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GENERAL HOSPITAL**

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**ABSTRACT**

*The major objective of this study was to assess the influence of training programs on performance of staff at Kakamega County General Hospital Kenya. The study was expected to help the County Government and the Hospital to understand ways on how to motivate their employees through training programs. The study used descriptive research design to establish the factors influencing the occurrences, outcomes or conditions or type of behavior in the target population. Target population was health workers serving in the hospital. Purposive sampling was used for senior managers while stratified sampling method was used to select consultants, heads of departments, middle level managers and other health workers working across all the departments within the facility. Data collection was from a sample size of respondents. The use of questionnaires was the major data collection instrument, data collected was analyzed using qualitative analysis method, by the help of SPSS program and presented in form of frequencies, tables, and graphs. Regression model was used to determine the coefficient on the influence of training on health worker's performance. From the analysis most studies showed empirical evidence that there is significant influence of training programs on health worker's performance in county government hospitals in Kenya. The study highly recommended that the hospital should sufficiently identify relevant training areas and achieve them through its training programs so that the hospital health workers' skills improve enhancing morale of the employees resulting to high performance. The study also recommended training programs to be known to the staff and properly communicated enabling them to participate in team building program of the unit.*

**Key Words:** Staff Training, Performance of Health Workers

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## INTRODUCTION

Improved knowledge and skills of the workforce is one of the major sources of competitive advantage in the global market. To develop and improve the desired knowledge, skills and abilities of the employees in an organization so as to perform the job well, it requires effective training programs that may shape employee motivation and commitment (Meyer & Allen, 1991).

For an organization to prepare staff to do the required job, there is need for each organization to provide training to optimize the potential of all employees. Most of the organizations/institutions, by applying long term planning, invest in building new skills by their employees, enabling them to cope with the uncertain conditions that they may face in future, thus, improving their performance through superior level of motivation and commitment. When staff realizes the interest of their organization which is to offer training programs, they will be motivated to achieve institutional goals, and show high performance on job (McKinsey, 2006).

Employees are the most valuable asset of every institution or organizations as they can make or break institutions or organizations reputation and can adversely affect service delivery. Employees are responsible for the bulk of the work as well as customer satisfaction and the quality of services offered. Due to lack of adequate trainings for both new and old employees which can help them in development of their skills required for accomplishment of their tasks maximumly. Employees who undergo proper training tend to keep their jobs longer than those who do not (Jia-Fang, 2010).

Due to globalization and technological development governments are facing new changes as well as challenges, technological advancements have made it necessary the need of capabilities and competencies required to perform particular tasks. Thus, to cope

with these challenges effective training programs are required by all ministries, departments and agencies in County Governments. It is believed that effective training programs assist in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2006).

According to Farooq and Aslam (2011), managers try their level best to develop the employee's capabilities by ultimately creating a good and conducive working environment within the organization. Managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the organization worldwide.

Effective Training programs ensure the employees get acquaintance with the desired technological advancement, also gaining full command on the competencies and skills required to perform particular jobs and to avoid on the job errors and mistakes (Robert, 2006). The various training provided to the employee in the public service includes induction, refresher courses, Continuous Medical Education, Public Relation and Customer Services (Kakamega County General Hospital). It is for the above reasons that the Kenyan Government came up with policies aimed at promoting access to health care through improved performance of civil servants. Such policies include the introduction of Performance and contracting in the health sector which was aimed at improving service delivery (Obong'o, 2009), Result Based Management which was introduced for the purpose of improving service delivery, performance, and governance in the health sector (Toppo, 2012). Albeit all the efforts by the government, health sector has continued to suffer from frequent strikes resulting to high death rates and high cost of medical services.

