

Training Needs Assessment on Performance and Satisfaction on Employees

By

Neha Saxena

*Dissertation submitted for the partial fulfillment of the
MBA Human Resource Management in Health and Hospitals*

Academic year, 2015-2017



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To whomsoever it may concern

This is to certify that Neha Saxena student of MBA Human Resources Management in Health and Hospital management from The IIHMR University, Jaipur has undergone internship training at General Hospital Gujarat from 1st February 2017 to 6th April 2017.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



Dr. Ashok Kaushik

Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Dr. Sazzad Parwez

Assistant Professor

the IIHMR University, Jaipur

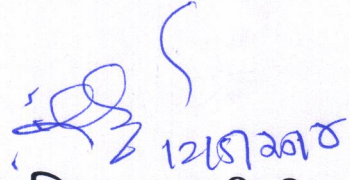


પ્રમાણપત્ર

તા. ૧૨/૦૫/૨૦૧૭

આથી પ્રમાણપત્ર આપવામાં આવે છે કે, કુ.નેહા સક્શેના અત્રેની જનરલ હોસ્પિટલ, પાલનપુર ખાતે એ.એચ.એ. તરીકે તા. ૧/૦૨/૨૦૧૭ થી તા. ૩૦/૦૪/૨૦૧૭ સુધી કુલ ૩ માસ તાલીમ દરમ્યાન સંતોષકારક કામગીરી કરેલ છે જે બદલ આ પ્રમાણપત્ર આપવામાં આવે છે.

કુ.નેહા સક્શેના તા. ૧/૦૨/૨૦૧૭ થી અત્રેની હોસ્પિટલ ખાતે એ.એચ.એ. તરીકે ફરજો બજાવે છે.


મુખ્ય જિલ્લા તબીબી અધિકારી
સહ સિવિલ સર્જન સાહેબશ્રી
જનરલ હોસ્પિટલ, પાલનપુર

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **training need assessment on performance and job satisfaction on employees of General Hospital PALANPUR** and submitted by **Neha Saxena** Enrollment No **IIHMR-U/01/2015-17/0008** under the supervision of **Dr Sazzad Parwez** for award of **MBA in Human Resource Management** of the University carried out during the period from **February 01, 2017 to May 06, 2017** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.



Signature

THE IIMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled: training need assessment on performance and job satisfaction on employees

A handwritten signature in blue ink, consisting of a stylized 'S' followed by a horizontal line.

Signature of student

ACKNOWLEDGEMENT

I express my great sense of gratitude to acknowledge the co-operation and support of **General Hospital palanpur, Gujarat** for giving me this unique privilege of completing my project by visiting its premises for 90 days and providing me an opportunity to interact with its various personnel.

My institute – **Indian Institute of Health Management Research (IIHMR)**, Jaipur & its Education deserves the foremost appreciation for providing me the opportunity to understand my individual capabilities. I would like to thank col. (Dr.) Ashok Kaushik (Dean Academics and student Affairs, IIHMR, Jaipur) to provide such a great learning opportunity. Of course, entire faculty at IIHMR had facilitated the endeavor; I also acknowledge the contribution of my college mentor, **Dr. Sazzad Parwez** & HR faculty **Tanjul Saxena** mam in completion of the project.

The collection and my learning would not have been possible without the kind support and help from **Dr. Deepak Pranami(Resident Medical Officer)**

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Introduction

Definition of Training need Assessment-firstly we have to focus what is training it is learning procedure where are given a lesson that how to handle the situation in the worst situation. Mostly all the organization organize training programs to enhance the organizational performance. It is learning procedure for the organization as well as employees. So to identify that how much training is useful in the existing scenario is it useful yes or not. Training is an investment for the organization where they do some expenditure on the employees on the cost of earning something better result. so to fill the gap that what type of training is required at present situation it is necessary that to know what kind of training is required at present.

Why do we need training?

Training helps to enhance the organization to perform much better than actual because always it is seen that knowledgeable employees always perform better than anyone if he/she get training in every than he/she able to achieve. On the job training and practical knowledge is must for the employee's accomplishment sometimes it is seen that most of unskilled employees don't know how to tackle the situation in the most difficult situation. What training is running and what is required according to the present situation. sometimes training does not useful because most of the reason

- Lack of skills or knowledge,
- Not having the right equipment or resource
- Not being encouraged by managers and colleagues to do the right thing
- There are no standards or expectations that are set and communicated
- Bad workplace morale or conditions

.Why do we need training need assessment?

First, identify dissatisfaction with the current situation and desire for change as similarities among the requests. Each request implies that a gap or discrepancy exists between what is and what could be or should be. A learning or performance gap between the current and desired condition is called a need. TNA aims at the following situations.

θ Solving a current problem

θ Avoiding a past or current problem

θ Creating or taking advantage of a future opportunity

θ Providing learning, development or growth

The purpose of TNA is to answer some familiar questions: why, who, how, what, and when. The following are descriptions of the questions and what analysis can be done to answer them.

In the changing phase of market all organization have a no. of opportunities to grab and number of challenges to meet. Due to such environment the dynamic organization are smoothly surviving in the completion

During this era it is necessary for the organization that training and development programs played a most important role in a competitive world we have to focus more on the productivity of the employees because it ultimately result to organization performance where most of the time it is seen that lack of technical and skilled employees failed to achieve organization result which leads to organizational failure.

Trainings on a monthly basis of Doctors and Nurses

Doctors trainings	Nurse trainings
B EmOC	ADHOCK
LSAS	ARSH
Be MOC	ART
SBA	AIR BORN INF. CONTROL
MTP/MVA	LAPRASRY
NSV	LAPROSCOPY
F-IMNCI	DIALYSIS
NSSK	DIABETES/VASCULAR
Mini Lap	MALERIA
Laparoscopy	HIV AIDS
IUCD	KARMYOGI
PPIUCD	JSSK
Blood Storage	CANCER
IMEP	RTI/STI
Immunization	NACO
ENBC	NSSK
RTI/STI	BMW
MTP	NICU
NSV	RCH
Disability management	NEONATAL
post graduate in casualty	IDSP
Abdominal TL,MTP	IUCD
Dots	IKD
Leprosy	VACCINATION
Tuberculosis	5S
Malaria	NBC
HIV AIDS	MCH
RNTCP	CCC
Mental Health	FECKO

Purpose

The entire purpose of Training and development is to encourage performance and job satisfaction among employees that lead to desirable results. To achieve organizational objectives it is necessary that effective manpower leads to patient satisfaction as well as goodwill of the organization. Influencing the manpower will be possible with the effective training and development programs.

Data collection: Data was collected through primary method by filling up questionnaire with sample size of one fifty respondents

Sampling: One hundred seventy seven questionnaires distributed among doctors and nurses people of General Hospital through convenient sampling method from doctors and nurses .Five point Likert scale from 1(strongly disagree) to 5(strongly agree) was used to measure the responses.

OBJECTIVES:

- To understand the satisfaction level towards the Training and Development Programs
- To assess the performance level of employees based on the Training and Development Programs

Methodology

- Sampling Design: Descriptive Cross Sectional Study
- Sampling Area: General Hospital Palanpur
- Sample size:117
- Sampling method: convenience method
- Study duration: 3 months
- Data: source primary and secondary data
- Data collection Tools: Semi-Structured Questionnaire

Review of Literature

Anam Tahir and Sumaira Sajjad “Assessing the Impact of Training on Employees’ Performance in Commercial Banks in Urban Lahore” This study has tested the significance of training-related variables that affect the performance of bank employees in urban Lahore. Using earlier studies on training and job performance, we have identified a number of key variables that were further analyzed through a questionnaire survey carried out among 75 local consumer bank employees at various managerial levels. We developed two competing econometric models of job performance—using alternative specifications of variables and econometric approaches—and consolidated these to determine the relative strengths of the independent variables. The initial model included variables such as effective needs assessment, evaluation of training program, investment in training, flexibility in training, provision of training, social support, transfer of knowledge, leadership qualities, trainer’s knowledge, and training effectiveness. This findings based on the final model showed, however, that proper needs assessment, effectiveness of training program, investment in training, and provision of training all significantly affect employees’ job performance. The study’s results provide managers an insight into important aspects of designing training programs to ensure an increase in the productivity of employees.

Dr. Amir Elnaga1* Amen Imran “The Effect of Training on Employee Performance” This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce. Further the paper goes on to analyze and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program. The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting an empirical research in future to test the proposition discussed in the study.

Aidah Nassazi “EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE” in this study various literature gone through and it is showing that most of the employees affected training and development programs in this most of the employees performance increases after attending training programs but the type of training is really affected. Here there are more employees performance increased after attending training programs but the type of training also affect on the employees performance and job satisfaction on the job training leads to satisfied employees rather than off the job practical knowledge affect the most of the employees performance but the fact is method of training and practical knowledge affect the most of the employees performance.

According to the H. Vasudevan "Examining the Relationship of Training on Job Satisfaction and Organizational Effectiveness" 16 March 2014 this study exemplifies a positive light towards increasing employee's performance. This is step towards that skill is much more important on the employees so that they can enhance the performance the employees performance overall it is seen that training provide various knowledge and able to learn more and grow in their field. Knowledge improvement and skill improvement leads to satisfied employees and good type of training leads to enhance productivity of employees as well patient satisfaction there is a correlation between employees and training programs which held regularly during the on the job. Employees get more opportunities to explore their knowledge.

SadafZahr, AmnaIram, Hummayoun Naeem "Employee Training and Its Effect on Employees' Job Motivation and Commitment: it said that most of the employees performance leads to organization performance if the employees performance increases it ultimately leads to increase the performance of the organization so the investment in training leads to satisfied employees it is one time cost but it improves the organizational perspectives and it the investment where most of the employees don't have adequate practical knowledge which affect the organizational performance so it is must for the employees to give their best and to nourishes the employees it is mandatory to trained them in the T&D programs.

