Assessing The Effects of Training and Development on Employee's Performance in Sierra Leone

Case study: Kenema Government Hospital

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ABSTRACT

Employee training and development is an important tool that equips workers of an organization with various skills and knowledge for effective execution of tasks. The purpose of the study was is to assess effects of training and development on employee performance of at Kenema Government. The method used for data collection involved mainly the use of questionnaires. In all, a total of 35 questionnaires were administered and retrieved from respondents and they were valid for analysis using Microsoft Excel and the final results then presented in tables, bar graphs and pie charts.

The study revealed that training and development have positive impact on employees' performance. The employees agreed that they are able to transfer the knowledge and skills acquired to their working environment. Though effectiveness of the training and development is high, the study revealed that there is inconsistency in the application of training and development policies and procedures. Based on the findings of the study it is recommended that management should have well planned; systematic and coordinated training and development programmes throughout the organization and also ensure that there is adequate budget allocation to finance the implementation of training and development programs in the company. As a result of the findings of the study it is recommended that management should have sound; systematic and harmonized training and development programmes right through the hospital and also guarantee that there is sufficient budget allocation to fund the implementation of training and development programs in the hospital

INTRODUCTION

An improved capability, skills and knowledge of the gifted workforce has proved to be a critical source of competitive advantage in a global market. Employee training and development has been identified by various academicians to be very important to an organization and its effectiveness. The ergonomics of the work environment, state of the art equipment as well as quality raw materials can make production possible, but it is the human resources that actually make production happen, Asare-Bediako (2008).

Human resources are a crucial but expensive resource and therefore in order to sustain economic and effective performance of this resource, it is important to optimize their contribution to the achievement of the aims and objectives of the organization through 0training and development. Training is therefore necessary to ensure an adequate supply of employees that are technically and socially competent for both departmental and management positions. (Mullins, 2007) According to Heath field (2012), the right employee training, development and education at the right time, provides big payoffs for the organization in the form of increase productivity, knowledge, loyalty and contribution.

The human resource of any organization is that which is expected to bring about the competitive difference, since the success or failure of an organization is dependent on the quality of this resource as well as its orientation. This is based on the notion that human resource is the competitive advantage a business organization has. This is because as said earlier, while equipment, infrastructure, methods of production, packaging and distribution strategies could all be copied by other competitive organizations, however the innate quality, innovativeness, knowledge, abilities and skills of the human resource cannot easily be copied. Training is a very important part of the human resource development (HRD) activity of human resource management practice. For employees to carry out their duties effectively and efficiently they must have the relevant skills, knowledge, values, attitudes and competencies and well as understand their organization's culture. More often, newly employed do not have all the competencies usually required for successful or excellent performance on their jobs.

Again while on the job, employees need to be updated through training and development to acquire competencies they did not have at the time of appointment. This is why an organization might need training and development department, often referred to as Human Resource Development (HRD). When suitable job candidates have been selected and

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appointed, they must be given the appropriate orientation and in addition they must be trained and developed to meet their career needs of the organization.

According to Ivancevich (2010), training and development is a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Additionally training and development aids an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job. To start this whole process is orientation and socialization of employees into the organization. In spite of the large number of researches conducted on the relationship between training and development and employee performance, there has been a gap, regarding the research of the effects of training and development on employee performance. The purpose of this research is to bridge this gap by deeply evaluating this phenomenon through relevant literature, throwing more light into the relationship of training and development effectiveness and management employee performance and providing suggestions to the organization as how best they can use training and development programs to make employees perform well on job

OBJECTIVES OF THE STUDY

The objectives of the research were categorized into two: general and specific objectives.

The general objective of the study is to evaluate the effects of training and development on employee's performance at Kenema Hospital in Sierra Leone

The specific objectives are:

- To find out how training and development of employees contribute to the achievement of the goals of the hospital.

- To evaluate the existing training and development policies and procedures used at the Hospital

- To investigate how training and development needs of employees are determined.
- To find out whether there are organizational issues that constrain training and development in the hospital.

RESEARCH QUESTIONS

To help achieve the objectives of the study, the research seeks to find answers to the

- How does training and development affect employee's performance at Kenema Government hospital?