### **Statement of the Problem**

Lack of staff Training may lead to diminished organizational standing. This is because when employees are continually learning through short courses, seminars, classes and participation, they will be able to keep the organization relevance and competitive and even more attractive. Lack of proper training to employees does not only impact on individual employees but can create risks for the entire organization. Mistakes made by employees can result in lawsuits, fines and in some cases, charges of criminal negligence. Dy and Caballero (2015) observed that employee perceptions of their environment had a strong influence on employee performance. (Ajibola, Mukulu & Orwa, 2019). Performance Appraisal as a determinant of Employee Work Engagement: Evidence from Nigeria Manufacturing Firms.

In Kenya, various related studies have been conducted on the topics of training and performance of employees. Lubanga and Juma (2019) discussed the Influence of training needs assessment on performance of community health workers in Kakamega County. Gituma (2015) assessed Knowledge Management on Performance of state corporations in Kenya. Another study by Kibati et al (2015) indicated that leader motivational skills have an influence on the Women Enterprise group's performance. Juma and Wafula (2015) examined the role of employee training in organizational performance. Kemei, Guyo and Nzulwa (2019) studied the influence of employee engagement practices on firm performance in State Corporations in Kenya. Maitai and Ngari (2019) addressed effect of training on employee performance in County Governments in Kenya. Wachira, Guyo, Odhiambo and Kangure (2018) focused on diversity policies and employee performance in the civil service in Kenya. Komen and Ombui (2018) considered the Influence of organizational culture on employee performance in the Kenya Civil Service. Kahuria, Sheikh, Ngugi,

Muriuki and Mwaniki (2018). Role of benchmarking on employee performance in the public sector in Kenya. Mwangi (2018) assessed the effect of Peer to peer training on employee performance in State Corporations in Kenya.

Despite the fact that majority of government ministries, departments and agencies are recognizing the importance of training programs to increase their employee's productivity and the quality of service delivery, there are concerns amongst various stakeholders that public servants are not delivering the expected level of performance due to factor such as integrity, delay in service delivery (GoK, 2013). This study therefore sought to establish whether Training programs offered to public servants have any influence on their performance.

### **Research Objectives**

The objective of this study was to assess the influence of training programs on performance of Health Workers in county Governments in Kenya, a case study of Kakamega County General Hospital.

The research hypothesis was;

H<sub>0</sub>: Healthcare training programs have no significance influence on performance of health workers at the Kakamega County General Hospital.

### **LITERATURE REVIEW**

#### **Expectancy Theory**

This theory is similar to the behaviourism theory developed by John Watson, Ivan Pavlov, and B. F. Skinner which is explained as rewards or punishment for action (Rothwell, Sredl, 2000), and based on certain behaviours that are followed by desirable results. Competency theory is the momentary belief concerning the likelihood that a particular act will precede a particular outcome (Vroom, 1964).

Chen *et al.* (2006) employed expectancy theory to examine the impact of various motivational factors on faculty research productivity. These results show that

faculty with higher total motivation for rewards published significantly more articles than those with lower motivation for rewards. Other researchers derived a version of expectancy theory called exception, presented by Porter and Lawler (1968) which task view of the relationship between employee satisfaction and performance.

Expectancy theory points out the aspect of motivation of employees who have been taken through on-job trainings. The model provides guidelines for enhancing employee motivation by altering the individual's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences. Several practical implications of expectancy theory are described next (Greenberg, 2011; Hellriegel & Slocum, 2011; McShane & Von Glinow, 2011; Nadler & Lawler, 1983).

Managers should strive to increase the belief that employees are capable of performing the job successfully. Ways of doing this is by selecting people with the required skills and knowledge, providing the required trainings and clarify job requirements, provide sufficient time and resources, assign progressively more difficult tasks based on training, follow employees' suggestions about ways to change their jobs; intervene and attempt to alleviate problems that may hinder effective performance; provide examples of employees who have mastered the task; and provide coaching to employees who lack self-confidence. It is therefore imperative for the facility managers to make the desired performance attainable.