Dr. B. Nagaraju¹, Archana M. V, "Job Satisfaction through Training and Development Programmes- A Case Study at J.K. Tyre Ltd, Mysore" LPG has made the business world dynamic. Achieving business objectives is a challenging jci) for any organization, in order to achieve its objectives the basic responsibility of any organization is that the effective utilization of available human resources, technology, finances, and physical resources. Of which, the human resources plays a very important role in the realization of the objectives of the business. If the human resources are not properly motivated and trained, the management will not able to accomplish the desired results. Thus we conclude that the organization should adopt need based training programmes and design such training programmes meticulously for the training programmes to be successful. Impact of Training and Development on Organizational Performance By Raja Abdul Ghafoor Khan, Furgan Ahmed Khan, Dr. Muhammad Aslam Khan University of Lahore, Islamabad Pakistan. The focus of current study is to understand the affect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. The back bone of this study is the secondary data comprised of comprehensive literature review. Four Hypotheses are developed to see the Impact of all the independent variables on the overall Organizational Performance. The Hypotheses show that all these have significant affect on Organizational Performance. These Hypotheses came from the literature review and we have also proved them with the help of literature review. Results show that Training and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affect the Organizational Performance

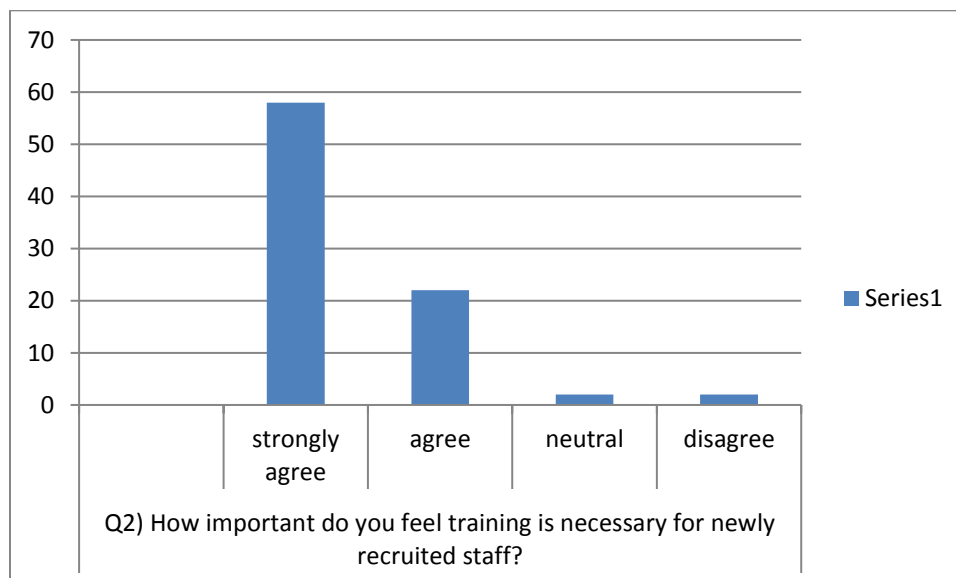
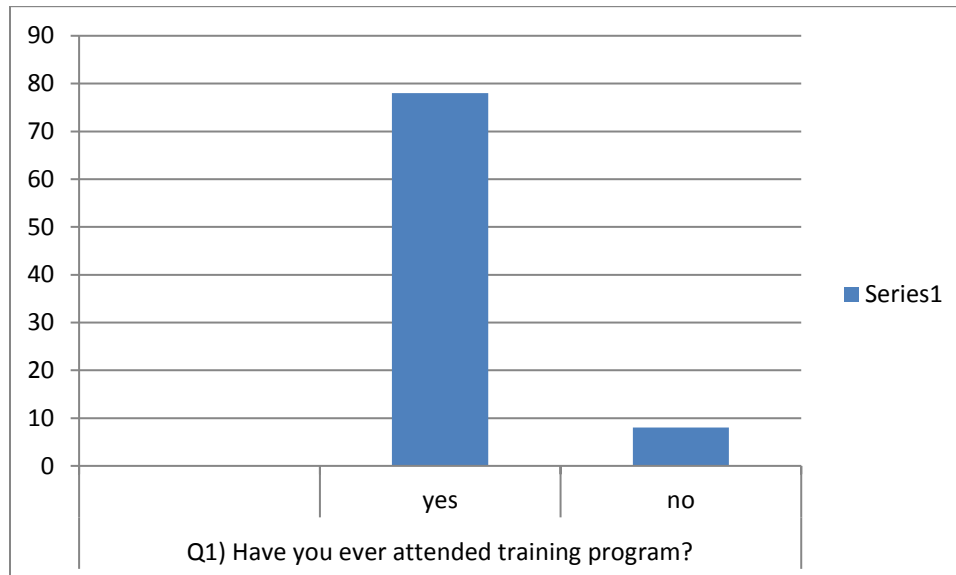
KhakayiWamwayi, Dr. Iravo M. Amuhaya, Prof. ElegwaMukulu, Dr. Gichuhi A. Waititu

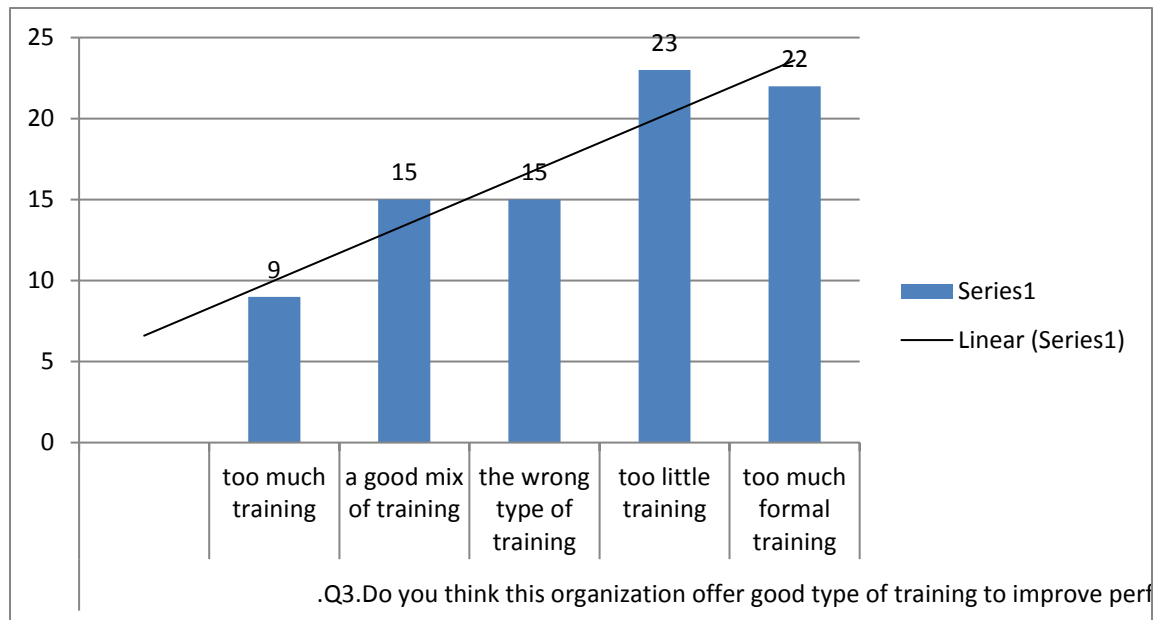
“Role of Training Needs Assessment in the Performance of Non-Teaching Employees at Management Level In Public Universities in Kenya in this study school conduct training and development programs regularly and where most of the non teaching employees feel dissatisfied for the training programs in which they are dissatisfied with the training programs it does not leads too improving performance because in teaching more focused on the teaching knowledge and skill of teaching it improves their performance by themselves only. Teacher learn by themselves only not to the other extent because it leads to organizational performance

Dr. B. Nagaraju, Archana M. V "Job Satisfaction through Training and Development Programmes- A Case Study at J.K. Tyre Ltd, this article indicate that job satisfaction leads to only training and development programs