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- Are there adequate and appropriate training and development policies and procedures used at the Hospital?

- How are training and development needs of the hospital employees determined and by whom?

- What are the issues that work against training and development in the hospital?

RESEARCH METHODOLOGY

A research design is a coherent plan and that specifies how data relating to a given problem should be collected and analyzed for guiding a study conducted. It provides the procedural outline for the conduct of the research. It is a program that directed the researcher in the procedure of gathering data, evaluating and deducing observations (Polgar and Thomas 1995). This research used a 'case study' method to gather data.

A case study is a comprehensive investigation of a specific case being a subject or a condition for clarifying concepts and variables or clarifying ways for to measure those for obtaining detailed appreciative of problems being examined (Kothari 2004). 'Case study' technique is a very common form of qualitative exploration that probes deeply and analyzes interactions between the factors that explain present status or that influence change or growth also envelops a careful and intensive feeling of a foundation, or even the aggregate community, it considers in profundity as opposed to extend. Under this system the strategy jumps out at be qualitative and not quantitative (Kothari 2004).

The purposive sampling technique used for this study. Purposive sampling is a non-probability sampling in which the decision concerning the individuals to be included in the sample was taken by the researcher based on the fact that these individuals have been around long enough to have the knowledge of the research issue and also the willingness to participate in the research. This technique was also chosen because the sample size was quite small when compared with probability sampling. The total population for the study was seventy-five (75) and sample size of thirty-five (35) staff within the hospital administration were selected and interviewed for the research as stated below;

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TABLE 1 CATEGORY OF HOSPITAL STAFF

CATEGORY	FREQUENCY	PERCENTAGE %
Medical superintendent	2	6
Matron	2	6
Finance officers	5	14
Human resource office	6	17
Health workers	14	40
Junior staff	6	17
TOTAL	**35**	**100**

Source: Author's Computation 2019

The study used questionnaire technique for gathering data so as to evade bias and unpredictability of data. A questionnaire is a set of questions that is filled of characters and signs in order that the respondents can tick the suitable clue of his/her view or write short answers. A questionnaire was developed for the employees to solicit information on the issues enumerated by the researcher. The questionnaires were developed for both senior and junior staff. The questionnaires were made up of both closed and opened questions. With regards to the closed ended questions, alternatives choices were given or provided for respondents to choose from. In the case of the opened questions, the respondents had the opportunity or chance to express their views and suggest ways and indicate opinions and challenges. Questionnaires were made up of various items that were written in a simple and clear language to enable respondents have easy understanding.

The study collected qualitative data which were grouped, quantified and coded to facilitate counting of frequencies of responses that were given by respondents. The data were further edited to ensure that the items were answered correctly to determine their accuracy, reliability, suitability of the responses and also to avoid blunders and biases. The researcher used Microsoft Office to analyze and present the data using tables and figures, bar charts, pie charts and percentages, which were used to determine the proportion of respondents choosing the various responses.

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FINDINGS AND DISCUSSIONS

The data have been analyzed and presented in tables, pie charts and bar charts. All of the respondents sampled fully replied to all the questionnaires. The following analysis shows the responses received from 35 employees within the hospital.

Results from Table 4.2 and figure 4.1 below indicate that 71% of the employees of Kenema Government Hospital were males and 29% of them were females. This is analysis is an indication of a slightly high male composition of the members of staff the Hospital.