### **Empirical Review**

Armstrong (2010) defines training as the use of systematic and planned instruction activities to promote learning which enhances performance. Training is also defined advancement of the attitude and skills required by an individual to perform a given task (Oliseh, 2005). He emphasizes that training is

intended to change the conduct of the employee in their work place in order to inspire competence and advanced performance values. Training of employees is most important asset which is the employee. Training develops employee's skills, changes their attitude towards work and builds their loyalty to the company hence improved performance. Training also helps build the foundation for career advancement hence staff recognition through promotions which leads to job satisfaction. Training practices are used to enhance employees' personal qualities that lead to greater organizational performance. Training is aimed at helping the employees obtain knowledge and skills required in performing and being able to develop their abilities to the full, within the areas that are relevant to the organization. For training to be effective, it should improve the performance and ability of the trained employee.

Training is one of the most important tools for the organization to enhance the performance of all the staff for the organizational growth and successfulness. It benefits both employers and employees of any given institution. An employee will become more efficient and productive if he/she is trained well. Training is essential not only when it comes to increase in productivity but also to motivation and inspiration workers by letting them know how important their jobs are and giving them all the information, they need in ensuring they perform their jobs. The benefits received from employee training are increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, reduced employee turnover and the overall performance of any organization.

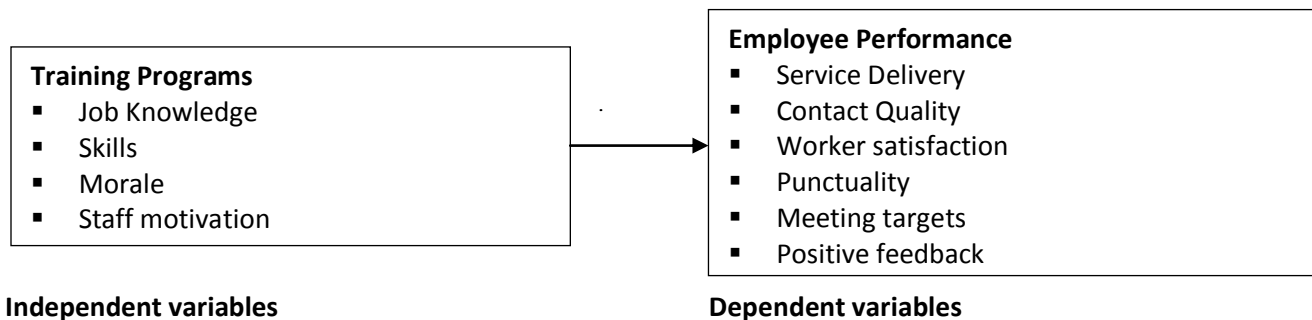
Training improves the level of employee commitment to the work, and it can be utilized as an influence to

increase engagement (Simon et al. 2015; Albrecht, 2013; Schaufeli & Salanova, 2010).

The challenge of doing more with less in today's business environment has placed increasing demands on the workforce to be multi-skilled, flexible and independent. As technology continues to advance breaking down traditional barriers, new production methods introduced, increasingly demanding customers, shrinking product life cycles, the criticality of an organization's performance talent becomes a top priority for leaders. In order to effectively support business strategies leaders, need to conceive fashion

and successfully champion explicit strategies to ensure access to sufficient talent flow and engage the organization's talent to achieve the business objectives.

Leadership and employee engagement the quality of employee work life is influenced by the quality of the leader they work for. Transformational leaders are perceived by their employees as having a shared vision, lead change, involved, knowledgeable of what is going on, help them achieve higher levels of performance, integrity and trust, and motivate for commitment and engagement employee involvement is critical.



**Figure 1: Conceptual Framework**

Training basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, Training is one of the imperatives of Human Resource Management as it can improve performance at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. Sims (2002) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of Training is to contribute to the organization's overall goal.

According to Easter by-Smith (1999), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes.

The companies aimed at gaining the competitive advantage realized the importance of training in improving the employees' performance. Past researches provide the evidence regarding the positive affect of training programs on both employee and organizational performance.