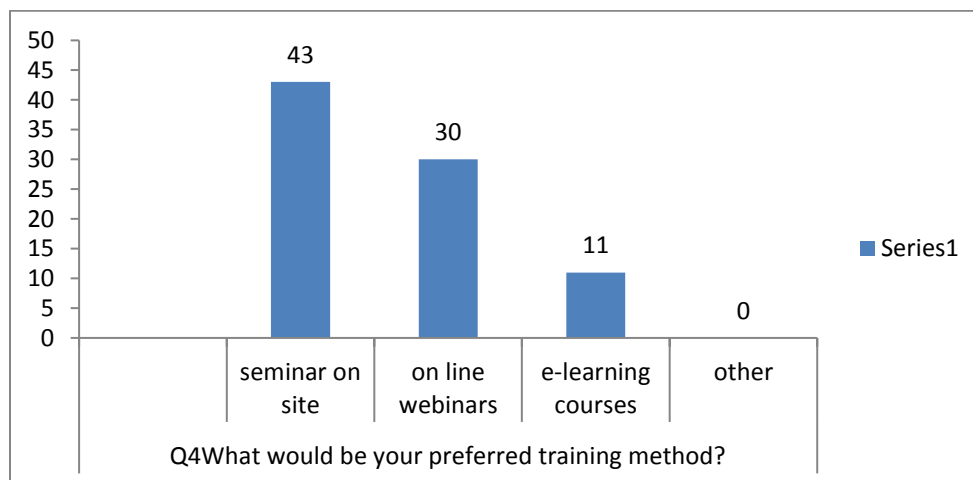
Findings

Staff nurse Findings

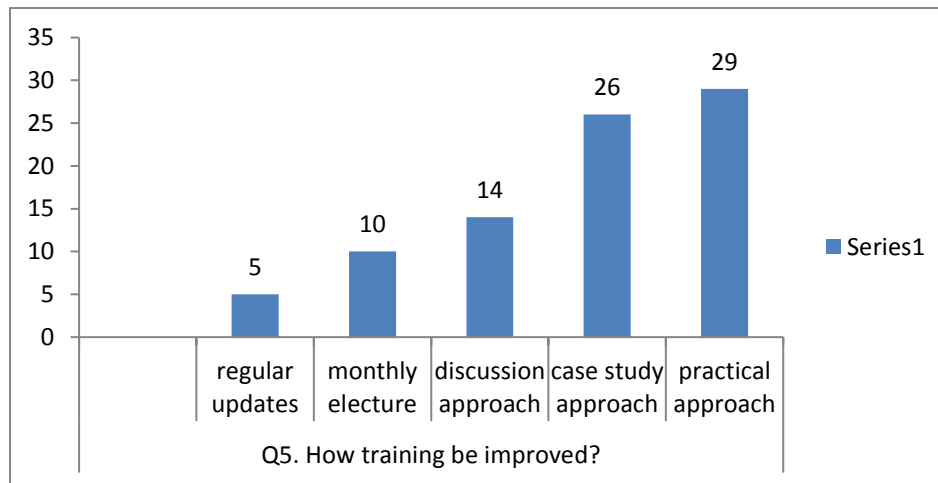




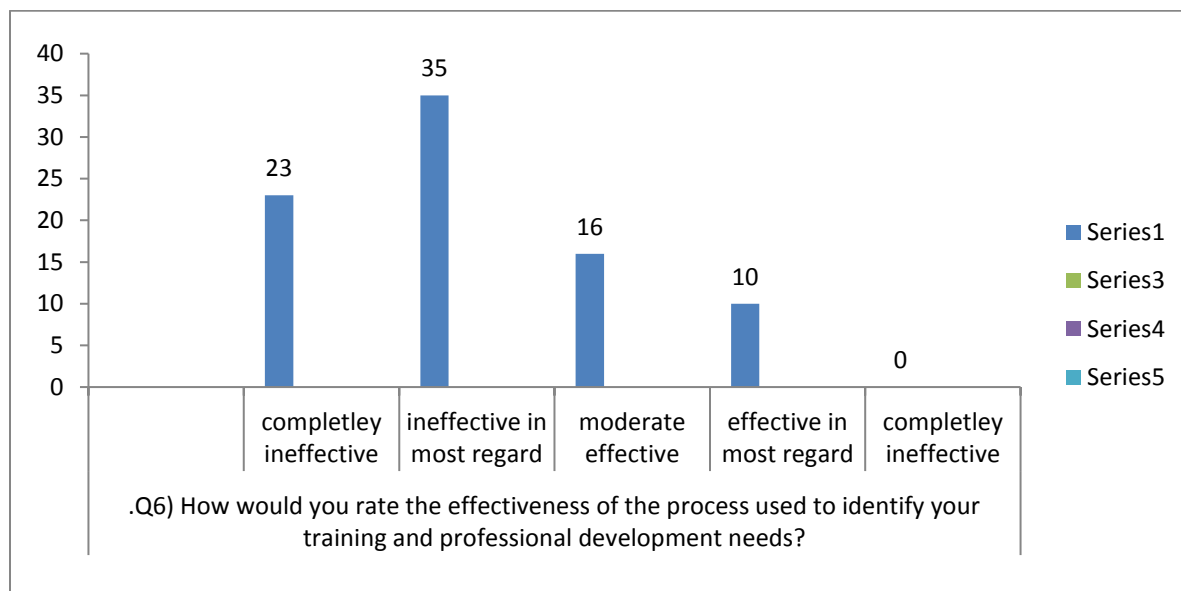
In the above chart most of the employees feel that organization organizes very low number of training and too much formal training .only 9 no. of respondent satisfied with the other training program.



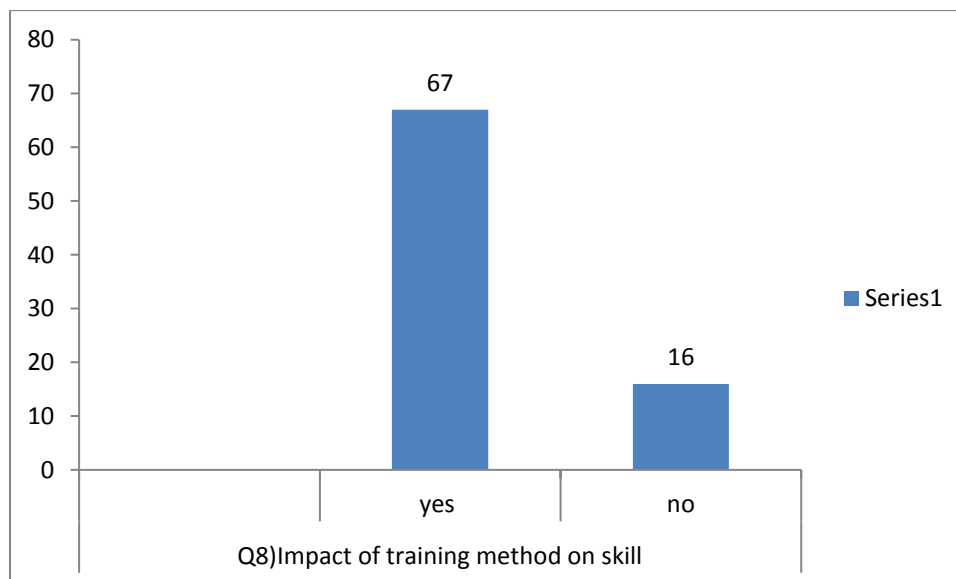
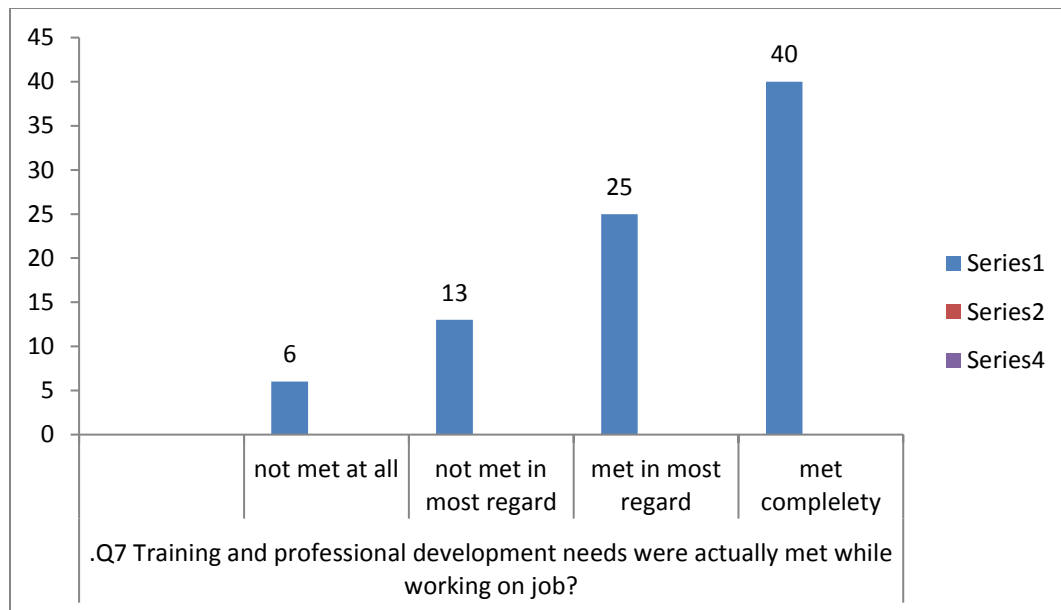
43 number of respondent give their views on the seminar on site training method will be much appreciable for the improvement on the performance on the other hand only 11 no. of respondent feel e-learning course are good for the improvement of performance.

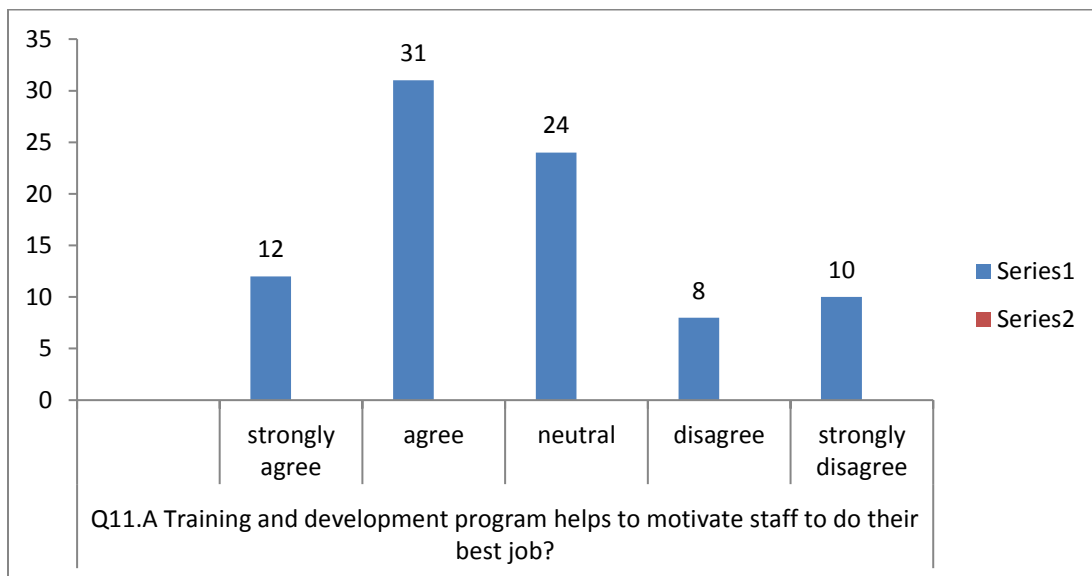
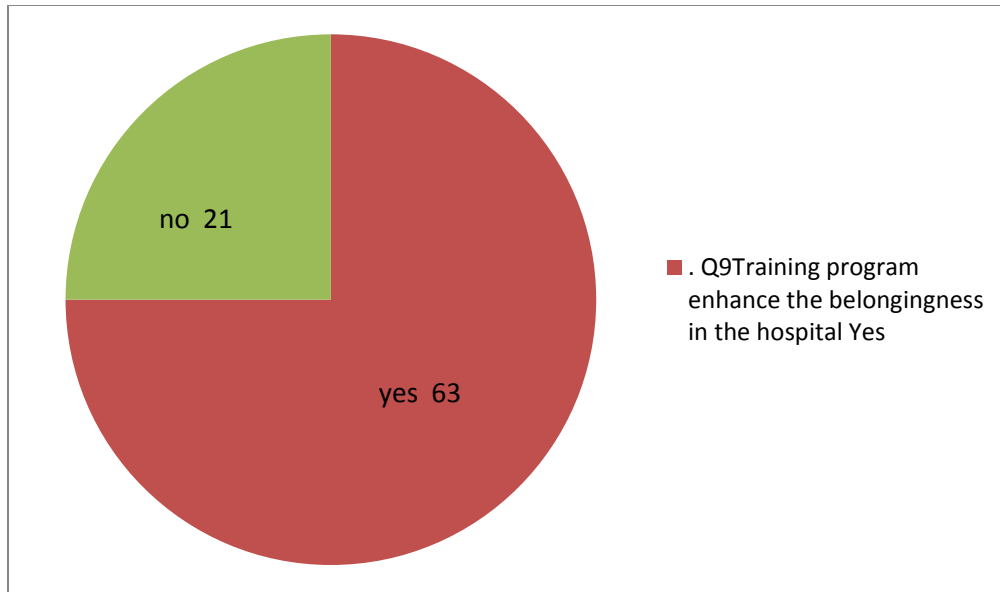