TABLE 4.2 SEX OF RESPONDENTS

GENDER	FREQUENCY	PERCENTAGE %
Male	25	71
Female	10	29
TOTAL	**35**	**100**

Source: field research 2019

FIGURE 4.1 SEX OF RESPONDENTS
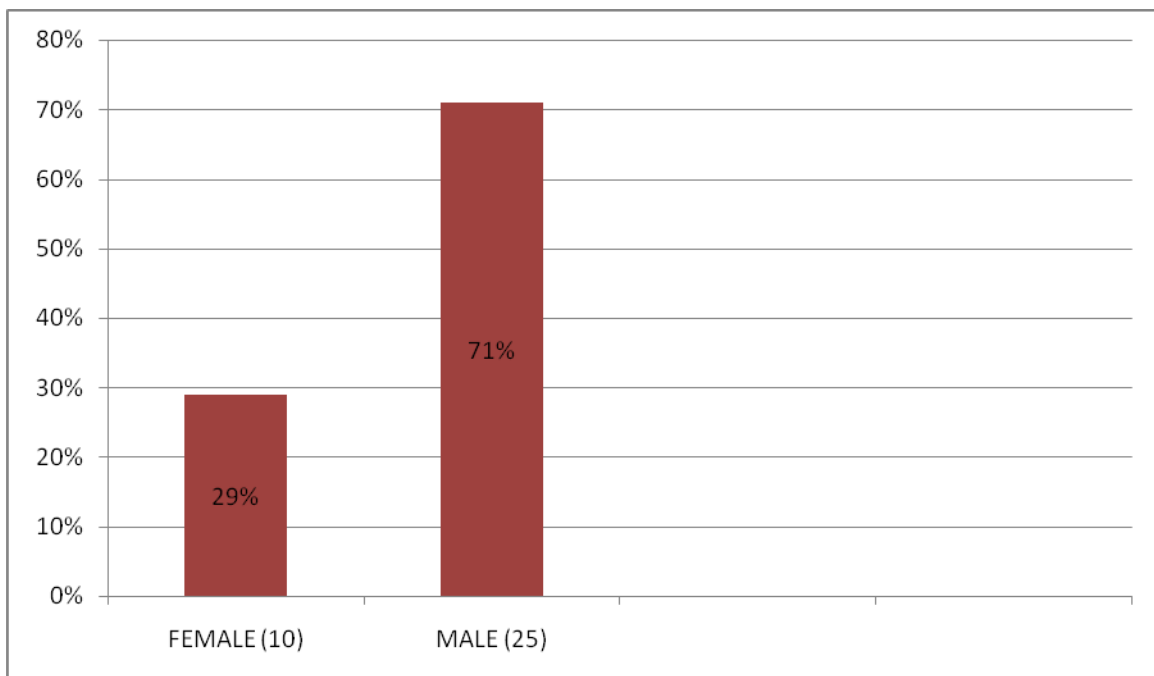
Source: field research 2019

Table 4.4 below reveals that a maximum of 86% of employees interviewed had their highest level of educational background at the Degree level. Whiles a minimum of 14% of the respondents said their level of education was at the HND level. This observation implies that staffs of the hospital have first degree.
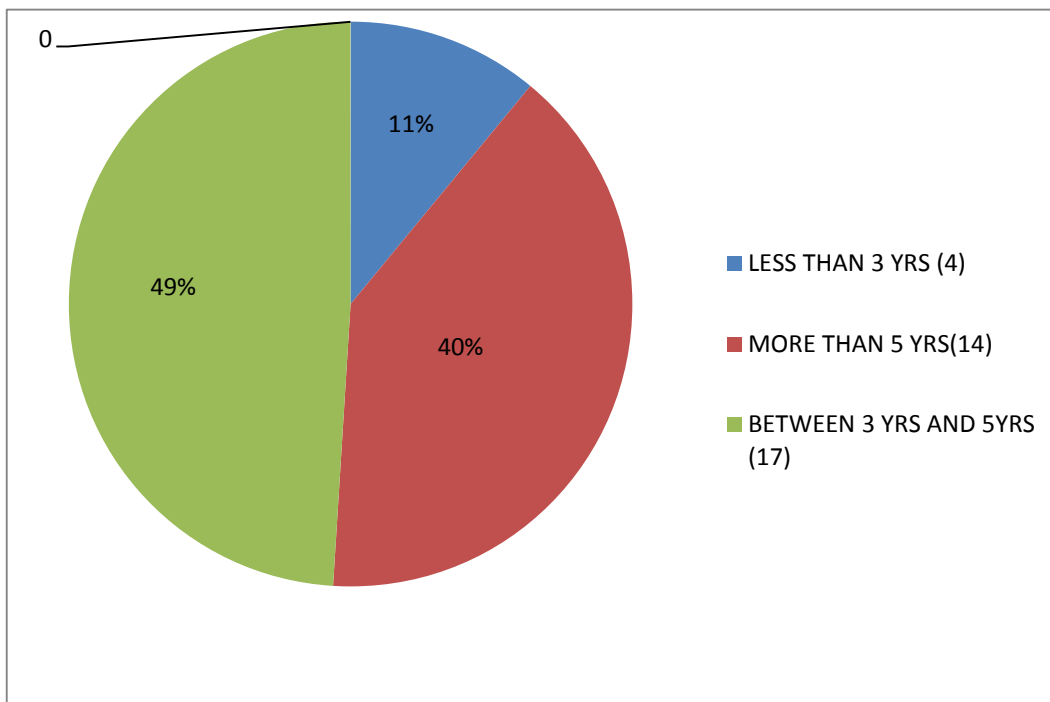
TABLE 4.4 EDUCATIONAL BACKGROUNDS OF RESPONDENTS

