

EVALUATING THE EFFECT OF JOB ROTATION ON ORGANIZATIONAL PERFORMANCE AT KENYATTA NATIONAL HOSPITAL, KENYA

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ABSTRACT

Purpose of Study: The study sought to establish the effect of on the job rotation on organizational performance of Kenyatta National Hospital.

Problem Statement: Public hospitals in Kenya have experience poor outcomes with healthcare systems unable to function effectively and efficiently unless highly motivated human resources are given a favorable working environment.

Methodology: The study adopted a cross-sectional research design and targeted 4955 KNH employees including nurses, pharmacists, medical officers and lab technicians. Simple and stratified sampling were used to obtain a sample size of 347 respondents. The data from the employees was collected using structured questionnaires. Prior to the actual data collection exercise, pilot testing was carried out to assess the reliability and validity of the research tools. Data analysis process was aided by SPSS software involving descriptive statistics; mean, frequencies, percentages, standard deviation.

Result: The findings revealed that job rotation had a positive and significant effect on organizational performance ($\beta = 0.415$, $p = 0.000 < 0.05$). This was supported by a calculated t-statistic of 4.149, which was greater than the critical t-statistic of 1.96, further confirming the significance. The result indicated that a unit improvement in job rotation would results in an improvement in performance by 0.415 units, suggesting that job rotation is a highly effective strategy for improving performance.

Conclusion: The study concludes that job rotation is a critical component of on-the-job training that significantly enhances employee performance. The practice of rotating employees through

different departments helps them develop a diverse skill set and a comprehensive understanding of hospital operations.

Recommendation: In view of the findings, the study recommends that Kenyatta National Hospital should implement regular and structured job rotation programs as a strategic component of their employee development initiatives.

Keywords: *Job Rotation, Organizational Performance, Employee Performance, Kenyatta National Hospital*

INTRODUCTION

Organizational performance is a critical factor in the success and sustainability of a company (Lee, Azmi, Hanaysha, Alzoubi & Alshurideh, 2022). It encompasses the overall effectiveness and efficiency with which an organization achieves its goals and objectives. High organizational performance leads to increased productivity, enhanced product quality or service delivery, ultimately resulting in customer satisfaction and increased profitability (Nyathi & Kekwaletswe, 2023). This performance is not just a reflection of business outcomes; it shapes the organization's reputation and standing in the industry. A company known for its high performance attracts not only potential clients and customers but also top talent, fostering a cycle of excellence and growth (Anwar & Abdullah, 2021; Awaludin, 2020; Alsafadi & Altahat, 2021; Tomizh, Saadon & Nordin, 2022).

Job rotation has been found to play a pivotal role in enhancing organizational performance which then affect organizational performance. On the job training is the systematic development of knowledge, skills and behavior that is required for an employee to adequately perform their jobs as described in their job description. It is a process of learning that is aimed at enhancing the performance levels of existing employees in their respective capacities (Karim, Choudhury & Latif, 2019). According Saks and Gruman (2020), well-designed and effective training programs can lead to improved job-related skills, knowledge, and ultimately, increased organizational performance.

Job rotation in Hospital involves periodically shifting employees across various departments, creating a diverse skill set, adaptability, and a comprehensive understanding of hospital operations (Younus, 2024). For instance, rotating medical staff through departments like emergency, surgery, and outpatient clinics enhances clinical proficiency while fostering collaboration and innovation. Furthermore, apprenticeship programs provides structured training where less experienced

individuals work under seasoned professionals, tailored to roles spanning medical specialties, nursing, administration, and support services (Tsambou, Diallo, Kamga & Asongu, 2024). Through hands-on learning, these initiatives cultivate practical skills, knowledge transfer, and continuous improvement, ensuring a competent healthcare workforce and maintaining high standards of care, efficiency, and innovation at the hospital.

Kenyatta National Hospital has a training policy and every year it set aside close to 1% of its budget are allocated to train its employees on skills related to their job in fact its approximately 200 million shillings a year (KNH, 2022). In particular, the Kenyan sector has faced multiple challenges that affect service delivery to the public including a lack of equipment and infrastructure, low productivity levels as well as inadequate training. These inadequacies became more apparent in recent times especially in the wake of the Covid-19 pandemic (Ouma, Masai & Nyadera, 2020).