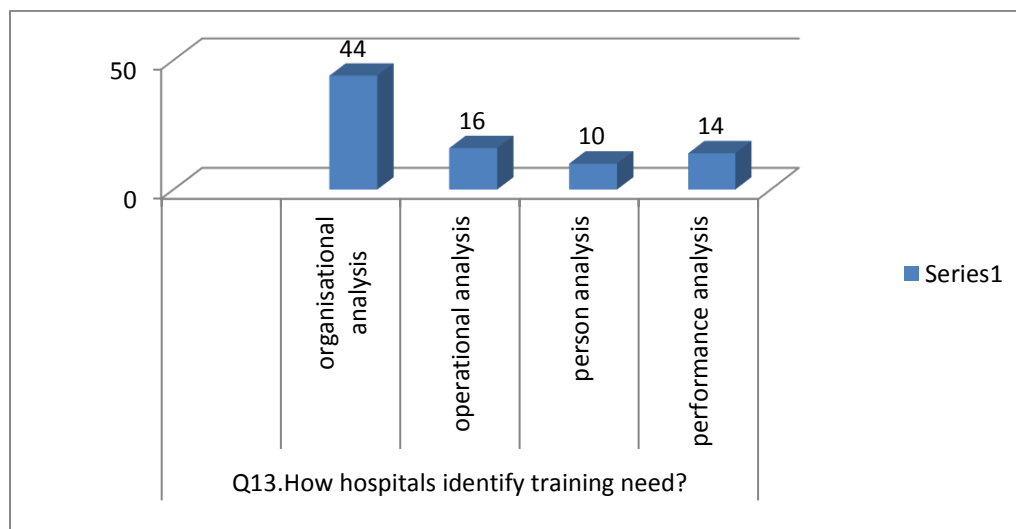
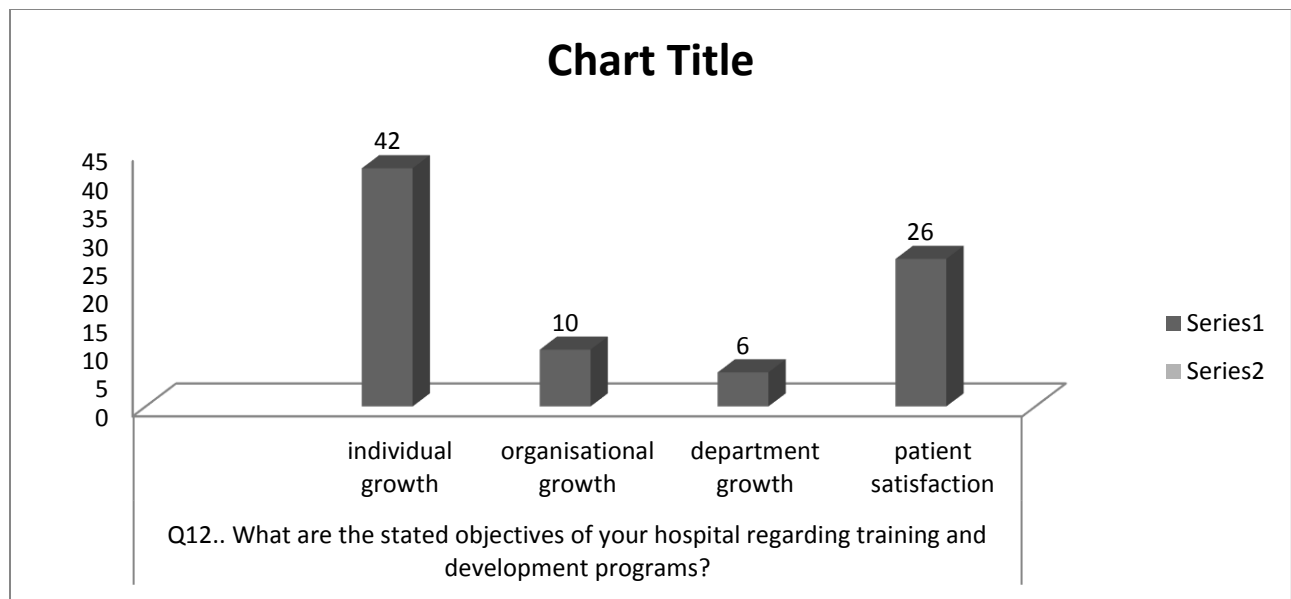
29 Number of respondent agree that practical approach study is much better for the employees and organizational development and 5 no. of respondent think that regular updates improved the the current training programs.

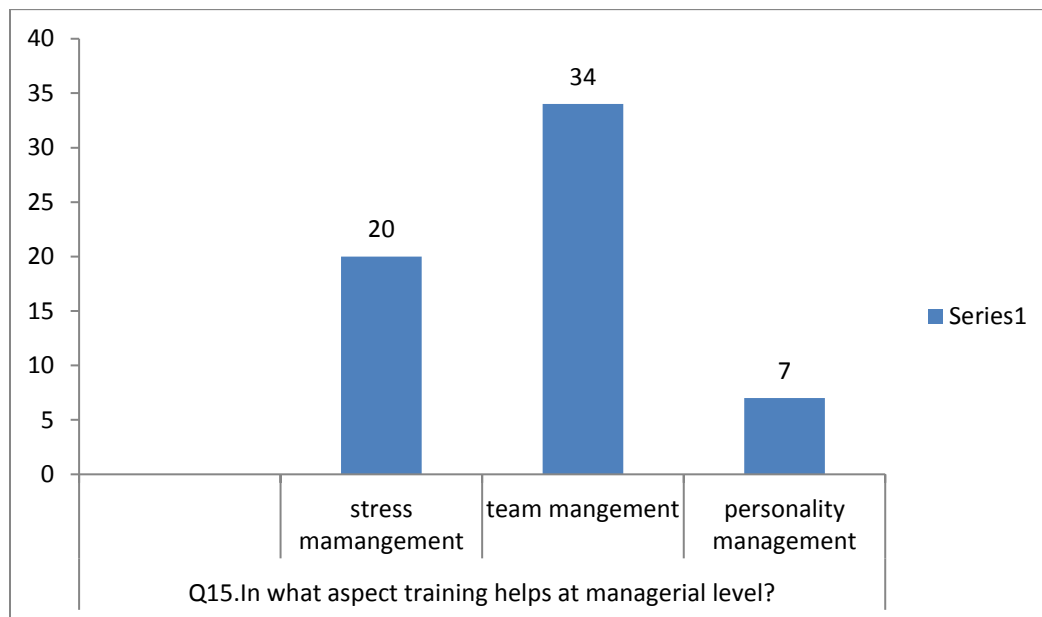
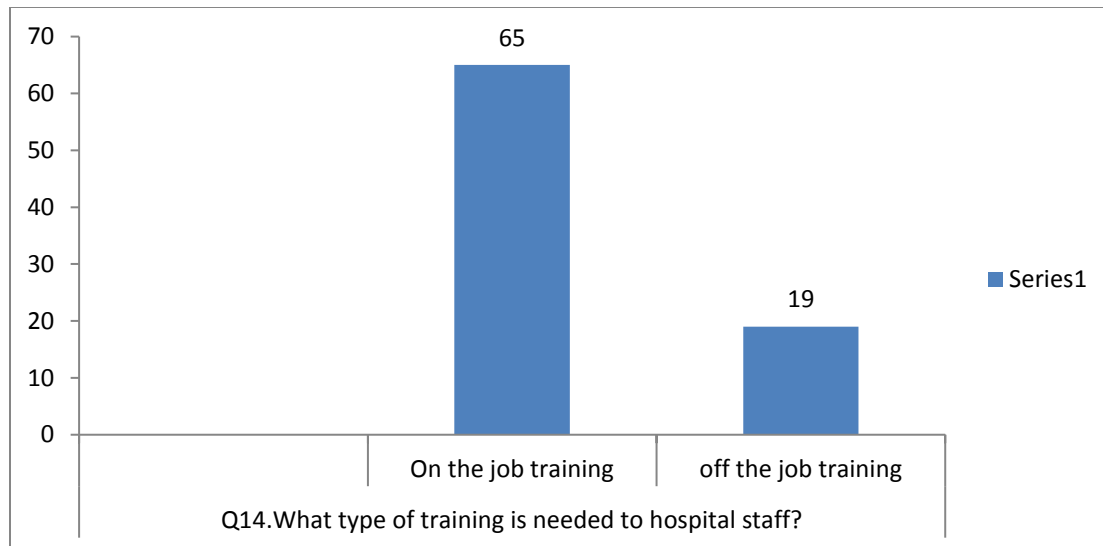


