

## Impact Of Employees' Training On Their Work Performance; With Reference To Abc Pvt. Hospital In Sri Lanka

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**Abstract:** *The Importance Of Training Can Only Be Appreciated With A Clear Understanding Of Its Impact On Employee Performance. An Enhancement In Employee Performance Also Leads To An Enhancement In The Organizations' Performance. In Respect To That, The Main Purpose Of This Research Was To Investigate The Impact Of Training On Nurses' Job Performance At ABC Privet Hospital In Sri Lanka.*

*A Sample Of Sixty Nurses Was Randomly Selected. A Structured Open-Ended Questionnaire Was Used To Collect Data. Collected Data Was Organized And Presented Quantitatively In The Form Of Frequency Schedules, Counts And Percentages. The Results Of The Study Were Analyzed Using The Pearson's Linear Correlation Method In SPSS.*

*The Results Showed That There Is Weak Positive Relationship Between Training And Job Performance Of Nurses. The Conclusions Were That Trainings Give A Small Contribution To Enhance The Job Performance In Relation To Traits, Behavior And Results Of Nurses. The Researcher Recommends That It Is Vital To Examine Their Training Structure, Procedure And The Final Impact On Job Performance Of Nurses To Reestablish Their Training System As A Tool Of Enhancing Nurses' Job Performance. There Should Be Formal And Informal Ways To Evaluate The Effectiveness Of Training Programs. Especially, Job Performance Of Nurses Can Be Evaluated Through Public Feedback. Thereby, The Management Can Identify Whether The Trainings Really Impact In Increasing Nurses' Performance. It Will Increase The Transparency Of The Evaluation System. If The Recommendations Given Are Considered And Implemented, It Would Improve The Training Program Of Nurses At ABC Hospitals.*

**Key Words:** *Work Performance, Employee Training, On The Job Training*

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### I. Background Of The Study

Training Can Be Defined As A "Systematic Process Of Acquiring Knowledge, Skills, Abilities, And The Right Attitudes And Behaviors To Meet Job Requirements" (Gomez-Mejia, Et. Al., 2007). Training Is A Tool Which Assists Employees To Improve Their Job Performance In The Current Position, By Obtaining Specific Knowledge And Skills Relating To Their Job Requirements. Furthermore, It Has Proven Employees Can Develop Their Career And Future Responsibilities By Participating In Training Programs. They Are Able To Perform Their Tasks In An Effective And Efficiency Manner. As A Result, The Company Can Perform Productively By Using This Strong Work Force With The Right Skills, Knowledge And Competencies. In This Competitive And Dynamic Business Environment, Technological Improvement, Competition And Business Strategies Are The Main Challenges Which Organizations Have To Face. Only The Organizations Which Are Able To React To Those Environment Changes Can Remain In The Market. For That, Organizations Should Possess Unique Core Competencies. A Skilled, Competent Workforce Is A Valuable Resource Which Supports The Organization To Gain Competitive Advantage From The Market. Organizations Can Create An Innovative And Unique Workforce Though An Effective Procedure Of Employee Training And Development Programs And Those Programs Also Provide The Possibility To Promote Entrepreneurship, Introduce Employees To Changes, Encourage The Changes Of Their Attitude, Introduce The Employees To Important Business Decisions And Involve Them Actively In The Process Of Decision Making (Vemic, 2007).

Many Researches On The Relationship Between Training And Employee Performance Are More Concerned In The Study Of The Gap Between Training And Employee Performance. The Purpose Of This Study Is To Deeply Investigate This Phenomenon In ABC Hospitals Based In Sri Lanka. The Researcher Is Trying To Add More Light Into The Relationship Of Training Effectiveness, And Superior Employee Performance And To Provide Suggestions To The Hospital As To How They Can Make Best Use Of Training Programs To Make Their Employees Perform Well On Their Job.