These inadequacies became more apparent in recent times especially in the wake of the Covid-19 pandemic (Ouma, Masai & Nyadera, 2020). Despite Kenyatta National Hospital's significant investment in on the job training, studies have consistently shown that there exists gaps in relation to organizational performance (Nyawira, 2022). Some studies have shown that there is disconnect between the skills being taught in these training programs and the practical requirements of the employees' roles (Wangari, Mwangi & Arodi, 2023).

In Germany Lukowski, Baum and Mohr (2021) noted that organizations that used higher digital technology engaged in more training practices and this improved their performance levels significantly. In addition, employees performing more complex tasks were required to do more training independently in order to enhance their skill levels. In Egypt, Fahim (2018) showed that the retention of public sector employees at National Bank employees was greatly enhanced through the adoption of strategic human resource management (SHRM) practices including training. Higher retention rates consequently led to the improvement of performance levels. Mutsagondo and Ngulube (2018) observed that in Zimbabwe, despite the presence of many officials responsible for electronic records, the majority of them lacked the necessary qualifications in records administration.

In Kenya, Arucy and Juma (2018) showed that strategic training among public sector employees positively influences the ability of employees to perform their tasks. In addition, Okoth and Oluoch

(2019) also noted that motivation and training of employees at Avenue Hospital in Kisumu had a positive and significant effect on the performance of employees. Training enhanced motivation levels as did salaries and other factors such as job security. The Kenyatta National Hospital is the oldest public hospital in Kenya and the second largest hospital in Kenya and East Africa and is located 3.5 kilometers from the Nairobi Central Business District (CBD) (Wanjau, Muiruri & Ayodo, 2012). The hospital also serves as the teaching hospital for the University Of Nairobi College Of Health Sciences as well as for the Kenya Medical Training College (KMTC).

PROBLEM STATEMENT

According to Rakodi (2019), in most developing countries including Kenya, government institutions have been found to have been largely inefficient and characterized by poor performance. This has been caused mainly by high bureaucracy, poor structures of governance and poor training on service delivery (Masuku & Jili, 2019). Kenyatta National Hospital has a training policy and every year it set aside 1% of its budget are allocated to train its employees on skills related to their job in fact its approximately 200 million shillings a year. In particular, the Kenyan sector has faced multiple challenges that affect service delivery to the public including a lack of equipment and infrastructure, low productivity levels as well as inadequate training. These inadequacies became more apparent in recent times especially in the wake of the Covid-19 pandemic (Ouma, Masai & Nyadera, 2020).

In order to make healthcare especially in the public sector more efficient and effective, it is important that the staff at health institutions should function at peak productivity (Njure, 2018). The performance of Kenyatta National Hospital (KNH) has been marked by serious inefficiencies, as evidenced by various reports and studies. Despite KNH allocating close to 1% of its annual budget, approximately 200 million Kenyan shillings for employee training (Rakodi, 2019), the hospital still faces serious challenges in delivering quality healthcare. For instance, KNH currently has a bed capacity of 2,000, yet the demand for healthcare services requires at least 3,000 beds, placing an immense strain on the hospital's resources (Ministry of Health, 2023). This has resulted in delays and reduced service delivery, particularly for cancer, heart, and kidney patients (Karisa & Wainaina, 2023).

Given its standing in the country's healthcare, it is important that KNH sets the standards of healthcare highly so that other public hospitals and private hospitals can follow suit. Karisa and Wainaina

(2020) revealed that the public was not satisfied by the service delivery at KNH with cancer, heart and kidney patients facing delays in treatment. In addition Mavumba (2021) showed that some staff were not well conversant with the use of certain equipment resulting in inefficiencies therefore reducing their productivity. The health sector in Kenya is currently facing various challenges such as strikes, slowdowns, inadequate equipment and infrastructure, and a shortage of human resources (Nyawira & Wainaina, 2022).

There have been multiple studies conducted on the effect of job training strategies on organizational performance. However, a number of contextual and conceptual gaps exist. Arucy and Juma (2018) sought to establish the effect of training strategies on organizational performance of the public sector but focused on the Kenya Copyrights Board unlike the Kenyatta National Hospital which is the focus of the current study thereby presenting a contextual gap. Okoth and Oluoch (2019) conducted a study on the Avenue Hospital in Kisumu unlike the proposed study. In addition, it focused on the effect of training on motivation levels as opposed to performance and as such offers a conceptual gap. It is in light of the identified gaps that this study sought to establish the effect of job rotation on organizational performance at Kenyatta national hospital.

