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### Impact of Training on Employee Performance in Health Sector. Mediating Role of Employee Engagement

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## **Abstract**

The research aims to assess how employee engagement and training impact employee performance within Pakistan's health sector, with a focus on the mediating role of employee engagement. The study surveyed 340 nurses from government hospitals in Rawalpindi and Islamabad. Using SPSS and PLS for analysis, findings indicate a strong connection between training, employee performance, and the mediating effect of employee engagement. The study confirms a positive and statistically significant relationship among training, employee engagement, and employee performance, emphasizing the importance of both training programs and engaged employees in enhancing performance within the health sector.

**Keywords:** Training, Employee Performance, Employee Engagement

## **Introduction**

Governments globally face increasing healthcare costs due to aging populations, rising consumer expectations, and rapid technological advances (Bartram et al., 2014; Harris & Sharma, 2018; Papanicolas, Woskie & Jha, 2018). To manage these pressures, enhancing the efficiency of limited resources is seen as a solution. High-performance work systems (HPWS) are believed to improve health outcomes and patient satisfaction by influencing healthcare professionals' attitudes and behaviors (Al-Taweel 2021; Bartram et al., 2014; Fan et al., 2014; Ogbonnaya & Valizade 2018). In less developed countries, resource challenges are compounded by factors like poverty, armed conflicts, remote regions, prevalent preventable diseases, and natural disasters (Meghani, Sehar, & Punjani 2014; Shaikh 2015). In such contexts, effective human resource management practices, including employee training, are crucial to address these health issues. The inefficiencies in the public health sector often stem from inadequate government funding (Khurshid 2010; Meghani, Sehar & Punjani 2014; Sayani & Feroz 2017).

Efficient allocation and management of resources are crucial alongside their augmentation (Meghani, Sehar, & Punjani 2014; Sayani & Feroz 2017). In Pakistan, the government has prioritized improving healthcare accessibility and services (Pakistan Economic Survey 2021; Tuba, & Rana, 2015). Emphasis is placed on enhancing management capabilities, particularly in human resource management (HRM). This involves training nurses to address existing deficiencies in management practices such as inadequate strategic planning, inefficient resource allocation, coordination, and underutilization of modern HRM methods (Callen et al., 2013; Kurji, Premani, & Mithani, 2016; Sayani & Feroz, 2017).

Based on the information provided, it is clear that focusing on both training and employee engagement is essential to maximize positive impacts on employee performance (Afzal, 2019). This research aims to explore the significance of training in the healthcare industry and suggest various strategies healthcare organizations can adopt to enhance their workforce's skills. Employee performance in healthcare is critical for maintaining high-quality care and ensuring organizational success overall (Ara et al., 2021). Inadequate training and engagement can hinder healthcare providers from delivering timely and effective treatments, leading to negative patient outcomes (Yasmeen, Khan, & Imran, 2024). Therefore, it is crucial for healthcare

organizations to prioritize investments in strategies like training programs, performance evaluations, and employee recognition initiatives (Hiregoudar & Patil, 2020). These efforts help foster a culture of excellence where employees are motivated, engaged, and dedicated to providing optimal care. Moreover, the performance of healthcare employees directly influences patient satisfaction levels (Ahmed, & Imran, 2024; Duarte et al., 2022).

## **LITERATURE REVIEW**

### **Training**

Previous research and literature consistently underscore the importance of training in enhancing employee performance and driving organizational success. Training is a critical element within the framework of human resource development (HRD), extensively studied for its role in bolstering workforce competence and productivity (Varadi, 2023; Alkaf et al., 2024). Insufficient training can hinder employees from acquiring essential skills necessary to fulfill organizational missions effectively. To empower employees in achieving their goals, organizations should provide opportunities for increased responsibilities and growth (Nawangari et al., 2023). Well-trained employees are better positioned to contribute to both current operations and future aspirations, continually improving their abilities and interactions with clients (Nawangari et al., 2023; Shah et al., 2023).

In the perspective of ul Haq (2019), realm of human resource management (HRM), developmental theory aims to facilitate the evolution of both individuals and organizations, nurturing future growth by effectively addressing challenges and maintaining high job performance standards (Mvuyisi & Mbukanma, 2023). Training initiatives are proactive measures aimed at enhancing competencies and performance through the development of skills, knowledge, attitudes, and job-related behaviors (Mvuyisi & Mbukanma, 2023).