## **II. Problem Statement**

The Research Investigates The Impact Of Training On Employees' Performance At ABC Hospitals. Presently, The Hospital Has To Be More Concerned About Their Position In The Market Place. This Is Because Many Hospitals Exist Providing Higher Quality Services. To Retain In The Market, They Have To Perform Very Well Than Their Competitors. Increasing Nurses' Performance Becomes One Of The Main Solutions To Answer The Particular Problem. As They Perform Well, They Can Easily Compete With Other Companies And Also They Can Provide Better Services To The Patients. Currently, The Nurses Education Centre Conducts Many Training Programs For The Purpose Of Improving Employees' Performance. Therefore, This Study Will Find The Answers To The Management:

“Are Their Training Programs Really Gained Better Performance Of The Nurses?”

## **III. Objectives Of The Study**

### **Major Objective**

-To Determine The Impact Of Training Programs On Nurse's Performance At ABC Hospitals.

Stated Below Are The **Secondary Objectives** Of The Study;

-To Identify Existing Training Programs Of The Hospital

-To Identify The Issue In Work Efficiency

-To Suggest Strategies To Minimize Issues Of Training And Development

## **IV. Significance Of The Study**

The Main Beneficiary From This Research Is The Management Of The ABC Hospitals. The Study Is Addressing One Of The Main Practiced Relating To Employee's Performance. The Study Will Help This Organization To Understand The Importance Of Training Programs. It Supports The Management To Restructure Their Training Programs In Terms Of Assessing To Increase The Efficiency Of The Nurses' Performance. By Knowing The Impact Of Training Programs On The Performance Of Nurse's, The Management Will Be Able To Make Necessary Adjustments To The Training Contents And Supporting Facilities To Further Improve The Training Programs.

Employees Are The Most Valuable Input Of The Organization Because It Will Increase The Overall Performance Of The Organization. Ultimately, It Will Increase The Output Of The Sri Lankan Economy. As A Result, This Study Can Be Used As A Guideline To The Management Of ABC Hospitals To Expand Their Services And To Compete With Other Competitors In The Healthcare Sector By Improving Organizational Performance Based On Effective Training Programs.

Therefore, From The Viewpoint Of The Lanka Hospital's Management And The Workforce, This Research Could Provide Vital Information And All Parties Can Gain Advantage Through This Research

## **V. Methodology**

### **Research Design**

A Quantitative Approach Is Used In Order To Gain A Better Understanding About The Relationship Between Training Programs And Employees' Performance.

### **Source Of Data**

#### Primary Data

Primary Data Have Been Collected Using Questionnaires Specially Designed For The Nurses Who Are Working In The Wards, Emergency Unit, ICU And Birthing Centre In ABC Hospitals. In Additions To Those, Unstructured Interviews With The Chief Matron's Secretary Also Have Been Conducted.

#### Secondary Data

Secondary Data Has Been Collected Using Training Manuals, Annual Reports, Various Journals, Websites And Subject Related Articles In Newspapers And Magazines.

### **Sampling Method**

The Target Population Focused In The Research Consist All The Employees Who Were Present In The Hospital At The Time Of The Survey. The Identified Sample Included A Number Of 60 Nurses Who Are Working In The Wards, Emergency Unit, ICU And Birthing Centre.

### **Data Analysis**

The Collected Data Were Analyzed Using The SPSS 16.0 Statistical Software Package And Microsoft Excel. Descriptive Statistics And Correlations Were Used In Data Analysis, Such As Mean, Mode, Standard Deviations.

## **VI. Literature Reviews**

### **Training**

Anderson (2000) Revisited Training As Process That Change Employees' Behavior At Work Through The Application Of Learning Principles Such As Knowledge, Attitudes, Skills, Activities, Values And Belief. According To Fitzgerald (1992), Training Is Defined In Three Ways As "The Acquisition Of Knowledge And Skills For Present Tasks; A Tool To Help Individual Contribute To The Organization And Be Successful In Their Current Positions; A Mean To An End" Buckley And Caple (2000) Also Stated Training As "A Planned And Systematic Effort To Modify Or Develop Knowledge, Skill And Attitude Through Learning Experience, To Achieve Effective Performance In An Activity Or Range Of Activities. Its Purpose, In The Work Situation, Is To Enable An Individual To Acquire Abilities In Order That He Or She Can Perform Adequately A Given Task Or Job" (As Cited In Kin And Mathuvay, 2011). Training Is Also Used To Gain Competitive Advantage By Considering Training As An Intellectual Capital Including Basic Skills Such As Skills Needed To Perform Certain Tasks, Advanced Skills Such As Ability To Use Technology And Self Motivated Creativity.

