

# INFLUENCE OF TRAINING ON EMPLOYEE PRODUCTIVITY IN THE SELECTED LEVEL 4 FAITH- BASED HOSPITALS AT KISII COUNTY, KENYA.

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## Abstract

The purpose of this study was to examine the influence of training on employee productivity in selected Level 4 Faith-Based Hospitals in Kisii County, Kenya. The research focused on determining the impact of training on employee productivity, anchored on the Human Capital Theory. A mixed-method approach, combining qualitative and quantitative methods, was employed. The target population consisted of 515 employees, with a sample size of 217, including doctors, nurses, and support staff. A 92% response rate was achieved through 200 completed questionnaires. Primary and secondary data were collected using questionnaires and interviews. Reliability analysis using SPSS showed a Cronbach's alpha of 0.798, indicating good internal consistency. Quantitative data was analyzed using SPSS Version 27 and presented through various visual aids, while qualitative data was analyzed thematically. The study found that training significantly enhances productivity by improving skills, reducing errors, and boosting morale, although career advancement opportunities are limited for middle management due to financial constraints. The study recommends more extensive training for all employees, not just doctors and directors, and hiring a professional HR manager to oversee HR practices. The study contributes to the understanding of HRM's role in enhancing employee productivity.

**Key Words:** Employee productivity, Faith-Based hospitals, Human resource Management

Practices, Level four Faith-Based Hospitals and training

## 1.0 Introduction

This study explores the impact of training on employee productivity in selected Level 4 Faith-Based Hospitals in Kisii County, Kenya. Human Resource Management (HRM) practices, particularly training, are vital in improving employee performance and overall organizational

effectiveness. The healthcare sector, being highly service-oriented, relies heavily on the skills and competencies of its workforce to deliver quality patient care. Effective training not only equips employees with the necessary knowledge but also enhances their job satisfaction and motivation, which directly influences productivity.

The study is grounded in the Human Capital Theory, which highlights the importance of investing in employee development to increase productivity. According to this theory, employees are viewed as valuable assets whose skills and capabilities can be enhanced through education and training. As a result, organizations benefit from improved performance, innovation, and competitiveness. In healthcare, where precision, accuracy, and patient care are paramount, the need for continuous staff training becomes even more critical.

In Kisii County's faith-based hospitals, where resources are often constrained, investing in training programs can lead to significant improvements in employee efficiency and service delivery. By focusing on both support staff and mid-level management, the study examines the extent to which training affects productivity across various job roles. This approach offers insights into how targeted training interventions can address skill gaps, reduce errors, and improve patient outcomes.

The findings of this study contribute to the broader understanding of HRM practices in the healthcare sector, emphasizing that well-implemented training programs not only enhance employee skills but also boost morale and retention. Ultimately, improving employee productivity through effective training can lead to better patient care and operational efficiency, positioning faith-based hospitals to meet their organizational goals more effectively.

## **2.0 Literature Review**

### **2.1 Training and employee productivity**

Training is a process of imparting skills and knowledge to employees or groups, enhancing their practical capabilities (Boon, 2019). Birhane (2016) defines training and development as behavioral change through learning, which can take the form of education, development, or planned experiences. This process adds value to employees by enhancing their skills and abilities, thus improving the organization's overall effectiveness and efficiency in service delivery.

A study Alsama & Abunor (2021) explored the influence of training on workers' performance in faith-based firms in Saudi Arabia. The study, which used a qualitative research design with a target population of 500 employees from private firms, relied on questionnaires to gather data. The results indicated a strong correlation between training and employee productivity. It was concluded that performance appraisals should be used to identify employees' training needs to further improve productivity. Similarly, Niati (2021) researched the influence of training on career development and job performance, targeting 135 employees of Asam Jawa. Using a questionnaire for data collection and path analysis for data investigation, the study found that motivation and training significantly influenced employee productivity. The study also highlighted that motivation, training, and job performance played a crucial role in enhancing career development. Consequently, it recommended that organizations should focus on improving their training programs and motivation strategies to enhance employee performance.

Another study by Alsama & Abunor (2021) examined the impact of training on employee productivity in private firms in Saudi Arabia. Using qualitative methods, questionnaires were administered to 61 participants from private companies. The findings revealed a positive effect of training and development on productivity, suggesting that performance appraisals should be used to identify training needs.