RESEARCH OBJECTIVE

To evaluate the effect of job rotation on performance of the Kenyatta National Hospital.

RESEARCH QUESTION

How does job rotation influence the performance of the Kenyatta National Hospital?

THEORETICAL FRAMEWORK

The study was supported by human capital theory as proposed by Theodore Schultz (1961). The theory was further developed by Gary Becker in 1964. Gary Becker advanced the theory in 1964. According to the theory, enhancing the skills and abilities of employees in an organisation is crucial and leads to improved efficiency and reduced costs (Becker, 2009). Retaining skilled people is crucial for the organisation as they become more creative, hence promoting a competitive edge (Klein & Cook, 2006). Training, benchmarking, and providing professional growth paths can enhance employee satisfaction (Sweetland, 1996). Training and benchmarking can enhance the worth of personnel and serve as a long-term investment for the organisation. This can ultimately make the organisation more competitive in the market.

The purpose of employee training is not only to enhance employee satisfaction, but also to serve as a strategic tool for organisations to gain a competitive advantage by cultivating a highly skilled workforce (Nafukho, Hairston & Brooks, 2004). According to the theory, providing employees with training and opportunities for career growth enhances their productivity, resulting in a substantial reduction in production costs. Employee training can be expensive, but it ultimately leads to improved performance, which in turn enhances overall organisational performance. In addition, the idea suggests that individuals who possess a high level of knowledge are more likely to be innovative and capable of implementing new ways that reduce the amount of time spent on operations. Consequently, career growth becomes more crucial for these employees (Krasniqi & Topxhiu, 2016). The idea also demonstrates that benchmarking is effective in boosting employee confidence by learning from their colleagues.

According to the theory, it is important to take into account the most efficient programmes while planning the training process in order to ensure the trainees' satisfaction. The training programmes might be derived from the institution's previous experiences or obtained from other sources (Nafukho, Hairston & Brooks, 2004). An optimal strategy can enhance efficacy and minimise expenses for programmes that lack benefits. In order to minimise the likelihood of implementing ineffective programmes, it is essential for the training programmes to take into account market dynamics. According to the theory, it is important to take into account the persons who are expected to gain from the training programmes when developing those programmes.

Nevertheless, the theory has faced numerous critiques. The theory failed to address the solution to the financial burden of employee training, despite acknowledging that training is expensive and might provide a challenge to the organisation (Sweet land, 1996). Moreover, the training provided to staff does not guarantee an improvement in their performance, as the talents of individuals inside the organisation vary. In addition, the skilled personnel may choose to seek out alternative opportunities that offer more compensation than their current employers, resulting in the need to invest in training new staff once again (Nerd rum & Erikson, 2001).

The theory was considered applicable to the present investigation. Employee job rotation not only to enhance their satisfaction but also as a strategic approach to improving performance. The organization's job rotation design might be derived from either the organization's past experiences or from external sources. In order to minimize the likelihood of implementing ineffective

programmes, it is crucial for the training programmes to take into account market dynamics. Therefore, implementing job rotation programmes among employees can serve as a strategic approach to enhance their performance. Employee training enhances individual performance and, as a result, boosts the overall performance of the organisation.

EMPIRICAL LITERATURE REVIEW

A study Jaworski *et al.* (2018) contend that training has several positive effects in the hospitality sector, including increased cost savings, happier staff, more satisfied guests, and more consistent job performance. The purpose of the survey in this study was to identify any relationship between training satisfaction and factors such as training duration and manner among part-time hotel employees. Job rotation was found to have a significant effect on training satisfaction, according to the study, which included mentorship and other training methods. Furthermore, research indicated that work shadowing and on-the-job training influenced trainees' perceptions of their own training experience. Because of these advantages, the participants were satisfied with the training and, as a result, were more dedicated to their companies. There is a lack of context because the study was carried out in the hotel industry.

According to Kampkötter *et al.* (2018), job rotation is a technique for companies to motivate and educate their employees new skills by transferring them to different positions inside the organisation. The purpose of this research was to examine job rotation in Germany's banking and financial services industry, specifically looking at its causes and consequences on performance. Workers who have been cycled between positions have a better chance of succeeding than those who have not, and low performers are more likely to take lateral movements, according to the study. While top achievers drove this effect, low performers showed no correlation between job rotation and performance, according to the study. Organisations should implement job rotation for top performers, according to the study's results, but low performers shouldn't anticipate significant improvements in performance as a result.