Bartel (1989) Revealed That Only A Minority Of Human Resource Managers Knows How To Invest On Training Programs So As To Gain More Advantages To Increasing Employee Productivity Even Through All The Other Managers Know That Training Is A Critical Element For Improving Labour Productivity.

Organization's Most Valuable Resource Is Employees And They Can Build Or Break The Organization's Reputation. If The Employees Possess Updated Information And Skills Required To Perform Certain Tasks, Then They Can Perform Their Job Longer (Elnaga & Imran, 2013). Therefore, Without Proper Training, An Organization Cannot Perceive Better Performance From Their Workforce.

Sultana Et Al., (2012) Noted That Training Is A Key To Increasing Employee Performance. It Can Enhance The Competency In Individual And Organizational Level. Training Helps To Readjust The Gap Between What Should Happen And What Is Happening And Also The Gap Between Expected Target And Actual Performance Of The Employees. It Is Required When There Is Any Deficiency In Employee Performances. Fast Pace Technological Advancement And Organizational Strategic Changes Makes Employees More Concern On Improving Skills And Ability And The Organization Needs Additional Investment On Training

According To Anis Et Al., (2010), As Cited In Hassan Et Al., (2013) Amidst Of The Technological Changes, Skills Become Obsolete Very Quickly. Therefore, Training Employees By Providing Them With New Information And Skills Help Companies To Retain In The Market.

### **Importance Of Training**

Derouen And Kleiner (1994), Stated That The Employee Should Improve And Become The Master Of Technical Skills In Order To Retain In The Rapidly Changing Business World. They Have Mentioned Five Major Forces That Affects On Training Which Makes It An Important Function. They Are As Follows:

- I. Global And Domestic Competition
- ii. Changes In Technology
- iii. Mergers, Acquisitions And Divestitures Causing Realignment Of Structures And Functions Of Companies
- Iv. Better Educated Workforce
- V. Emergence Of New Occupations

Anderson (2000) Stated That Training As A Performance Management And There Are Some Uses Of Training, Such As, It Helps To Change The Organizational Structures, Dealing With Problems Of Growth, Adapt With The Changing Technology, Easy For Team Building And Integrate With The Organization Policy And The Philosophy. Those Are The Benefits Which An Organization Can Obtain Through Training Programs. Furthermore, Training Provides Many Advantages To The Employees As An Individual. Training Helps To Reduce Learning Time, It Enhances Retention Of Labor, Incidence Of Absence And Accidents May Drop, Increase Job Flexibility, And The Management Training Can Develop The Internal Capacity Of Decision Making And Planning (Anderson, 2000).

Training Is A Significant And An Essential Tool For The Organization To Renovate The Performance Of All The Employees For Organizational Progress And Success And Also It Benefits To Both Employers And Employees Of An Organization (Elnaga And Imran, 2013). If The Employee Is Trained Well, Then He Or She Can Perform In A More Efficient, Effective And Productive Way. Any Organization That Has Substantial Workforce Can Implement Extensive Formal Training Programs.