In Ghana, Shuibin et al. (2020) explored the effect of training on employee productivity within the education sector. Using questionnaires, the study identified gaps in existing training policies and recommended that organizations should establish clear training policies for both management and employees to boost productivity. Ilyas et al. (2017) conducted research on the impact of training on employee productivity in the manufacturing sector. The study used both qualitative and quantitative methods, collecting data through questionnaires and interviews. The findings revealed a positive correlation between general and strategic skill training and productivity. This suggests that investing in employee training directly contributes to improved performance and overall organizational outcomes.

Nguyen & Foster (2020) investigated the role of training in employee retention, particularly among younger employees. Their study focused on variables such as employee retention, job satisfaction, and training, targeting a population of 351 employees. Using a questionnaire guide for data collection and multiple linear regression to test the research hypothesis, the study found that training and development significantly enhanced job satisfaction and retention among young employees. The regression model explained 43% of the changes in employee commitment, and the results demonstrated that training, development, job satisfaction, and performance collectively contributed to young employees' retention in Vietnamese organizations.

In Bangladesh, Afroz (2018) conducted research on the influence of training on employee productivity in Tangail Bangladesh Banks. Using questionnaires and qualitative data collection methods, the study assessed the data through the Statistical Package for the Social Sciences (SPSS) software. The findings indicated that training is crucial in boosting employee engagement, motivation, and their sense of belonging. The study emphasized the importance of training in not

only enhancing productivity but also fostering employee loyalty and commitment to the organization.

Hanaysha & Tahir (2016) highlighted the role of employee training as a key factor in improving worker productivity in response to organizational changes. They argued that keeping employees updated with relevant skills enables them to work efficiently toward achieving the organization's competitive advantage, which in turn enhances productivity. Their study recommended that management teams should develop well-defined training policies and programs tailored to the specific needs of employees. By doing so, employees can continually upgrade their skills and remain productive in a dynamic work environment.

The studies reviewed collectively emphasize the critical role of training in enhancing employee productivity across different sectors and regions. Whether in faith-based organizations, the manufacturing industry, the education sector, or banking, training has been consistently shown to improve employees' skills, motivation, and job satisfaction. These factors, in turn, contribute to better overall performance and the achievement of organizational goals.

Training plays a key role in building human capital, which is essential for organizational growth and competitiveness. Investing in employee training helps organizations develop a workforce that is not only skilled but also engaged and committed to achieving high levels of performance. Furthermore, training serves as a strategic tool for addressing skill gaps, promoting employee development, and ensuring that employees are equipped with the necessary competencies to navigate complex work environments.

The findings from various studies also highlight the importance of aligning training programs with employee needs and organizational goals. Performance appraisals, as suggested by several studies,

can be an effective tool for identifying training requirements and ensuring that employees receive the appropriate training to improve their skills. By aligning training with performance appraisals, organizations can create a more targeted approach to employee development, which leads to improved productivity. Moreover, training is closely linked to employee retention and job satisfaction. Studies have shown that organizations that invest in training programs are more likely to retain their employees, particularly younger workers who seek opportunities for career development. Training not only enhances employees' skills but also fosters a sense of loyalty and commitment to the organization. This is particularly important in industries where high turnover rates can negatively affect productivity and service delivery.

In conclusion, training is a crucial HRM practice that has a direct impact on employee productivity. It plays a key role in enhancing employees' skills, motivation, and job satisfaction, which in turn leads to improved organizational performance. By investing in training programs and aligning them with employee needs and organizational goals, organizations can foster a productive and engaged workforce capable of meeting the challenges of a competitive business environment. Additionally, the role of training in employee retention and career development cannot be overlooked, as it contributes to long-term organizational success by ensuring that employees are equipped with the skills and knowledge necessary for their roles.

### **3.0 Methodology**

#### **3.0 Introduction**

This chapter outlines the methodology used in this study to answer the research question regarding the influence of training on employee productivity in Level 4 Faith-Based hospitals in Kisii County, Kenya. It includes the research philosophy, research design, target population, sampling

procedures, data collection instruments, data collection process, and methods of data analysis, as well as the validity and reliability of the research instruments.

### **3.1 Research Philosophy**

The research was guided by the philosophies of social constructivism and interpretivism. Social constructivism was chosen because it emphasizes the role of social interactions and accumulated human experiences in shaping knowledge and reality. This was essential for understanding how HRM practices influence productivity from the subjective perspectives of hospital employees in Kisii County. Social constructivism allowed the researcher to explore the personal and collective experiences of the participants, making it suitable for a study focused on HR practices and productivity. Interpretivism, another research paradigm adopted for the study, focuses on understanding social phenomena within their specific contexts, including beliefs and values. It was applied to both the qualitative and quantitative data collection, enabling the researcher to examine the deeper meanings behind HR practices and their influence on productivity. The interpretivist approach was vital in integrating participants' perspectives on HRM practices with a mixed-method research design.