Training serves as a crucial method for enhancing employees' skills and capabilities to effectively fulfill organizational responsibilities. Effective discipline involves promptly considering disciplinary actions and implementing preventive measures (Firdos, Khan, & Atta, 2024; Nawaz, et al., 2024). Large organizations, in particular, maintain order by establishing standardized regulations and effectively communicating them to their workforce (Raharjo, 2023). Self-discipline practices are equally essential for fostering job discipline (Imran & Akhtar, 2023).

Efficient job training plays a pivotal role in developing employees' skills and competencies for executing work-related tasks, thereby improving overall organizational performance and efficiency (Ametepe et al., 2023; Fatima, Khan, & Kousar, 2024). Research indicates that off-the-job training positively impacts efficiency, while on-the-job training shows less significant effects on performance improvement (Ametepe et al., 2023; Almarashdah, 2024). It is crucial that training activities align closely with organizational objectives, and work experience remains a critical indicator of an individual's readiness to handle job responsibilities (Azhar, 2024; ul Haq, 2017).

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## **EMPLOYEE PERFORMANCE**

Employee performance is pivotal for business success, directly influencing productivity and outcomes based on their actions and the application of skills. Research underscores a positive correlation between Human Resource Management (HRM) practices and employee performance, highlighting areas for growth and enhancement (Jose et al., 2022). The perceived level of organizational support significantly affects individual performance, with greater support correlating to higher engagement and productivity levels (Jose et al., 2022). Effective communication of expectations and training procedures also plays a critical role in shaping employee behavior and satisfaction (Nawaz, et al., 2024; Al Zeer et al., 2023). Overall, these factors underscore the importance of supportive HRM practices in fostering optimal employee performance and organizational success (Azhar, 2024).

According to the Haq, Bilal, and Qureshi (2020), performance serves as a critical mechanism for enhancing accountability and decision-making, particularly when aligned with strategic objectives, customer satisfaction, and economic considerations (Mvuyisi & Mbukanma, 2023). Performance assessments should be conducted objectively and quantifiably, involving the collection of data on employee achievements typically overseen by supervisors. Various factors such as aptitude, skills, job design, motivation, training, and organizational culture influence both individual and organizational performance (Farooq, et al., 2024; Mvuyisi & Mbukanma, 2023).

To align organizational and employee goals, performance evaluations should encompass metrics such as absenteeism, integrity, accountability, loyalty, teamwork, and leadership (Pasaribu et al., 2023). The objectives of performance evaluations include assessing past performance, gathering structured data, identifying organizational and individual capabilities, setting future goals, and ensuring fairness in compensation decisions (Alizadeh Majd et al., 2024). These evaluations are crucial for fostering continuous improvement and aligning individual efforts with organizational success.

## **EMPLOYEE ENGAGEMENT**

Employee engagement is crucial for achieving corporate success, as it measures how enthusiastic, dedicated, and involved employees are in their work and the organization (Iddagoda et al., 2015). High levels of engagement lead to increased productivity, better performance, and greater loyalty among employees (Magem, 2017). To achieve optimal employee engagement, organizations must create a supportive work environment that promotes personal and professional growth, recognizes and rewards employee contributions, and fosters transparent communication and collaboration (Jose et al., 2022)

Actively engaged employees are essential for driving innovation, improving customer satisfaction, and ensuring long-term organizational success (Hasan & Ara Chowdhury, 2023). This article will explore the importance of employee engagement, effective strategies for enhancing it, and best practices for sustaining high levels of engagement within your organization. By implementing these strategies, you can cultivate a thriving workplace culture that empowers employees, enhances their sense

of value and motivation, and enables them to make significant contributions to the organization.

H1. Training of employee has positive impact on employee performance.

Training, Employee engagement, and Employee performance Employee engagement is crucial for organizational success and employee performance. Studies consistently show that engaged employees are more productive and contribute positively to their organization's growth (Diantari, 2023; Hasan & Ara Chowdhury, 2023). Factors influencing engagement include organizational aspects like leadership, communication, and workplace culture, job-related factors such as task variety and autonomy, and individual factors like values and motivation (Prentice et al., 2023). It's essential for organizations to address these elements to enhance employee engagement and encourage commitment, productivity, and innovation among their workforce.