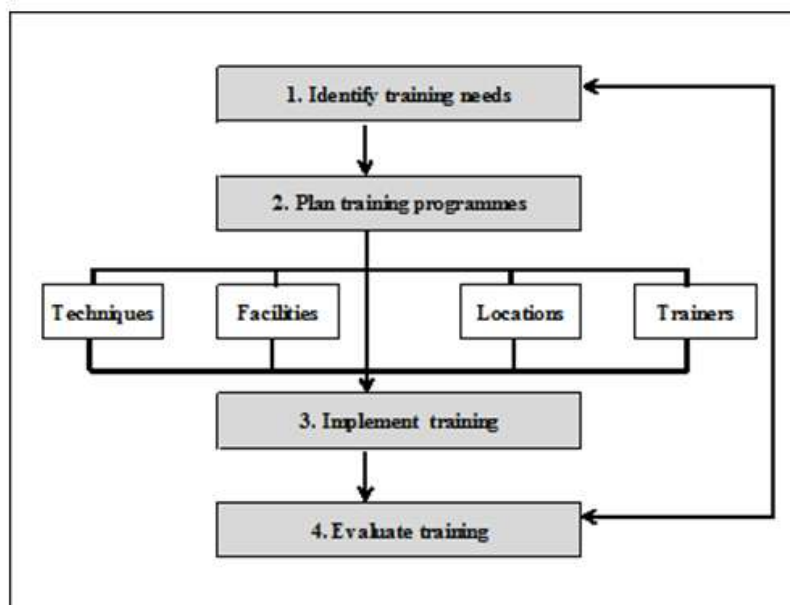
Selmanmusa (2013) Has Indicated Some Benefits Of Training. Through Training, A Company Can Motivate The Employees To Increase The Efficiency In Business Processes, To Get Financial Benefits, To Grow Strategies, To Increase The Capacity Of Adaption To The New Technologies, To Develop The Company

Image And To Be Innovative. Modern Organizations Have To Do Everything Possible To Remain Competitive And To Have A Highly Skilled, Motivated Workforce. Not Only That, But Also To Keep Employees More Satisfied, Happy, And To Improve Their Morale. Furthermore, He Introduced Seven Importance Of Developing A Role In Training That Employers Can Get. (1) Training Helps An Organization To Contribute To The Development Of The Quality Of The Country's Human Capital (2) It Provides Facilities To Organizations Such As Industrial Relations (3) It Is A Main Source Of Income Of The Organization By Giving Relevant Quality Training. (4) It Enforce Its Own Workforce To Improve Their Knowledge (5) Knowledge Required For Training Increases The Quality Of Other Services Of The Organization Like Advisory And Representation Services (6) Training Helps To Keep Better Human Relations At The Organizational Level Which Results In Better Organizational Performance (7) It Helps To Maintain Overall Organizational Image By Matching Corporate Goals And Employee Management Policies.

Appiah (2010) Has Explained That Training Can Also Reduce Risks In The Organization Because Trained Employees Know How To Use Organizational Property Without Any Wastage And In An Accurate Way. Not Only That, The Training Will Offer A Sense Of Job Security For The Employee Because An Organization Needs To Keep Skilled Workers With Them. Also, Every Organization Tries To Achieve Their Standard Target Performances Using Strategies. Training Is A Good Strategic Tool For A Company To Achieve Their Goal In A Perfect Manner

### **Systematic Training Process**

Training Is The Most Profitable Investment That Every Organization Can Make. Therefore, Developing A Good Training System Is Very Important To Take Better Advantages Of That Investment. Systematic Training Process Was Originally Introduced For The Industrial Training Boards In 1960s And It Consists Of Four Major Stages. The Model Is Shown Below In Figure 1 (Armstrong, 2009)



**Figure 1- Systematic Training Model**

Source: Armstrong, (2009)

### **Method Of Training**

Bartel (1989) Revealed That Large Organizations That Introduce New Technology And Those Who Rely On Internal Promotions To Fill Vacancies Are More Likely To Have Formal Training Programs. Because He Suggested That Formal Training Programs Have A Positive Impact On Employee Performances.

According To Danziger And Dunkle, (2005), Training Was Classified According To Two Dimensions. The Dimensions Are Degree Of Interaction With Others During Training And The Degree Of Formality Of The Training. Using These Two Dimensions, Four Methods Of Training Can Be Identified As Shown In Figure 2.

		<u>Degree of Formality</u>	
		Informal	Formal
<u>Degree of Interaction</u>	Personal	Self-training	E-learning
	Interpersonal	Peer	<u>Introducor-led</u>

**Figure 2 - Classification Of Training Methods In Organizations**

Source: Danziger And Dunkle, (2004)

Many Researchers Have Identified Different Training Methods Which Can Contribute To Improve Employees' Knowledge, Skill And Competencies. Some Of Them Are On The Job Training, Off The Job Training, Orientation Training And Career Development Training.