### **3.2 Research Design**

The study used a mixed-method research design, combining both qualitative and quantitative approaches to enhance the comprehensiveness and accuracy of the findings. Descriptive research design, which allows for the systematic and empirical investigation of variables, was utilized. According to Mugenda and Mugenda (2009), descriptive design is appropriate for studies where the researcher has no control over independent variables. In this study, the descriptive design

helped to systematically collect and analyze data about HRM practices and productivity in the selected hospitals.

Quantitative methods were used to collect numerical data, while qualitative methods helped to capture the subjective experiences and personal insights of the respondents. The use of both methods allowed the researcher to cross-validate and triangulate the data, thus ensuring a more accurate and comprehensive understanding of the research question. The integration of findings from both qualitative and quantitative analyses enabled the researcher to present a holistic view of the HRM practices under investigation.

#### 4.0 Results

This part gives the summary of the findings as follows;

##### Influence of Training on Employee productivity

**Table 4.5**

Statement	1(SD)		2(D)		3(N)		4(A)		5(SA)		Mean	S. Dev
	F	%	F	%	F	%	F	%	F	%		
1. The management conduct training need analysis for training programs to enhance employee productivity. impact the	0	0.00	0	0.00	34	17	84	42	82	41	66.67	28.31
2. Different training methods are used in enhancing employee productivity in my organization?	0	0.00	2	1	59	29.5	66	33	73	36.5	50.00	32.51
3. The evaluation of training programs influences effectiveness in improving employee productivity by identifying evaluation methods which are most successful in identifying areas for enhancement?	0	0.00	17	8.5	48	24	65	32.5	70	35	50.00	23.93
4. The management organizes conferences and workshops for its employees	0	0.00	0	0.00	52	26	84	42	64	32	66.7	16.17



## Introduction

From the table 4.5, it was found that 42% of the respondents agreed to a large extent that the management conduct training need analysis for training programs to enhance employee productivity, while. 41% agreed to a very large extent with the statement as 17% took a moderate stand. None of the respondents was rated small extent. Besides, 36.5% rated a very large extent that the management used different methods of training to enhance employee productivity. whereas 33% agreed to a large extent. 29.5% of the respondents were moderate and 1% was for very small extent. Furthermore, concerning evaluation of training programs to enhance employee productivity, 35% of the respondents agreed to a very large extent while 32.5% agreed to a large extent with the statement. 24% took a neutral view point of the statement and 8.5% disagreed.

Further, the findings revealed that 32% of the respondents strongly consented that the management organizes conferences and workshops for its employees while 42% agreed with the statement. 26% of the participants took a neutral stand as none disagreed.

The means indicate that Statements 1 and 4 are viewed more favorably than Statements 2 and 3, while the standard deviations reveal that there is greater variability in responses for Statements 2 and 3 compared to Statements 1 and 4.

## Discussion of the findings

The findings of this study underscore the vital role that training and development initiatives play in enhancing employee productivity. With a focus on the perceptions of employees regarding training practices in their organization, the data reveal significant trends in how training is implemented and its impact on productivity, job satisfaction, and organizational success.

The research question of this study focused on assessing the impact of training on employee productivity within selected Level 4 Faith-Based Hospitals in Kisii County. The findings, presented in Table 4.6, clearly indicate that training significantly enhances employee productivity. A substantial majority of respondents agreed with this assertion, a smaller group remained neutral, and notably, no respondents disagreed. This consensus underscores the effectiveness of the training initiatives implemented in these hospitals, which employ both on-the-job and off-the-job training methods.

The diversity in training methods is critical for addressing the various learning needs of employees. On-the-job training provides practical experience, allowing employees to learn in a real-world context under the supervision of experienced colleagues. Conversely, off-the-job training includes structured educational programs, workshops, and seminars that occur outside the immediate work environment. The combination of these methods equips employees with relevant skills that can be applied directly to their roles, thereby enhancing productivity.

A key finding of the research is that training equips employees with the necessary skills to perform their duties more effectively. The majority of respondents indicated that training helped them to reduce errors in their work, thereby improving the quality of outputs and expediting work processes. This is particularly important in healthcare settings, where accuracy and efficiency directly influence patient care and outcomes. By minimizing errors, employees contribute to a higher standard of service, which ultimately benefits the organization.