LEVEL	FREQUENCY	PERCENTAGE %
B.E.C.E	0	0
WASSCE	0	0
ND	0	0
HND	5	14
DEGREE	30	86
TOTAL	**35**	**100**

Source: field research 2019

Figure 4.3 below shows the response received from the employees regarding the number of years they have worked with the Hospital, 49% indicated that they had worked between 3 and 5 years. 40% said they have worked with Hospital for more 5 years whiles another 11% said they have worked for less than 3 years. All of these demographic projections have significant implications for managing human resources, thereby increasing the importance of training and development (Armstrong & Baron, 2002). The changing demographics mean there will be fewer entry-level employees, so competition among employees will increase.

FIGURE 4.3 LENGTH OF SERVICE WITH THE HOSPITAL

The figure 4.4 shows that 66% of respondents at the hospital indicated that they were not

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aware of any training and development policy, 20% said they were aware of the existence of a training and development policy whilst 14% indicated that they were not sure of the existence of training and development policy. The analysis implies that training and development policy at institutions are not mostly known to employees which sometimes hinder any proposed training and development programme (Armstrong, 2006).

FIGURE 4.4. KNOWLEDGE OF TRAINING AND DEVELOPMENT POLICY AT THE HOSPITAL.
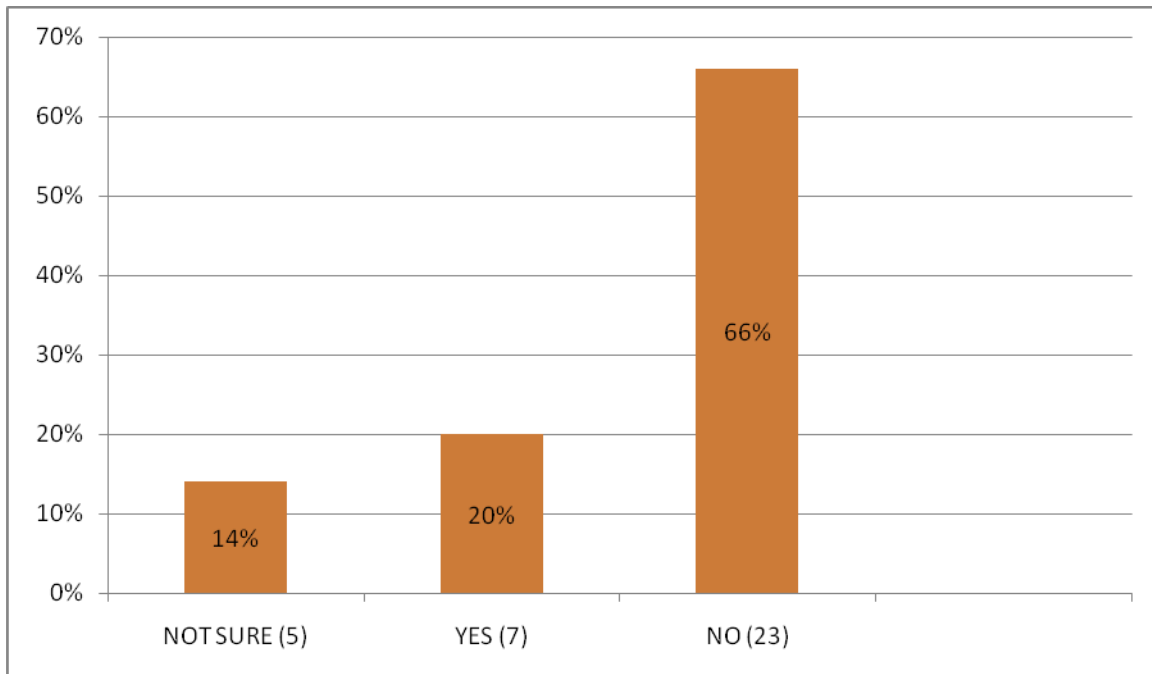

Table 4.6 shows that 71% of respondents at the hospital mentioned that they had received training since joining the hospital in the form of local in-house whilst 29% said they had received training form of external training. The analysis implies that training and development programme usually takes several forms including in-house (workshops, seminars etc) or external (consultants engagement).

TABLE 4.6 FORM OF TRAINING RECEIVED SINCE JOINING THE HOSPITAL

FORMS	FREQUENCY	PERCENTAGE %
Local in House	25	71
External Training	10	29
TOTAL	**35**	**100**

Source: field research 2019

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Data analysis from table 4.7 indicates that a maximum of 57% of sampled respondents agreed that the impact of training on their work performance was excellent. 34% mentioned that the impact of training on their work performance was very good whilst 9% said the impact of training on their work performance was better than before. The implication of the results confirms that training adversely impacts on work performance (Arvey and Faley 1988).

TABLE 4.7 IMPACT OF TRAINING ON WORK PERFORMANCE

RESPONSES	FREQUENCY	PERCENTAGE %
Excellent	20	57
Better than before	3	9
Very good	12	34
TOTAL	**35**	**100**

Source: field research 2019