**Simple On The Job Training**

In This Method Employees Are Trained While They Are Performing Their Actual Job. It Is A And A Cost Effective Method. Both The Proficient And Semi Proficient Employees Can Be Trained Under On The Job Training Method (Selmannusa, 2013).

According To Armstrong, (1995), He Stated That Job Rotation, Planned Experience And Mentoring Can Be Used To Train Employees. However, Job Training Has Many Advantages Such As Development Of Specific Managerial, Team Work, Technical, Selling, Manual And Administrative Skills Of The Employees.

**Off The Job Training**

Employees Are Being Trained Away From Their Actual Training Environment. Off The Job Training Is Mostly Used For The New Employees And This Method Is Very Effective When It Is Used To Train A Large Number Of Employees Rather Than One Person (Selmannusa, 2013). Lectures, Role Playing, Case Study, Stimulation, Team Building, Workshops And Vestibule Training Are Some Of The Off The Job Training Methods (Ejiogu, 2000, Armstrong, 1995, As Cited In Obisi, 2011).

**Career Development Training**

This Method Can Be Used To Train All Levels Of Employees In The Organization And It Helps Them To Prepare For The Future Responsibilities, Changes And New Venture Creation (Appiah, 2010).

**Employee Performance**

“A Term Typical To The Human Resource Field, Employee Performance Is Everything About The Performance Of Employees In A Firm Or A Company Or An Organization. It Involves All Aspects Which Directly Or Indirectly Affect And Relate To The Work Of The Employees” (Employee Performance, Website). Job Performance Can Be Defined As Employees Performing Their Tasks According To The Requirement Of The Job (Borman & Motowidlo, 1997). Sultana Et Al., (2012) Defined Performance As The Achievement Of Certain Task Measured Against Predestinated Or Identified Standards Of Accuracy, Completeness, Cost And Speed.

Landy, (1985), As Cited In Elnaga And Imran (2013), Revealed That As Hawthorne Studies And Many Other Research Works On Productivity Of Worker Determined That Employees Showed Higher Job Performance If They Are Satisfied With Their Job. Further, They Stated That Those Employees Who Are Satisfied With Their Job Will Have Higher Job Performance And Thus Top Job Retention Than Employees Who Are Not Satisfied And Unhappy About Their Job. Asare-Bediako (2008) Introduced A Mathematical Model To Define The Performance. It Is As Follows:

**Performance = (Ability) X (Motivation)**

According To The Above Mathematical Model, Performance Is The Output Of Ability And Motivation. Ability Is The “Can” Factor And Motivation Is The “Want To” Factor Of This Equation And When These Two Factors Are In A Higher Level, Then, The Employee Performance Will Be More Productive.

**Performance Management**

Performance Evaluation Is The Most Important Practice To Ensure Employees' Competency Of Doing Their Job By Comparing Standard Performance And Actual Performance. Most Literature Named Performance Evaluation As Performance Management.

### **Measures Of Employee Performance**

Managers Can Use Different Techniques To Evaluate Employee Performance Depending On Their Objectives. Some Evaluation Techniques Are As Follows:

#### **Quantity**

The Number Of Units Produced And Sold By The Employee Is Another Measurement To Evaluate Performance.

The Quality Of The Work Performed By The Employee. Quality Standards Can Vary According To The Job Field.

#### **I. Ambition**

It Is The Employee Possessing A Willingness To Have A Certain Goal Towards Their Job And Work For Achieving Those Goals.

#### **II. Attitude**

It Measures Whether The Employee Have A Positive Attitude Towards Their Co-Workers, The Job, Working Environment, And The Customers.

#### **III. Communication Skills**

To Know Whether The Employee Is Able To Communicate Effectively With Other Employees And Customers Very Well.

#### **IV. Focus**

Is The Employee Focused On Doing The Job And Are They Able To Focus On Their Task And Duties From Personal Assignments.