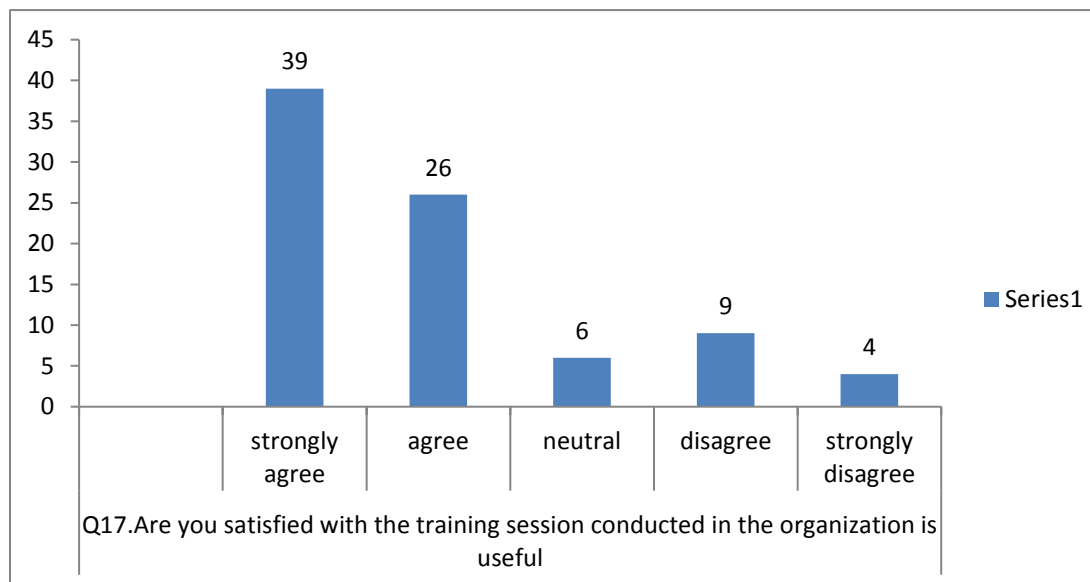
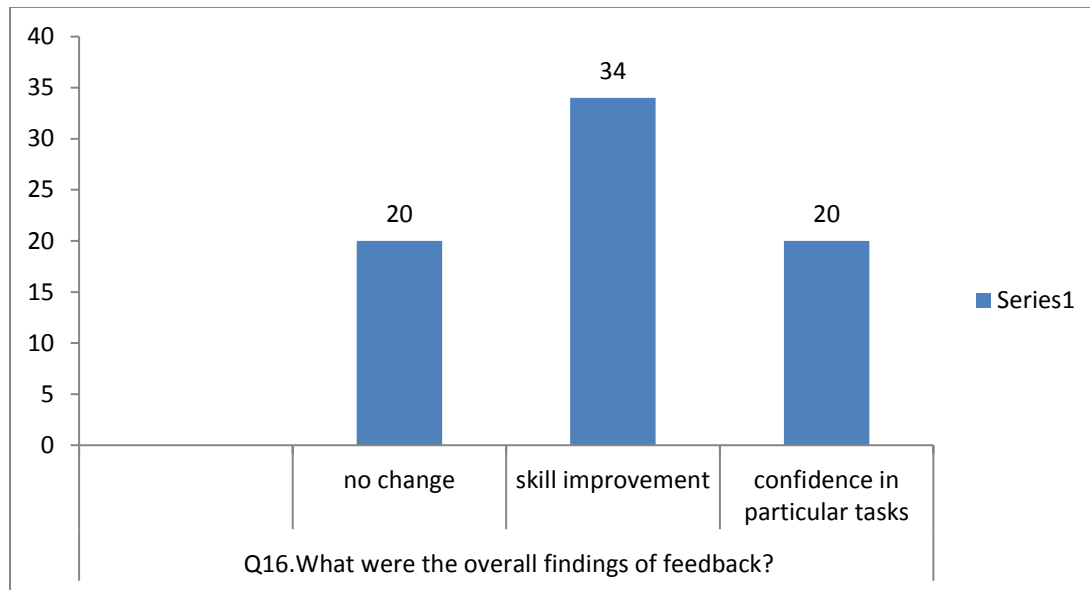
35 Number of respondent think that training and professional development

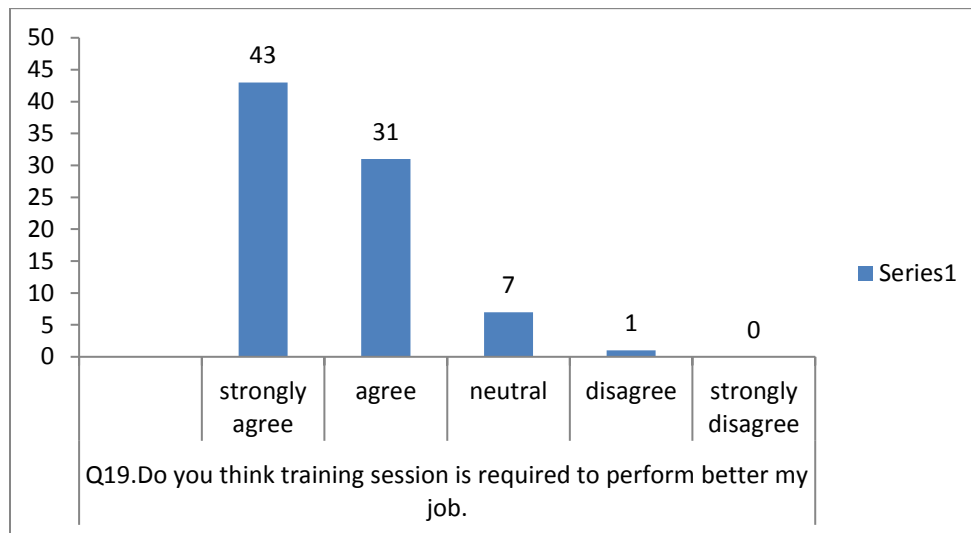
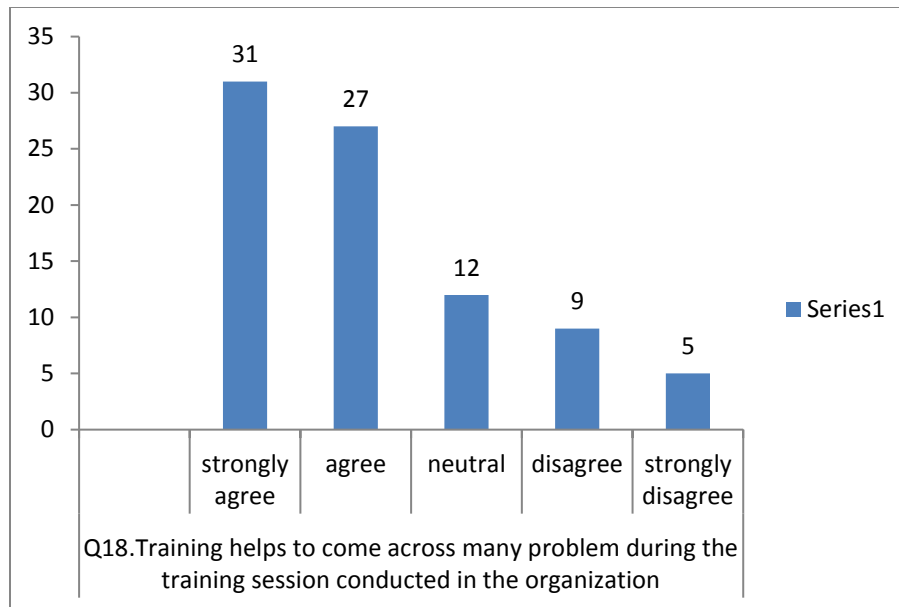


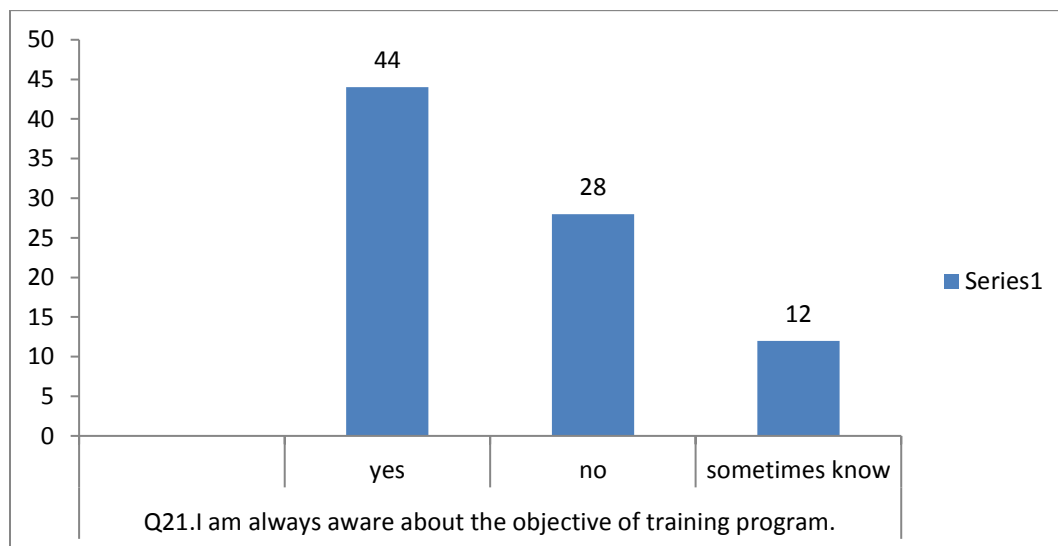
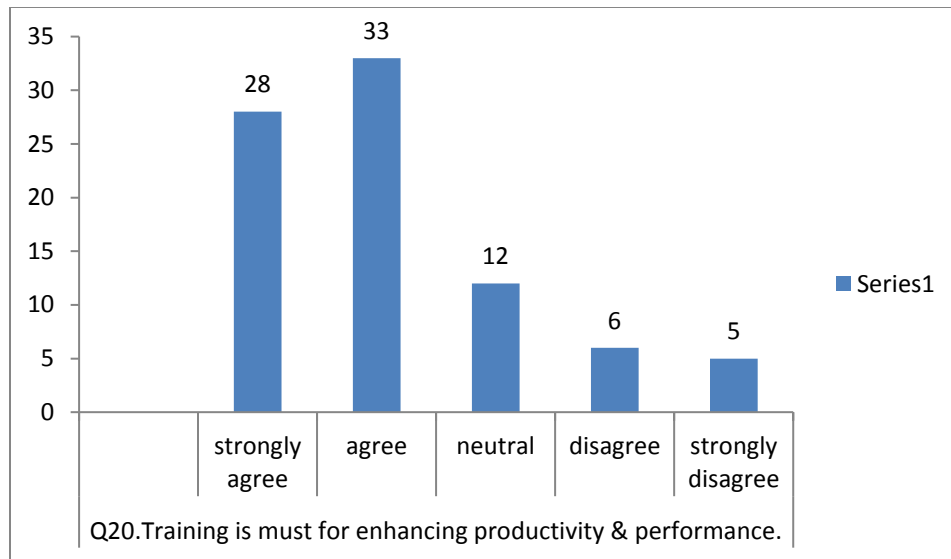