In their 2018 study, Diamantidis and Chatzoglou assessed how variables like training culture, environmental dynamism, managerial support, and organisational climate connect to one another and to the firm's surroundings. Organisational performance as a function of job-related variables like job autonomy, communication, and job rotation and employee-related characteristics like intrinsic motivation, skill flexibility, and commitment. In order to examine the interrelationships

of these components, the research employed structural equation modelling. Job environment and management support were found to have the highest impact on job performance, according to the study. On top of that, intrinsic motivation and the ability to adapt have a direct impact on how well an employee does their work. There is a correlation between job rotation and organisational performance. Due to the inclusion of both occupational and contextual variables, the study introduces a conceptual gap.

The impact of professional development on worker productivity was the subject of a study by Karim et al. (2019). Training and development have a positive effect on employee performance, according to the study. Organisations in the contemporary day need to invest in training if they want to remain competitive and meet the challenges of the modern day. Training and development motivates workers, who are knowledgeable about raining, and the study found that this leads to better performance. Training and development should be followed dynamically, according to the report, which also suggested that employers should be required to use training methods including job rotation to boost organisational performance. Research shows that in order to stay ahead of the competition, adapt to changing market conditions, and ensure happy customers, ongoing training and development is essential.

CONCEPTUAL FRAMEWORK

In this study, the independent variables consisted of coaching, mentorship, job rotation, and apprenticeship, whereas the dependent variable was the performance of the company. As can be seen in Figure 1, the conceptual framework of the study is presented with its components.

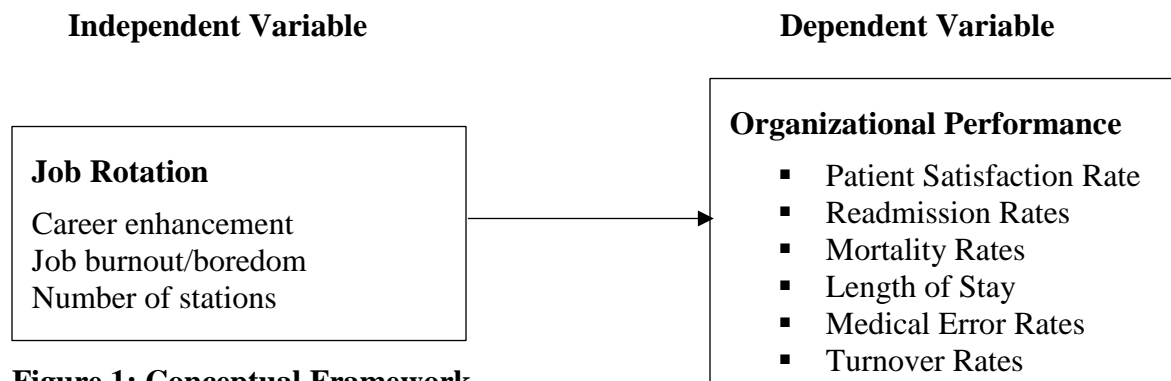


Figure 1: Conceptual Framework

Source: Author (2023)

RESEARCH METHODOLOGY

The study adopted a cross-sectional research design. This research design is a type of research design that aims to explore the relationship between two or more variables. The study included a total of 4,955 individuals who work at Kenyatta National Hospital, including both non-clinical and clinical staff. This included individuals who are working under contract as well as those who have permanent and pensionable conditions of employment. The individuals employed in non-permanent and temporary roles were anticipated to leave the organization and were therefore excluded from the study. This study used this technique because it is an effective technique for sampling the number of employees at Kenyatta Hospital due to its ability to provide a representative sample of the entire population.

A sample size was determined using simple random sampling, which is dependent on the target population. The study adopted Yamane (1967) formula to estimate the sample size as follows (Israel, 1992).