Some of the researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is

considerably emphasized (Beardwell et al. 2004). Beardwell et al. (2004) adds that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

Employee training plays a vital role in improving performance as well as increasing productivity in any given organization. This in turn leads to placing organizations in the better positions to face competition and stay at the top in a competitive world. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2003; Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005).

According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

Through training the employee competencies are developed and enable them to implement the job-related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are

developing their inherent capabilities (Pigors & Myers, 2002).

## **METHODOLOGY**

The study adopted a descriptive cross-sectional design. This study targeted a population of a sample of Government employees working at Kakamega County General Hospital. According to the information obtained from the Human Resource department, there were 600 employees. However, this study sampled a cross all the levels. The study therefore targeted all healthcare workers at Kakamega County General Hospital. The sample size was 80 employees which represented 13.3% of the total population. Questionnaires research instruments were used to collect information from respondents. The Questionnaires were self-administered to the respondents. Data was analyzed qualitatively and quantitatively to address research objectives. This was done using statistical results package for social science version 24 (SPSS) as a tool. Descriptive statistics was used to present the results, which are tabulated in frequency distributions, percentages and graphs.

## **RESULTS AND DISCUSSION**

This section presented the research findings based on the objectives. The findings were measured on a 5-point Likert scale with 5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Totally Disagree.

The objective of the study was to determine the influence of training programs on performance of health workers at Kakamega County General Hospital. The workers were asked to indicate the aspect of automation systems influencing service delivery at the hospital and the results were as shown in Table 1.

**Table 1: Training program**

Training program	Strongly Agree	Agreed	Neutral	Disagreed	Totally Disagreed	Mean	SD
Induction training helped me improve my job knowledge at the hospital	21 (23.6%)	20 (25.0%)	17 (21.3%)	13 (16.3%)	9 (11.3%)	3.39	1.336
My training at the Hospital has improved my skills in the better client handling	22 (25.0%)	31 (38.8%)	14 (17.5%)	11 (13.8%)	4 (5.0%)	3.65	1.148
there is sufficient training at the Hospital on the job and this enhanced my morale	9 (11.3%)	23 (28.8%)	19 (23.8%)	20 (25.0%)	9 (11.3%)	3.04	1.206
there is a conducive environment for learning at the hospital	15 (18.8%)	21 (26.3%)	20 (25.0%)	16 (20.0%)	8 (10.0%)	3.24	1.255
The hospital identifies relevant training areas and achieves this through its training programs	11 (13.8%)	9 (11.3%)	18 (22.5%)	30 (37.5%)	12 (15.0%)	2.71	1.255
<b>Overall mean</b>						<b>3.20</b>	<b>1.240</b>

The induction training at the hospital helped the staff improve job knowledge, 21(26.3%) of the respondents strongly agreeing, 20(25.0%) agreeing, 17(21.3%) being neutral, 13(16.3%) disagreeing, and 9(11.3%) totally disagreeing.

The training at the hospital had well improved the health workers' skills in better client handling with 20(25.0%) of the respondents strongly agreeing, 31(38.8%) agreeing, 14(17.5%) being neutral, 11(13.8%) disagreeing and 4(5.0%) strongly disagreeing. When asked if there was sufficient training at the hospital on the job that enhanced the staff morale, most respondents seemed to agree with a higher percentage of 23(28.8%) agreeing, 9(11.3%) totally disagreeing. There is a conducive environment

for learning at the hospital had 15(18.8%) of the respondents strongly agreeing, 21(26.3%) agreeing, 20(25.0%) being neutral, 16(20.0%) disagreeing, and 8(10.0%) totally disagreeing. The hospital identified relevant areas and achieves this through its training had 5(13.8%) of the respondents strongly agreeing, 9(11.3%) agreeing, 18(22.5%) being neutral, with majority 30(37.5%) disagreeing, and 12(15.0%) totally disagreeing.

The study sought to establish the views of the health workers at Kakamega General county hospital. When asked to indicate the aspects of employees' performance in the unit, the results were as shown in Table 2.