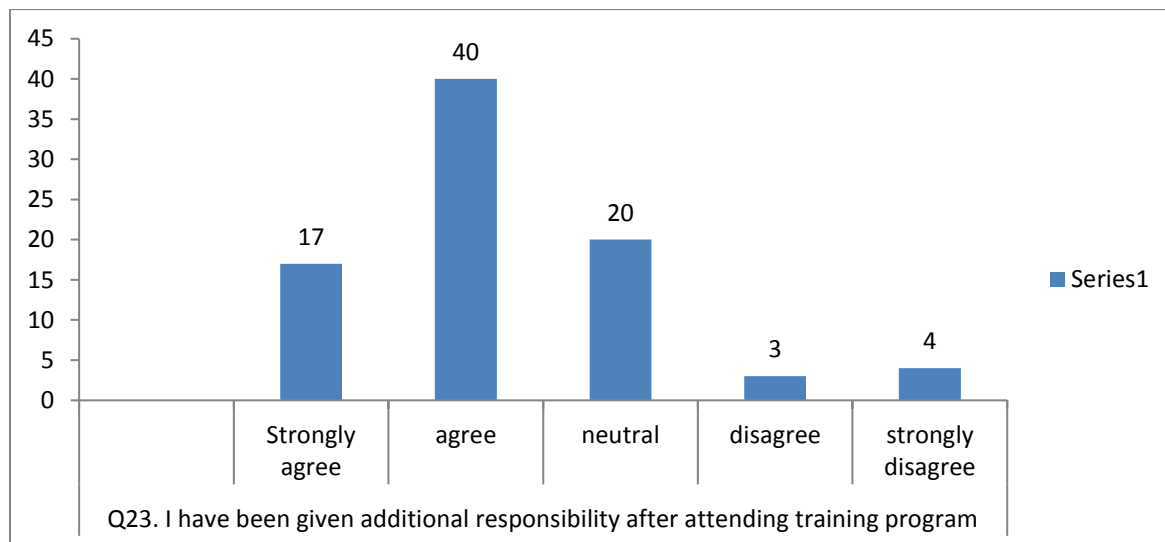
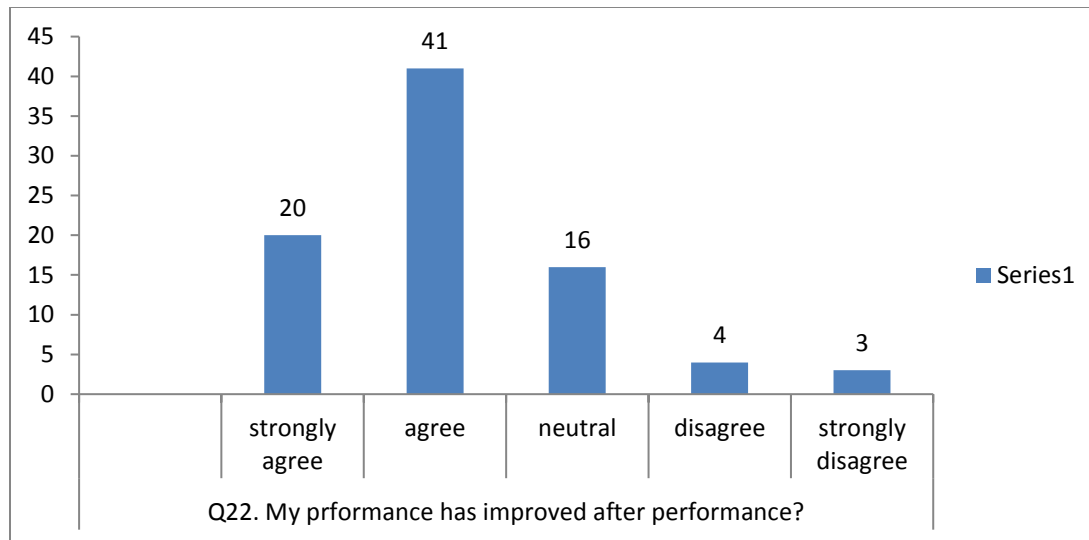


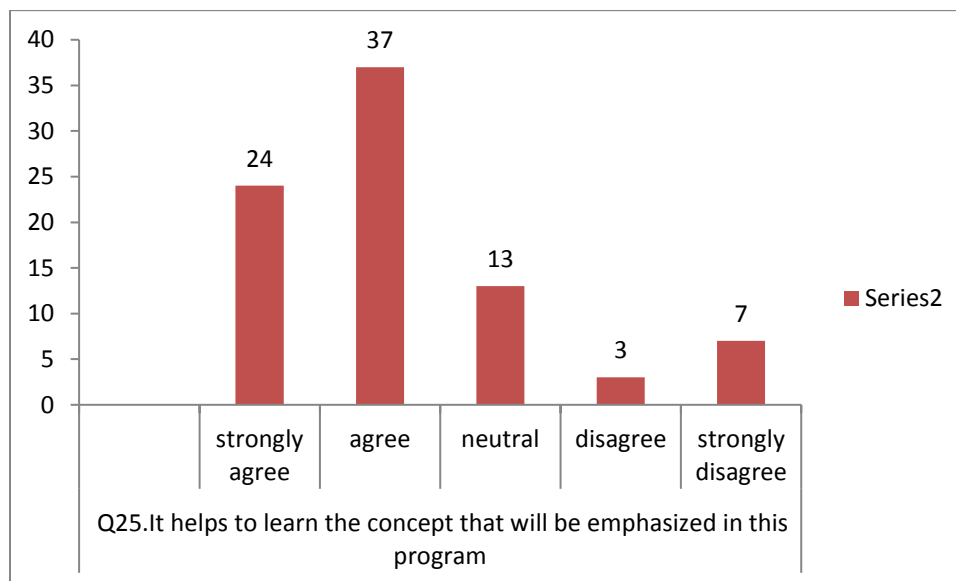
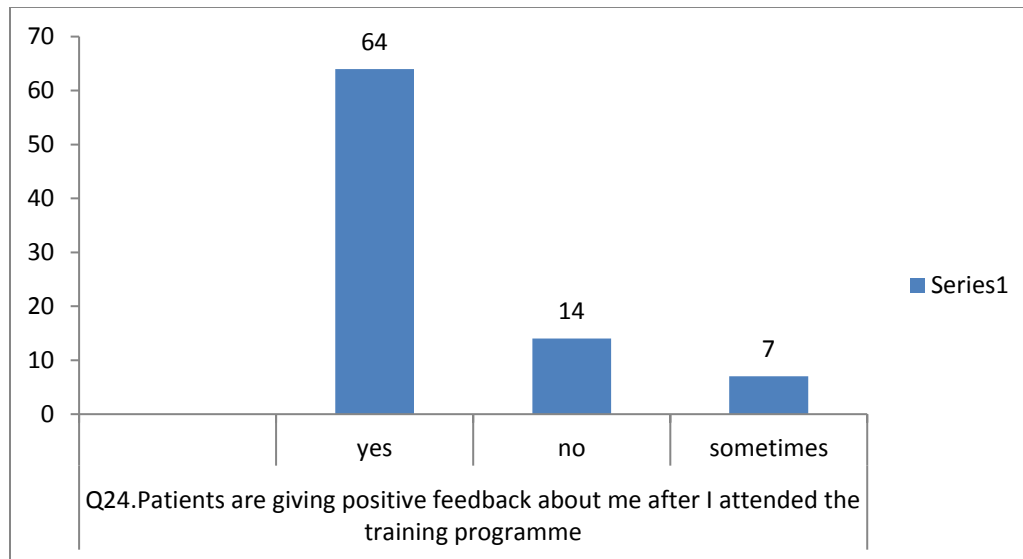