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$$\begin{aligned} n &= 2542 / 1 + 2542(0.05)^2 \\ &= 347 \text{ Respondents} \end{aligned}$$

The study adopted a structured questionnaire in order to collect quantitative information from the staff at the Kenyatta National Hospital who were involved in the study. A drop and pick method was adopted to issue the questionnaires and the researcher was assisted by two research assistants. Primary data gathered from the questionnaire was included in the quantitative data. SPSS was used for the analysis of quantitative data. Both descriptive and inferential statistics are used in quantitative data studies. The coefficient of variations, means, and standard deviation are all included in the descriptive statistics. Regression model, Pearson correlation, and paired t-test are

examples of inferential statistics. Regression model's goodness of fit was assessed at a significant level of 0.05 using the F-ratios that F-calculated and F-critical that was produced in the ANOVA. The estimation model was in the form of;

$$Y = \beta_0 + \beta X + \varepsilon$$

Where;

Y = Organizational Performance

X = Job Rotation

β_0 is a constant which is the value of dependent variable when all the independent variables are zero. β is the regression coefficients which measures the change induced by X on Y.

ε is the error term.

FINDINGS AND DISCUSSION

The study administered a total of three hundred and forty seven (347) to the sampled 347 respondents. Out of the 347 administered questionnaires, 318 were dully filled and returned, representing a response rate of 91.6%. The remaining 29 questionnaires constituting 8.4%, were unreturned. Demographic results revealed that majority (52.70%) were male, while the remaining 47.30% were female. The largest age group among the respondents was 36-45 years old, representing 30.6% of the sample. This is closely followed by the 25-35 age group, accounting for 27.7% of the respondents. Together, these two age groups constitute nearly 60% of the sample, indicating a workforce skewed towards mid-career professionals. Moreover, most of the respondents, constituting 35.6%, had worked at Kenyatta National Hospital for a period ranging from 7 to 10 years. This group is closely followed by those who had worked for 3 to 6 years, accounting for 27.8% of the respondents. In terms of levels of education, 15.80% of the respondents had attained a secondary level of education, 33.40% had completed college, 36.10% were graduates, and 14.70% held post-graduate qualifications.

Descriptive Statistics Analysis

The third objective of the study was to examine the effect of job rotation on performance of the Kenyatta National Hospital. The descriptive results are shown in Table 1.

Table 1: Descriptive Statistics on Job Rotation

| Statement | Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree | Mean | Std. Dev. |
|---|-------------------|----------|-----------|--------|----------------|--------------|-----------|
| New employees are taken around to learn different work. | 32.70% | 17.30% | 25.50% | 14.50% | 10.00% | 2.518 | 1.346 |
| Job rotation helps to make employees more competitive and wholistic in their approach to healthcare at KNH. | 8.20% | 17.30% | 10.90% | 49.10% | 14.50% | 3.445 | 1.178 |
| Rotation helps to prevent burnout or boredom from being at one station for an extended period. | 19.10% | 20.00% | 24.50% | 27.30% | 9.10% | 2.873 | 1.264 |
| Employees are required to work in a number of departments periodically. | 10.00% | 17.30% | 20.00% | 42.70% | 10.00% | 3.255 | 1.161 |
| The management encourages employees to learn form each other. | 20.90% | 28.20% | 22.70% | 19.10% | 9.10% | 2.673 | 1.257 |
| Overall Mean | | | | | | 2.953 | |

These results show that a half of the respondents (50%) disagreed or strongly disagreed that new employees are taken from one department to the other in order to learn different work. The responses had a mean of 2.518 and a standard deviation of 1.346, indicating that most respondents did not agree with the statement, and their responses were moderately spread about the mean. This implies that job rotation for new employees may not be a common practice at Kenyatta National Hospital, which is likely to limit their exposure and learning opportunities. In addition, the results show that most of the respondents (63.6%) agreed that job rotation helps to make employees more competitive and holistic in their approach to healthcare at KNH. The statement had a mean of 3.445 and a standard deviation of 1.178, suggesting a moderate level of agreement and a moderate spread of responses. The implication of this is that job rotation is perceived as beneficial for enhancing employees' competitiveness and holistic understanding of healthcare operations at KNH.

However, 39.1% disagreed that rotation helps to prevent burnout or boredom from being at one station for an extended period. The responses yielded a mean of 2.873 and a standard deviation of 1.264, indicating a relatively lower level of agreement and a moderate spread of responses. This implies that job rotation may not be perceived as an effective strategy for mitigating burnout or

boredom among employees at KNH. The results also show that a proximately half of the respondents (52.7%) agreed that employees are required to work in several departments periodically, as depicted by a mean of 3.255 and a standard deviation of 1.161. The implication of this is that while job rotation is practiced to some extent, it may not be a consistent or widespread practice across all departments or for all employees.