**Table 2: Employee performance**



Employee performance	Strongly Agreed	Agreed	Neutral	Disagreed	Totally Disagreed	Mean	SD
Customer feedback regarding the work I do is always positive	28 (35.0%)	32 (40.0%)	14 (17.5%)	3 (3.8%)	3 (3.8%)	3.99	1.013
I am always happy and patient when dealing with my clients at the Hospital	35 (43.8%)	31 (38.8%)	12 (14.0%)	1 (1.3%)	1 (1.3%)	4.27	.763
I am very satisfied with my job	27 (33.8%)	27 (33.8%)	20 (25.0%)	6 (7.5%)	0 (0%)	3.94	.946
I always feel pleasant about coming to work	32 (40.0%)	28 (35.0%)	16 (20.0%)	2 (2.5%)	2 (2.5%)	4.07	.965
I set and meet my performance targets every time	33 (4.3%)	28 (35.0%)	12 (15.0%)	6 (7.5%)	1 (1.3%)	4.07	.991
The feedback I receive from my supervisor on my work has been satisfactory	32 (40.0%)	36 (45.0%)	10 (12.5%)	1 (1.3%)	1 (1.3%)	4.21	.807
<b>Overall mean</b>						<b>4.09</b>	<b>0.914</b>

Customer feedback regarding the work they were doing was always positive had most of the respondents agreeing 32(40.0%), 35(28.0%) agreeing, 14(17.5%) being neutral, 3(3.8%) disagreeing and 3(3.8%) totally disagreeing.

I am always happy and patient when dealing with my clients at the hospital, 35(43.8%) of the respondents strongly agreed, 31(38.8%) agreeing, 12(14.0%) being neutral, 2(1.3%) disagreeing and the same number of respondents totally disagreeing. On responding to I am very satisfied with my job, equal number of respondents strongly agreed and agreed 27(38.8%), 20(25.0%) neutral and 6(7.5%) disagreeing. I always feel pleasant about coming to work had 32(40.0%) of the respondents strongly agreeing, 28(35.0%) agreeing, 16(20.0%) being neutral, 2(2.5%) disagreeing, and 2(2.5%) totally disagreeing. I set and meet my performance targets every time had 33(41.3%) of the respondents strongly agreeing, 28(35.0%) agreeing, 12(15.0%) being neutral, 6(7.5%) disagreeing and 1(1.3%) totally disagreeing. The

feedback I receive from my supervisor's work has been very satisfactory had most respondent strongly agreeing 36(45.0%), 40(32.0%) agreeing 10(12.5%) being neutral, 1(1.3%) disagreeing and 1(1.3%) strongly disagreeing.

### CONCLUSIONS AND RECOMMENDATIONS

The findings indicated that there is a strong positive relationship between training program and employee performance, thus a change on the training program results to a change in employ performance in the same direction. Sufficient induction training should therefore be highly practiced as it enhances performance of the health workers by improving their skills in better handling of the clients. The hospital should as well provide a conducive environment for learning and identify the most relevant training areas and achieve this through its training program.

From the research findings, the study concluded that independent variable (training program) has positive relationship and perfectly correlate to the dependent

variable (employee performance). Several researches have been done on factors affecting employee performance and there it can be concluded that training has a great influence on employees' performance and thus can be supported by training is advancement of the attitude and skills required by an individual to perform a given task (Oliseh, 2005).

The study recommended that the hospital should sufficiently identify relevant training areas and achieve them through its training programs. The trainings at the hospital improve skills and enhance morale of the employees resulting to high performance.

### **Suggestions for Further Research**

A study can be done on the influence of improved technology on employees' performance of Health Workers at Kakamega county General hospital.

A further research can be done appropriateness of the current training methods on employee performance of Health Workers at Kakamega county General hospital.

Another research can as well be how frequent the hospital identifies relevant training areas and how relevant the trainings are to employees' performance of Health Workers at Kakamega county General hospital.

Lastly similar researches can be done in other county hospitals to determine the influence of training on employee performance.

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