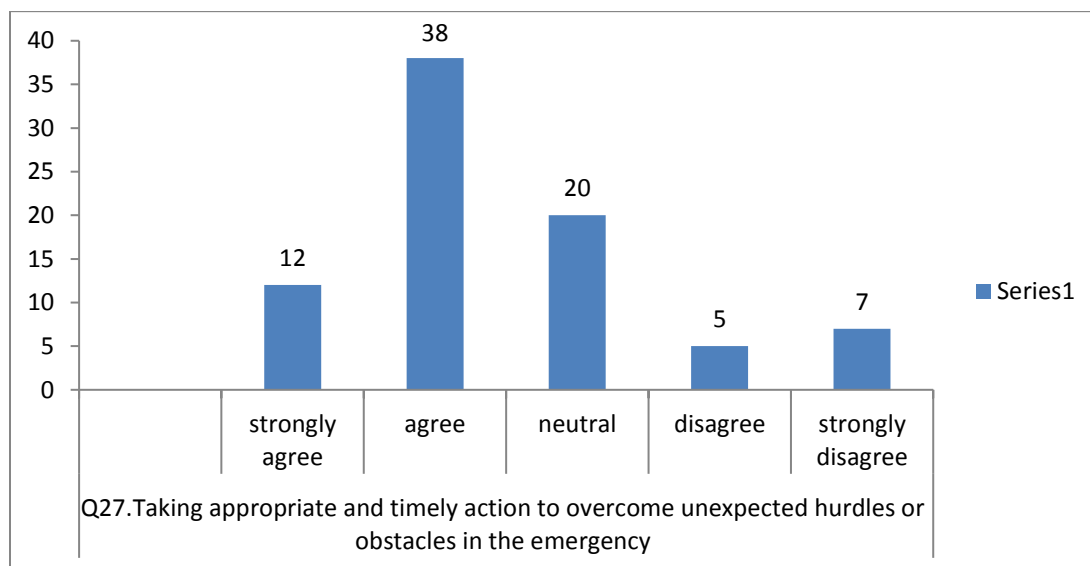
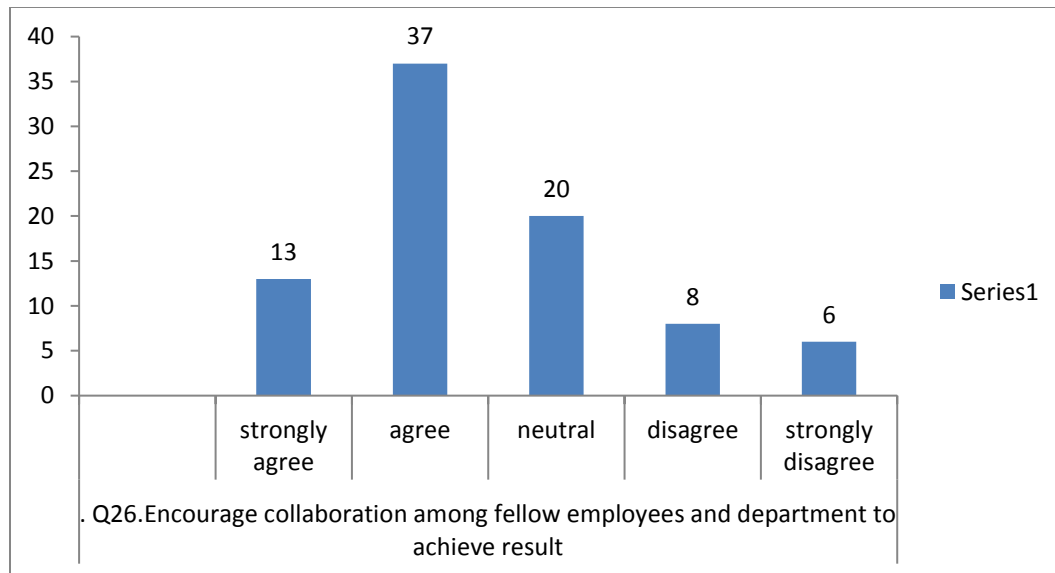


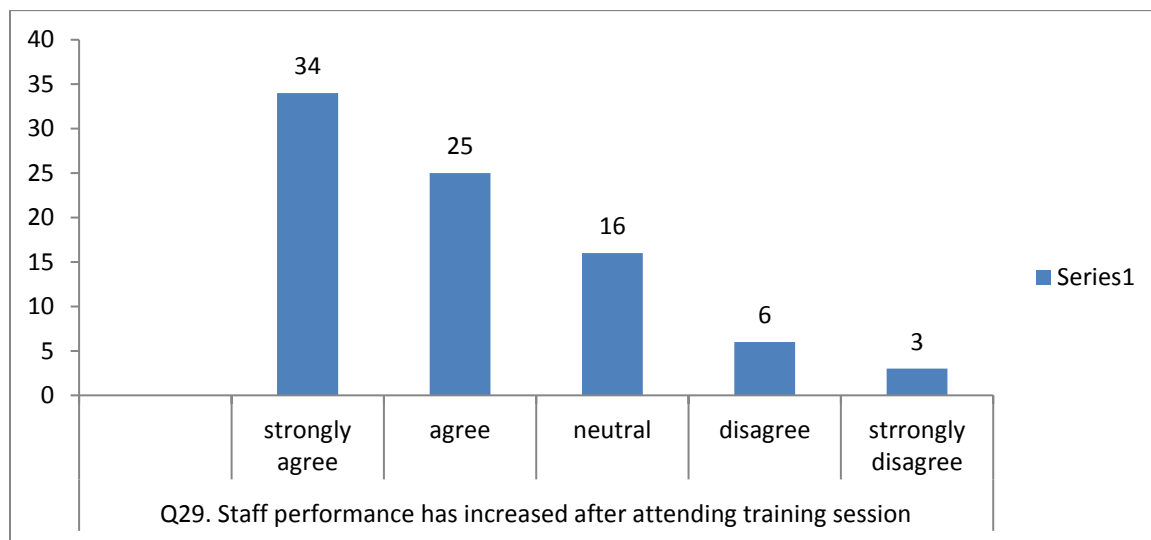
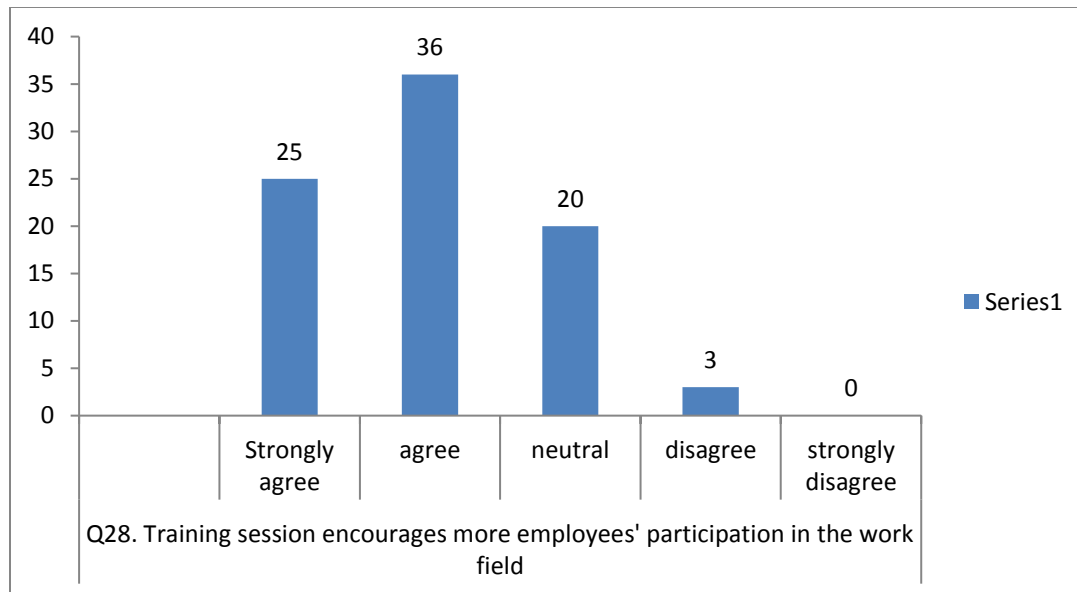