With regards to the question of whether training content was relevant to achieving personal needs, goals and self development as presented in table 4.8 shows that 57% of respondents indicated that the training content was relevant to achieving their personal needs, goals and self development. 23% said content was very relevant, 20% indicated content was not relevant. The analysis explains Asare-Bediako (2008) report that training content must seek to achieve individual personal needs, goals and self development.

TABLE 4.8 RELEVANT OF CONTENT TO ACHIEVING PERSONAL NEEDS, GOALS AND SELF DEVELOPMENT.

RESPONDENTS	FREQUENCY	PERCENTAGE %
Totally Relevant	20	57
Very Relevant	8	23
Not Relevant	7	20
Cannot Tell	0	0
TOTAL	**35**	**100**

Source: field research 2019

Table 4.9 shows analysis on whether training and development at the hospital would contribute to achieving effectiveness and efficiency of the hospital. Total respondents representing 100 all indicated that training and development would contribute to achieving effectiveness and efficiency of the hospital goals. Ivancevich (2010) confirms the analysis

which says "training contributes to improving efficiency and effectiveness of current or future performance of employees in any institution".

TABLE 4.9 CONTRIBUTIONS OF TRAINING AND DEVELOPMENT TO EFFECTIVENESS AND EFFICIENCY AT THE HOSPITAL

RESPONSES	FREQUENCY	PERCENTAGE
Agree	35	100
Disagree	0	0
Not Sure	0	0
TOTAL	**35**	**100**

Source: field research 2019

Table 4.10 shows that total respondents representing 100% indicated that there were organizational issues that constraints training and development at the hospital. The observation clearly implies that since training is a systemic process it is bound to face challenges in the process (Armstrong, 2000).

TABLE 4.10 ORGANIZATIONAL ISSUES CONSTRAINING TRAINING AND DEVELOPMENT AT THE HOSPITAL

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	35	100
No	0	0
Not Sure	0	0
TOTAL	**35**	**100**

Source: field research 2019

Regarding the types of organizational issues that constrain training and development at the hospital table 4.11 shows that 43% indicated that the lack of top management support for the training and development at the hospital was the main organizational issue. (29%) indicated failure to ensure that adequate resources (finance, people and time) required to implement the training was the organizational issue, 17% said employees failure to understand the training needs of the hospital whilst 11% said inability to gain the understanding and acceptance of employees. This observation confirms the position of Cole (2000) which indicates that several organizational issues constrain training and development which must be addressed in order to improve efficiency and effectiveness

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TABLE 4.11 TYPES OF ORGANIZATIONAL ISSUES CONSTRAINING TRAINING AND DEVELOPMENT AT THE HOSPITAL.