Moreover, training programs serve to keep employees updated on the latest technologies and practices within the healthcare field. The acquisition of this knowledge is vital for employees to utilize modern tools effectively, leading to enhanced productivity for both individuals and the organization. In an industry characterized by rapid advancements, being informed about new technologies is essential for maintaining high standards of care.

In addition to skill development, the findings suggest that training positively affects employee morale. Employees who participate in training programs often feel more confident in their abilities and become more engaged in their work. Exposure to new technologies and methodologies not only aids in task performance but also fosters a sense of accomplishment and professional growth. This boost in morale translates into higher job satisfaction, which is crucial for maintaining a motivated workforce.

Despite the positive outcomes associated with training, qualitative findings from the study highlighted some limitations regarding career advancement opportunities. It was noted that not all employees receive equal chances to upgrade their skills and advance their careers. Instead, the focus for career development tends to be primarily on middle-level management. This situation arises due to financial constraints that limit the hospitals' ability to support training and development programs for all employees.

The emphasis on middle management can create disparities within the workforce, leading to feelings of neglect among lower-level employees. When opportunities for professional growth are not equitably distributed, it can result in dissatisfaction and disengagement, which ultimately affects overall productivity.

Based on the findings, it is recommended that hospitals broaden training opportunities across all employee levels. Expanding access to training programs will not only maximize productivity but also help to address existing skill gaps within the workforce. A more inclusive approach to training will foster a culture of continuous learning and professional development, enhancing the overall competency of all employees.

To successfully implement these recommendations, hospitals may need to explore alternative funding sources for training programs. Potential strategies could include forming partnerships with educational institutions, seeking grants, or establishing sponsorships. Additionally, developing mentorship programs that pair experienced employees with those seeking advancement could foster a supportive environment for skill development.

In conclusion, the study confirms that training significantly enhances employee productivity in Level 4 Faith-Based Hospitals in Kisii County. Through skill enhancement, error reduction, and improved morale,

training initiatives contribute positively to individual and organizational performance. However, the limited opportunities for career advancement—particularly for lower-level employees—highlight the need for a more equitable distribution of training resources. By expanding training opportunities to all employee levels, hospitals can cultivate a more skilled, engaged, and productive workforce. Addressing these disparities will ultimately lead to improved organizational performance and a higher quality of care for patients.

## **Conclusion**

The study finds that training significantly enhances employee productivity and plays a crucial role in reducing workplace discrimination in the selected Level 4 Faith-Based Hospitals in Kisii County. A considerable majority of respondents indicated their belief that training programs not only improve individual productivity but also help create a more inclusive and equitable work environment. The study highlights that training provides employees with essential skills needed for effective job performance. Respondents reported that through various training initiatives, they feel better equipped to carry out their responsibilities. This preparation leads to a reduction in errors, an improvement in work quality, and increased efficiency in completing tasks. Such enhancements in skills are directly linked to higher productivity levels, benefiting both employees and the organization overall.

Moreover, the study emphasizes the importance of keeping employees updated on the latest technologies and best practices in the healthcare sector. This knowledge is vital for effectively utilizing modern tools, which further boosts productivity. The use of both on-the-job and off-the-job training methods ensures that employees receive comprehensive learning experiences tailored to their specific needs and circumstances. In addition to improving productivity, training initiatives are essential for fostering a more inclusive workplace. Many respondents acknowledged that these

programs contribute to minimizing workplace discrimination by providing equal opportunities for skill development and career advancement. This inclusivity is particularly significant in diverse environments, allowing individuals from various backgrounds to succeed based on their abilities rather than facing obstacles due to discrimination. The management's initiatives to organize conferences and workshops were particularly appreciated. These events serve as vital platforms for knowledge sharing, enabling employees to learn from experts and collaborate with colleagues. Such opportunities not only enhance individual skills but also strengthen teamwork and camaraderie, contributing to a positive organizational culture.

In summary, the findings of this study underscore the critical role of training in boosting employee productivity and promoting an inclusive workplace culture. The overwhelming support from respondents highlights the effectiveness of training programs in equipping employees with the necessary skills to improve their job performance while fostering a supportive environment. The management's commitment to organizing conferences and workshops further enhances these positive outcomes, reinforcing the value of continuous learning and professional development. Overall, the results advocate for ongoing investment in training initiatives to maximize productivity and ensure equitable opportunities for all employees, ultimately benefiting the organization as a whole.

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