100

Source; Primary Data 2022

According to the data above, 44% of respondents were between the ages of 18 and 28, 38% were between the ages of 29 and 39, and 18% were 40 years or older.

4.4 Efficiency and effectiveness in organizations

Table showing efficiency and effectiveness in Organizations

Category	Frequency	Percentage
Practical experience	40	25
Goal Achievement	30	19
Job Satisfaction	20	12
Skills Development	30	19
Employee development	25	16
Quality control	15	9
Total	160	100

Source; Primary Data 2022

According to the respondents in the above table, enhancing efficiency and effectiveness of employees requires practical experience, goal achievement, job satisfaction, skill development, and employee development. Additionally, 9% of respondents suggested quality control as a method of enhancing efficiency, while 25% stated that practical experience is necessary.

4.5 Quality control in organizations

Table 5 showing the quality controls in organizations

Control	Frequency	Percentage
Management Philosophy	40	25
Standard Setting	30	19
Expansion Strategy	50	31
Improve Performance	40	25

Total	160	100
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Source; Primary Data 2022

It can be seen from the diagram above that control is crucial for raising performance. A management philosophy was declared by 25%, standards were proposed by 19%, the expansion strategy was adopted by 31%, and quality control's contribution to enhanced performance was discussed by 25%.

4.6 Relationship between Employee training and performance in Kabale Regional Referral Hospital

Table 6 showing relationship between employee training and performance

Relationship	Frequency	Percentage
Improving business process	45	28
Reinforcing behavior	25	16
Competitive Advantage	35	22
Motivation of employees	30	18
Retention of employees	25	16
Total	160	100

Source; Primary Data 2022

The aforementioned example shows how important training is to the performance levels of organizations. According to 28% of the respondents, it aids in streamlining company processes, 16% suggested it reinforces discipline, 22% claimed it gives a firm a competitive advantage, 18% claimed it boosts staff engagement, and 16% said it aids in employee retention.

5.0 Conclusions and Recommendations

5.1 Conclusions

The Kabale Regional Referral Hospital study discovered a strong correlation between employee training and organizational effectiveness. According to research, training helps individuals develop the skills, capabilities, and strategies they need to do their jobs well. This raises performance levels within the firm. The research included both qualitative and quantitative methodologies, and the interview guide and questionnaire were used as data collection instruments. SPSS V20 was also used to analyze the data. The study goes on to say that in order to make the training exercise highly successful, the organization must first evaluate the training needs, costs connected with the training, include employees to improve their participation, and also decrease opposition.

5.2 Recommendations

The suggests that Kabale Regional Referral Hospital conduct employee performance reviews on a regular basis in order to identify and evaluate any skills or techniques that need to be learned, create an environment that is conducive to learning, and hire qualified individuals with the necessary background and training.

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