Employee engagement serves as a crucial mediator between training and employee performance. While training is essential for enhancing skills and knowledge, its impact on employee performance can be compromised if employees are not engaged in their work (Prentice et al., 2023). Engaged employees are more likely to apply the training they receive to improve their performance, as they are motivated to use their skills effectively (Arif et al., 2023). Therefore, fostering high levels of employee engagement is vital for ensuring that training investments yield maximum benefits in terms of improved job performance (Phulpoto, Oad, & Imran, 2024).

Employee engagement acts as a crucial link between training provided by businesses and actual employee performance outcomes, playing a significant mediating role in this relationship (Nadiyya & Rini, 2023). When employees are engaged in their work, they are more likely to effectively apply the knowledge and skills acquired through training to enhance their job performance. Therefore, cultivating a culture of employee engagement is essential for maximizing the impact of training on employee performance (Nadiyya & Rini, 2023).

While the full extent of employee engagement's role as a mediator between training and performance has not been extensively studied (Al-Tit & Hunitie, 2015), recent research suggests its critical importance in translating training efforts into improved performance outcomes (Firdos, Khan, & Atta, 2024). Organizations recognize that engaged employees are pivotal in driving organizational success by contributing effectively to their roles (Al-Tit & Hunitie, 2015).

H2. Training is positively associated with employee engagement.

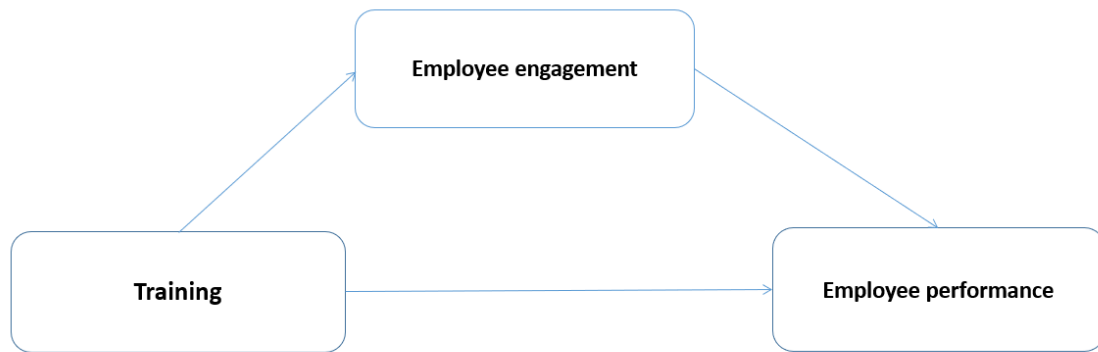
H3. Employee engagement has positive significant impact on employee engagement.

H4. Employee engagement mediates the relationship between training and employee performance.

### **Theoretical Framework**

Engagement theory refers to a framework that explores how individuals become involved, committed, and connected to their work, organization, or other aspects of their environment. It encompasses various psychological, behavioral, and organizational factors that contribute to an individual's level of engagement. According to engagement theory, an employee's performance corresponds directly

with their level of involvement. Engaged employees are those who demonstrate emotional commitment to their work, actively pursue excellence, and willingly exert additional effort to accomplish corporate objectives (Saks, 2022). Engaged individuals typically demonstrate proactive actions, effectively cooperate with their colleagues, and demonstrate creativity and innovation. Each of these characteristics contributes to enhanced performance outcomes (Motyka, 2018).



## METHODOLOGY

### Research Design and Methodology

This study employs a quantitative research methodology to investigate the relationships between Training (T), Employee performance (EP), and Employee engagement (EE) in Government hospital. The research is based on the principles of engagement theory and aims to provide insights that can inform interventions to increase Employee performance and improve organizational effectiveness and employee satisfaction.

### Population and Sample

The population for this study consists of employees from various government hospital. A sample size of 230 employees was selected using a stratified random sampling technique to ensure representation across different departments and job roles. The sample demographics are detailed in Table 1, including age, gender, qualification, designation, and experience.