#### **VI. Absenteeism**

“Absenteeism Is Falling To Report For Scheduled Work. As Such, It Is The Violation Of A Social Obligation To Be In A Particular Place At A Particular Time. Traditionally, Absenteeism Was Viewed As An Indicator Of Poor Individual Performance And A Breach Of An Implicit Contract Between Employee And Employer” (Johns, 2007).

#### **VII. Timelines**

It Is A Master Of Time Management. It Measures How Well An Employee Is Performing On Time On Target With His Or Her Job, Generate More Than An Hour's Worth Of Productivity In Each Hour, Help Others Manage Their Time, Never Missed Deadlines.

#### **VIII. Cost Effectiveness**

It Is Also A Good Indicator To Measure The Performance Of Employees. Cost Effectiveness Means Employees Perform Their Job While Controlling Costs Relating To Their Work And The Cost Should Be Minimized To The Benefits Of Employee Performance And The Gap Should Be A High Degree.

### **Relationship Between Training And Employee Performance**

Russell, Terborg And Powers (1985) Conducted Their Research Using Participants In 62 Stores In The Same International Merchandising Firm And Finally They Have Determined That There Is A Positive Relationship Between Percentage Trained And Volume Per Employee.

As Depicted By The Work Of Dearden, Reed And Reenen (2006), There Is A Significant Impact Of Training On Productivity. They Use Productivity And Wage As Factors Affecting Training. The Results Revealed That An Increase Of 1% Of Training Is Associated With 0.6% Increase In Productivity And 0.3% Increase In Wages.

Martocchio And Webster (1992) Revealed That Positive Feedback Of Training Results In Higher Test Performance Than Giving Negative Feedback. The Positive Feedback Has Effective Outcomes, Such As Satisfaction With Feedback, Satisfaction With Training, And Positive Mood. Bartel (1989) Found That Organizations That Are Investing Additionally On Training Can Achieve Superior Productivity Than Competitors Who Invest Less.

Neck And Manz (1996) Have Found That Training Improved Employee Performance Of The Participants Than Those Who Did Not Participated To The Training And The Training Productively Affected On Enhancing Employee Attitudes, Job Satisfaction, Self Efficacy And Emotional States. Furthermore, They Explained That The Benefits Of Training Were Retained For At Least Two Months After Completion Of The Training.

The Study Of Sultana Et Al., (2012) Conducted In Telecom Sector Of Pakistan, Stated The R<sup>2</sup> Was 0.501 Which Means That 50.1% Of Variation In Employee Performance Is Taken By Training Programs. Also, T-Value Was 8.58 That Showed Training Is A Good Forecast Of Employee Performance.

## **VII. Findings, Conclusion And Recommendation**

The Main Objective Of This Research Is To Identify The Impact Of Training Programs On Nurse's Job Performance At ABC Hospitals.

Analysis Indicates That There Is **Weak Positive Correlation Relationship** Between Training Programs And Nurses' Job Performance. That Means, Training Programs Do Not Strongly Impact On Nurse's Job Performance Of The ABC Hospitals. Correlation Value Is +0.474. It Is Less Than 0.5. The Relationship Is Weak. But Up To A Certain Extent There Is A Positive Relationship Between Trainings And Job Performance. Moreover, The Following Conclusions Can Be Drawn Based On The Analysis.

To Identify The Existing Training Programs Was The Second Objective Of This Research. Most Training Programs Are Conducted By The Nursing Education Centre And Other Training Programs Which Include All The Employees Of The Hospitals Are Conducted By The HR Department. They Conduct Both Internal And External Training Programs For Nurses. Medical And Surgical Aspect Related Lectures And Medical And Surgical ICU Trainings Are Conducted Internally. Quality Improvement Trainings, Patient Safety Programs, Workshops For Nursing Managers, Practical Training On Outside Hospitals, Parent Crafting Programs And Elderly Care Trainings Are Conducted Externally. The HR Department Also Conducts Training Programs Relating To Energy Management Awareness, HRIS, Infection Control, Disaster Management And Occupational Hazards.