Additionally, the study found that a significant proportion of respondents (48.2%) disagreed or strongly disagreed that the management encourages group discussion of employees in their day-to-day operations to share experiences and learn from each other (Mean=2.673; Standard deviation=1.257). This implies that there may be limited opportunities for employees to engage in knowledge-sharing and learning from one another, which could hinder the effectiveness of job rotation as a training strategy. The responses on job rotation generally yielded an average mean and standard deviation of 2.953 and 1.241, respectively. This implies that the respondents were generally neutral or slightly disagreed with the statements under job rotation as an aspect of on-the-job training strategies, and their responses were moderately spread about the mean response. This calls for a review and strengthening of job rotation practices to enhance employee learning, development, and engagement at the hospital.

Correlation Analysis Results

The study conducted correlation analysis to ascertain the association between job rotation and performance of KNH. The results for the correlation in the study are as presented on Table 2.

Table 2: Correlation Matrix

| | | Performance | Job Rotation |
|--------------|---------------------|--------------------|---------------------|
| Performance | Pearson Correlation | 1.000 | |
| | Sig. (2-tailed) | | |
| Job Rotation | Pearson Correlation | .702** | 1.000 |
| | Sig. (2-tailed) | 0.000 | |

** Correlation is significant at the 0.01 level (2-tailed).

The correlations results as presented in Table 2 depicts that job rotation exhibited a strong positive and significant correlation with performance ($r=0.702$, $p<0.01$). This indicates that job rotation strategies are strongly associated with better organizational performance at KNH. These results are consistent with a study by Campion, Cheraskin, and Stevens (2024), which found that job

rotation can enhance employee skill development, job satisfaction, and organizational commitment, ultimately leading to improved performance.

Regression Analysis Results

The ANOVA results revealed the overall significance of the regression model. The F-statistic value of 133.810 with a corresponding p-value of 0.000 (less than 0.05) indicates that the regression model was statistically significant in explaining the relationship between the independent variables and performance.

Table 3: Multiple Regression of Coefficients

| Model | | Unstandardized Coefficients | | Standardized T Coefficients | | Sig. |
|-------|--------------|-----------------------------|------------|-----------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.679 | 0.251 | | 2.672 | 0.007 |
| | Job Rotation | 0.415 | 0.100 | 0.437 | 4.149 | 0.000 |

a. Dependent Variable: Performance

The regression model therefore became;

$$Y = 0.679 + 0.415X$$

Where:

Y = Performance

X = Job Rotation

Regression coefficients in Table 3 show that job rotation had a positive and significant effect on performance ($\beta = 0.415$, $p = 0.000 < 0.05$). This was supported by a calculated t-statistic of 4.149, which was greater than the critical t-statistic of 1.96, further confirming the significance. The result implies that a unit improvement in job rotation results in an improvement in performance by 0.415 units. This suggests that job rotation is a highly effective strategy for improving performance. The results align with the assertions by Campion, Cheraskin, and Stevens (2014) that job rotation increases employee skills and knowledge, leading to better performance. The implication is that organizations should consider implementing job rotation programs to enhance employee skills and overall performance.

CONCLUSION

Job rotation is a critical component of on-the-job training that significantly enhances employee performance. The practice of rotating employees through different departments helps them develop a diverse skill set and a comprehensive understanding of hospital operations. This not only improves individual performance but also fosters collaboration and innovation within the hospital. Therefore, Kenyatta National Hospital should continue to invest in and expand its job rotation programs to maintain high levels of employee adaptability and organizational efficiency.

RECOMMENDATIONS

The Kenyatta National Hospital should implement regular and structured job rotation programs as a strategic component of their employee development initiatives. These programs should be designed to enhance employees' skills and understanding of various hospital functions, thereby making them more competitive and holistic in their approach to healthcare. To maximize the benefits of job rotation, the hospital should ensure that rotations are well-planned and aligned with individual career development plans, providing opportunities for employees to gain diverse experiences and competencies. Additionally, regular feedback and support should be provided to employees undergoing job rotation to maintain high levels of job satisfaction and performance. By prioritizing job rotation, Kenyatta National Hospital can foster a more versatile and skilled workforce, ultimately leading to improved organizational efficiency and patient care outcomes.

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