Table 1: Demographics Analysis

Category	Frequency	Percentage
Age 18-25	96	25.3%
Age 26-35	93	24.5%
Age 36-45	112	29.5%
Age 46 and above	78	20.6%
Male	192	50.7%

Female	187	49.4%
Diploma or less	113	29.8%
Bachelor	159	42.0%
Master	88	23.2%
PhD	19	5.0%
Entry level	88	23.2%
Middle level	214	56.5%
Top level	77	20.3%
Experience 1-2 years	86	22.7%
Experience 2-3 years	28	7.4%
Experience 3-4 years	58	15.3%
Experience 4+ years	207	54.6%

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## DATA COLLECTION

Data were collected using a structured questionnaire that included validated scales for measuring training, employee performance, and employee engagement. The questionnaire was distributed electronically to the selected employees, and responses were collected over a period of three months.

### Statistical Techniques Used

Various statistical techniques were employed to analyze the data. The Statistical Package for Social Sciences (SPSS) version 20.0 and Structural Equation Modeling (SEM) using Partial Least Squares (PLS) were utilized to test the hypothesized relationships. Descriptive statistics, correlation analysis, and reliability tests were also conducted to ensure the robustness of the data.

### Reliability and Validity

The reliability and validity of the constructs were assessed using Cronbach's alpha and composite reliability. The results indicated high reliability for all constructs, with Cronbach's alpha values as follows:

- Employee engagement: 0.860
- Training: 0.914

- Employee performance: 0.959.

## DATA ANALYSIS AND RESULTS

### Descriptive Statistics

Descriptive statistics were used to summarize the characteristics of the respondents. The analysis included measures of central tendency and dispersion to understand the demographic distribution and other relevant attributes of the sample population.

### Structural Equation Modeling (SEM)

SEM was employed to test the hypothesized relationships among the constructs. This method allows for the analysis of complex relationships between multiple variables simultaneously. SEM was chosen for its ability to handle multiple regression equations and its robustness in dealing with multi-collinearity among independent variables.

### Confirmatory Factor Analysis (CFA)

CFA was conducted to validate the measurement model and ensure that the constructs measured what they were intended to measure. The goodness-of-fit indices indicated an acceptable fit for the measurement model, confirming the validity of the constructs.

### Evaluation of Hypothesized Model

The hypothesized model was evaluated using various fit indices, including the chi-square statistic, comparative fit index (CFI), and root mean square error of approximation (RMSEA). The results showed that the model had a good fit to the data, with all fit indices meeting the recommended thresholds.

### Hypotheses Testing

The results of the hypotheses testing are summarized in Table 2. All hypothesized relationships were supported, indicating that Training significantly influences employee performance, with Employee engagement acting as a mediator.

Table 2:

Hypothesis	Path	B	SE	T Value	Decision
H1:	T → EP	0.592	0.067	8.824	Supported
H2:	EP → EE	0.508	0.060	8.511	Supported
H3:	EE → T	0.167	0.064	2.609	Supported
H4:	T → EE → EP (mediation)	0.085	0.036	2.368	Supported

## DISCUSSION AND CONCLUSION

The findings of this study provide significant insights into the dynamics of training, employee performance, and Employee engagement within government sector hospital. The results suggest that high levels of Training lead to increased employee performance, primarily through the mediation of employee engagements. These findings are consistent with Engagement theory, which posits that negative organizational environments foster interpersonal distrust and conflict, leading to social exclusion and ostracism among employees. The study highlights the importance of addressing



employees performance and employee engagements to create a more inclusive and supportive work environment.

### **Practical Implications**

The study offers several practical implications for managers and policymakers in Government hospital. By understanding the impact of training on Employee performance and employee engagement, institutions can develop targeted interventions to reduce political behavior and promote a positive organizational culture. This can lead to improved employee satisfaction, increased productivity, and enhanced organizational effectiveness.

### **Limitations And Future Research**

This study has several limitations, including its cross-sectional design and the focus on government sector hospital. Future research could explore these relationships in different organizational contexts and employ longitudinal designs to capture changes over time. Additionally, qualitative studies could provide deeper insights into the mechanisms underlying these relationships.

### **CONCLUSION**

In conclusion, this study contributes to the understanding of the impact of Training on Employee performance and the mediating role of employee engagements. The findings underscore the need for Government hospital to address the need of training and employee engagements to foster a more inclusive and supportive work environment. The study provides a series of suggestions for further research and practical measures to alleviate the harmful consequences of organizational politics and employee engagements. The purpose of these proposals is to improve the overall academic and administrative environment in Government hospital, fostering a more inclusive and supportive workplace for all faculty members.

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