Last Objective Is To Evaluate The Effectiveness Of Training Programs At ABC Hospitals. According To The Analysis, The Respondents Provided Favourable Feedback Relating To Six Dimensions Of Training.

First Dimension Was The Identification Of The Training Needs Of Nurses. 40% Nurses Agreed About This. But Nearly 22% Nurses Disagreed. It Is A Considerable Amount And Attention Of Nursing Education Centre Should Be Given For This Step To Gain Better Results From The Trainings In Future. Nurses' Awareness About Training Objectives Is The Next Dimension. Highest Number Of Responses Were Recorded As Agreed. It Is 38%. Otherwise 20% Are Neither Agree Nor Disagree And 17% Disagreed. It Shows That The Nurses' Awareness About Training Objectives Should Be Increased Further Because The Participants Have The Right To Know The Purpose Of Participating On Training Programs. If Not, They Cannot Prepare For That And Enhance Certain Knowledge, Skills Regarding The Trainings.

Training Design Is The Third Dimension. 50% Nurses Gave Favorable Responses Regarding Training Design Including Content, Materials, Methods, Trainer And Facilities Provided By The ABC Hospitals. It Says That Most Of The Nurses Are Aware About The Training Design Especially About Training Content And Facilities. More Than 52% Nurses Are Satisfied About The Duration And Time Schedule Of Trainings. It Will Increase The Nurse's Participation For Training Due To Suitable Scheduling Of Training.

Fifth Dimension Is Transfer Of Training. If There Are 50% Nurses Who Agrees On Transfer Of Training Then 15% Nurses Says They Disagreed About That. As A Healthcare Organization, Nurses Must Have To Be Updated About The Knowledge And Skills Relevant To Their Working Field. Therefore The Company Needs To Provide More Opportunities To Practice Nurses' Knowledge And Skills Gained From Training.

More Than 60% Nurses Are Satisfied With The Training Evaluation System. They Have Agreed With The Process Of Evaluation. Training Evaluation Is A Very Important Part Of Training Programs Which Provide A Feedback About The Training Program. There Should Be Formal And Informal Ways To Evaluate The Effectiveness Of Training Programs. Not Only That, The Job Performance Of Nurses Also Can Be Evaluated Thereby The Management Can Identify Whether The Trainings Really Impacted In Increasing Nurses' Performance. For That, The Management Can Collect Public Feedback To Determine The Level Of Service Provided By The Nurses. It Will Increase The Transparency Of The Evaluation System. If The Recommendations Given Are Considered And Implemented, It Would Improve The Training Program Of Nurses At ABC Hospitals.

The Correlation Between These Two Concepts Does Not Have A Significant Positive Impact Of Training On Job Performance. However, ABC Hospitals Training Programs Has Given Little Contribution To The Nurse's Job Performance.

## **VIII. Recommendations**

Currently, The Nursing Education Centre Of ABC Hospitals Conducts Training Programs For Nurses. They Have To Invest More Money To Implement Training Sessions Throughout The Year. To Provide Better Services To The People And To Exist Within The Healthcare Field, Nurses Must Be Updated In Knowledge And Skills. Following Recommendations Can Be Used To Develop And Implement Proper And Effective Training Programs To Enhance Nurses' Job Performance In The Future.

I The ABC Hospitals' Current Internal Nursing Training Program System Is Effective But The Company Should Also Consider Enabling Nurses To Continue Their Studies To Improve Their Qualifications Relating To The Job.

- II They Should Follow A Systematic Method To Identify The Training Needs Based On Organizational, Group And Individual Level.
- III Training Content, Methods And Facilities Should Be Provided In A Sufficient And Modern Ways As It Matches With The New Training Design Standards Of The Healthcare Sector.
- IV There Should Be A Formal Training Evaluation Method. They Can Use Feedback Paper, Suggestion Box And Also Have Informal Discussions With The Participant As Evaluation Method.
- V It Is Important For ABC Hospitals To Understand That Training Does Not Have An Impact Only On Nurses' Performance But On The Hospital's Overall Performance As Well. There Should Be A Willingness To Invest In Nurses Training With The Understanding That It Is An Investment That Will Yield Returns.

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