ORGANISATIONAL ISSUES	FREQUENCY	PERCENTAGE %
Employees failure to understand the training needs of A-Poly	6	17
Lack of top management support for the training and development	15	43
Inability to gain the understanding and acceptance of employees	4	11
Failure to ensure that adequate resources (finance, people and time) required to implement the training	10	29
TOTAL	35	100

Source : field research 2019

TABLE 4.12: CURRENT TRAINING AND DEVELOPMENT STRATEGIES WHICH HAVE INFLUENCED THE ACHIEVEMENT OF AT THE HOSPITAL

ORGANIZATIONAL ISSUES	FREQUENCY	PERCENTAGE %
An attraction and selection strategy that delivers the right talent at the right time and acts as a starting place for effective employee engagement.	5	14
A development strategy and system that grows the technical, core and leadership competencies that accelerate A-Poly's performance.	20	57
An integrated performance and rewards strategy that engages and motivates employees to deliver results and offers employees what they need to excel in their work	10	29
TOTAL	35	100

Source : field research 2019

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Table 4.12 above indicates that a maximum of 57% of respondents indicated that a development strategy and system that grows the technical, core and leadership competencies that accelerate the hospital's performance was the current training and development strategy which has influenced the achievement of hospital goals. Another 29% stated an integrated performance and rewards strategy that engages and motivates employees to deliver results and offers employees what they need to excel in their work, whilst 14% mentioned an attraction and selection strategy that delivers the right talent at the right time and acts as a starting place for effective employee engagement. The observation is similar to the statement of Mumford (1987) which indicated that training and development strategies such as developing a strategy to grow technical and leadership competencies can influence the achievement of goals. Therefore hospital must provide a framework for making training and development decisions based on its vision and strategic plan.

Regarding analysis whether training and development has traditionally been used to ensure that the right person is in the right job at the right time, all the 35 respondents representing 100% mentioned that that training and development has traditionally been used to ensure that the right person is in the right job at the right time.

According to Cole (2000), heightened domestic competition can interfere with efficient operations, so organizations typically attempt to use training and development to ensure that the right person is in the right job at the right time.

TABLE 4.13. HAS TRAINING AND DEVELOPMENT BEEN TRADITIONALLY USED TO ENSURE THAT THE RIGHT PERSON IS IN THE RIGHT JOB AT THE RIGHT TIME

RESPONSES	FREQUENCY	PERCENTAGE %
Strongly Agree	0	0
Agree	35	100
disagree	0	0
Strongly disagree	0	0
TOTAL	**35**	**100**

Source : field research 2019

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CONCLUSIONS AND RECOMMENDATIONS

This research examined the effect of training and development on employees' performance, motivation, retention and moral   a case of the Kenema Government hospital. The research had the objectives to find out how training and development of employees   contribute to the achievement of the goals of the hospital. In conclusion, the whole study established that, the training and development activities can contribute immensely to achieving effectiveness and efficiency of the hospital's goals. Additionally it can b concluded that training and development has traditionally been used to ensure that, the right person is in the right job at the right time. Notwithstanding there are constraints which hinders training and development at the hospital.   Based on the results of the study, it became clear that training and development strategy was haphazardly carried out at the hospital.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations are outlined for addressing challenges identified as well as ways of improving training and development at the hospital. Training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change. In other words, employees of the hospital should take on the role of organizational change agents (Beer & Walton, 1987).

To be effective in this role, the HR manager will need to create a framework for making human Resource decisions based on the hospital vision and strategic plan.

In order to position hospital for success, management must empower departments in the various branches to engage in training and development. Through a collaborative process, each department should develop its own training and development plan, which outlines its critical strategic issues for the next 3 – 5 years as well as proposed strategies to address those issues.

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