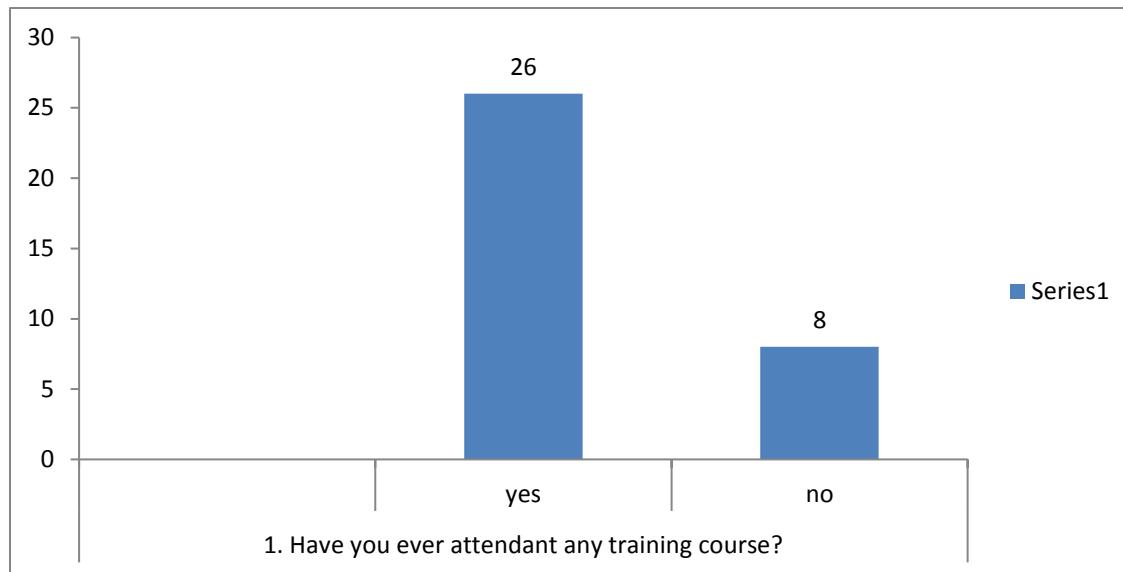


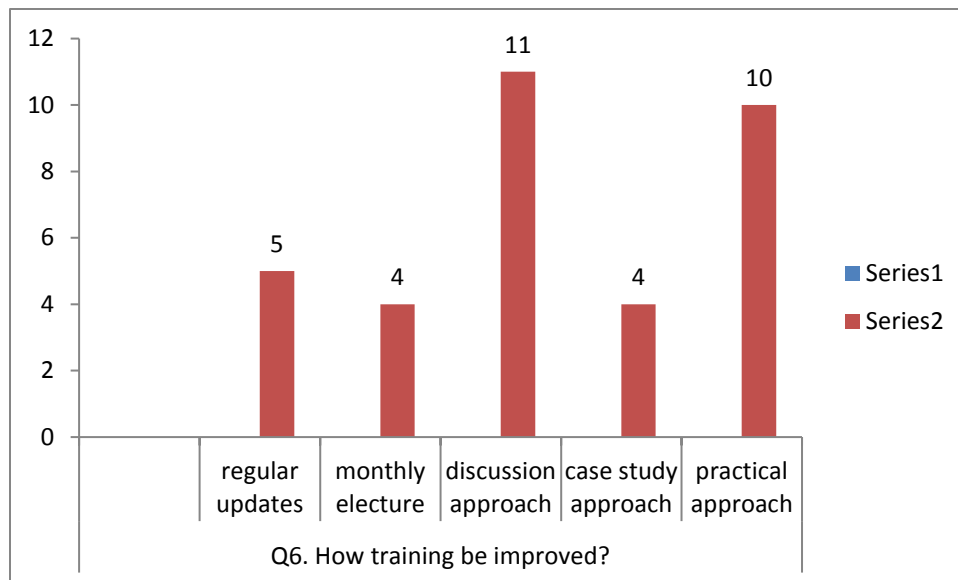
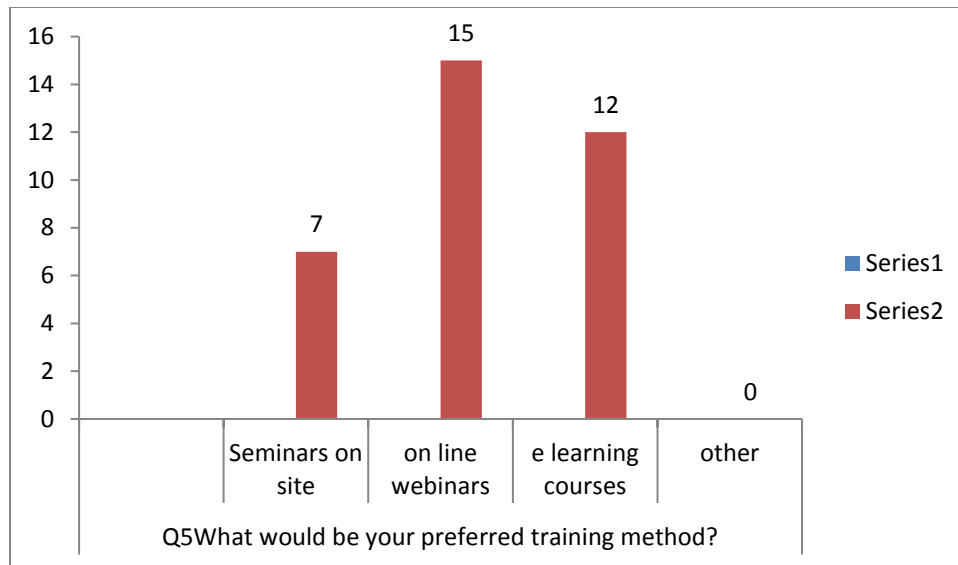


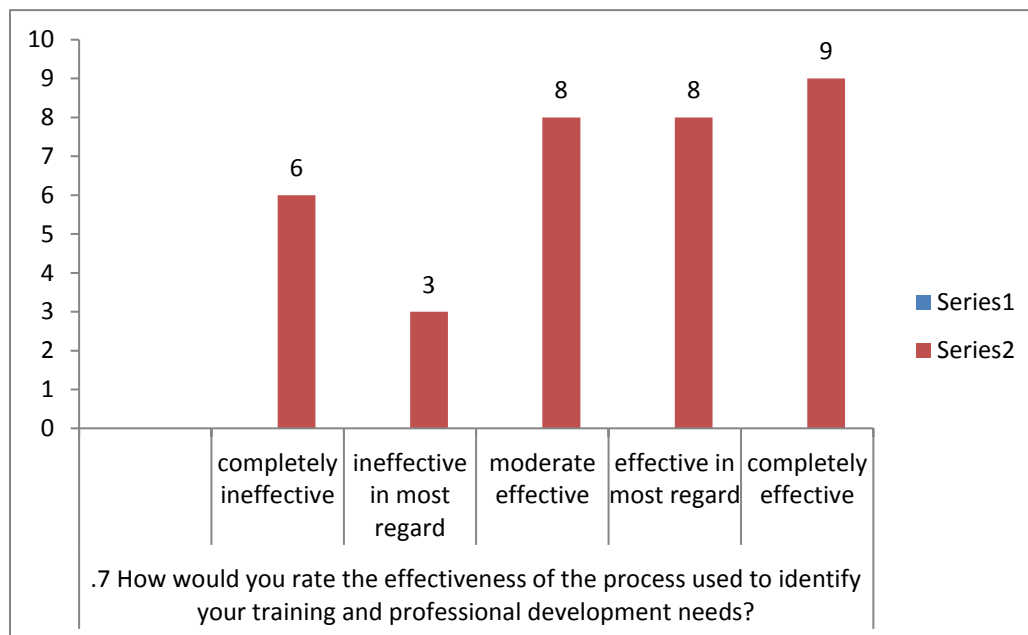
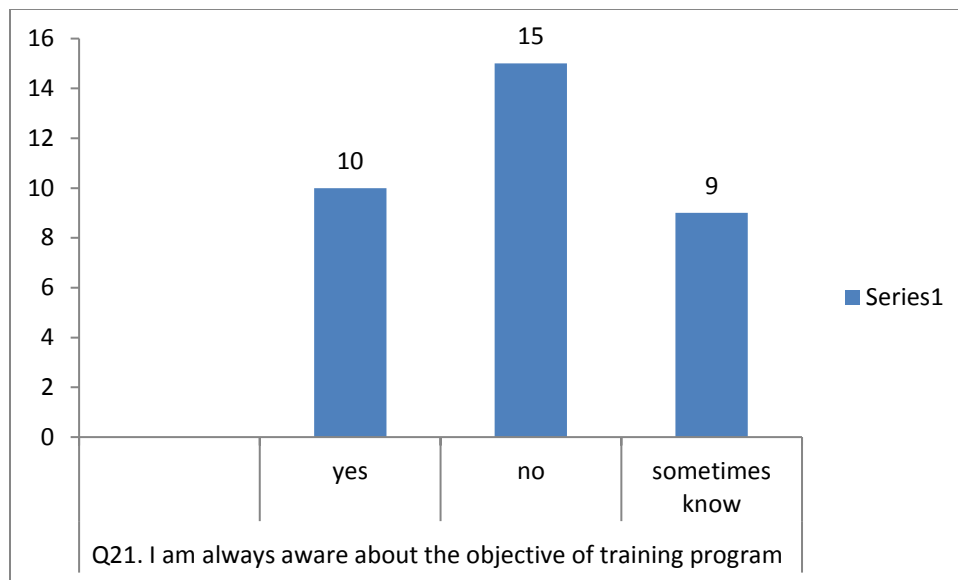


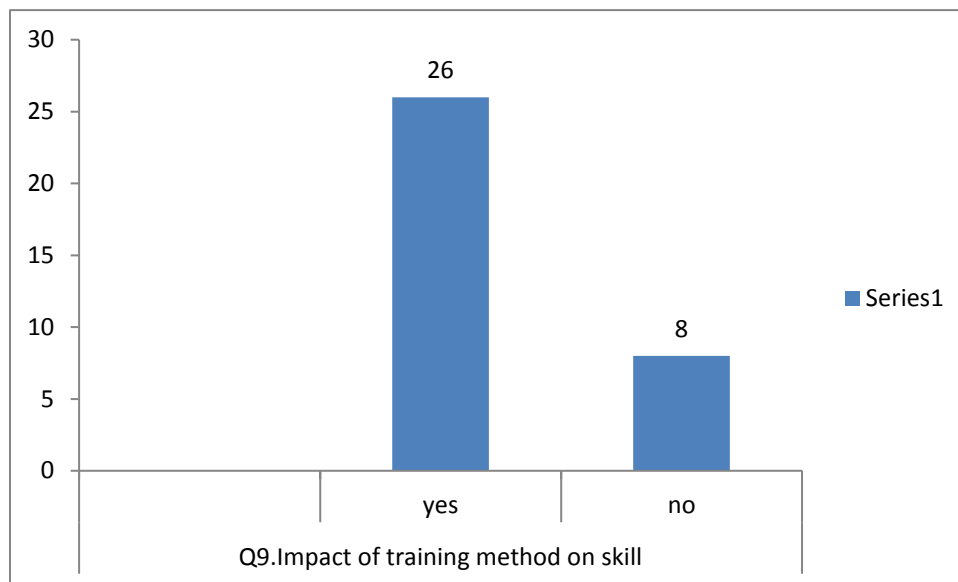
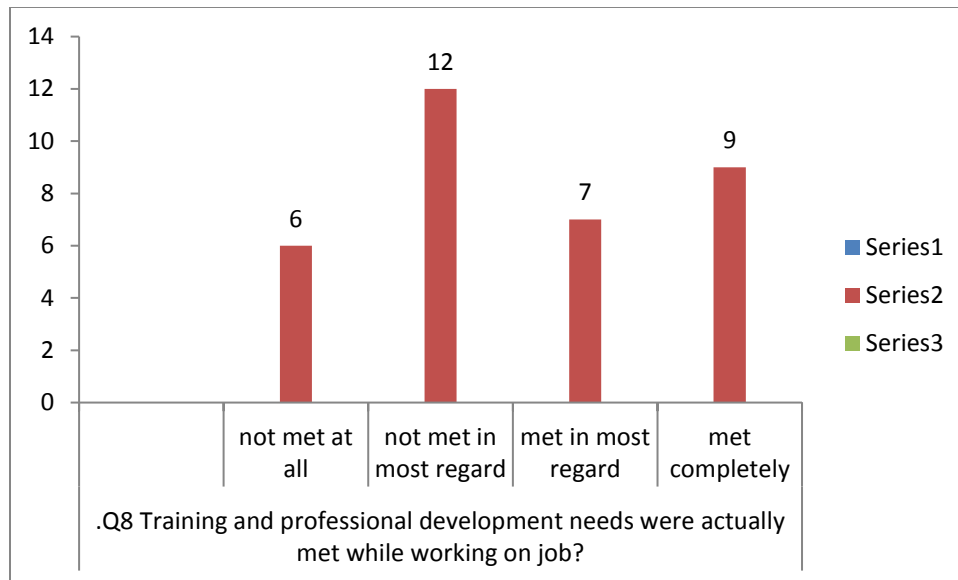


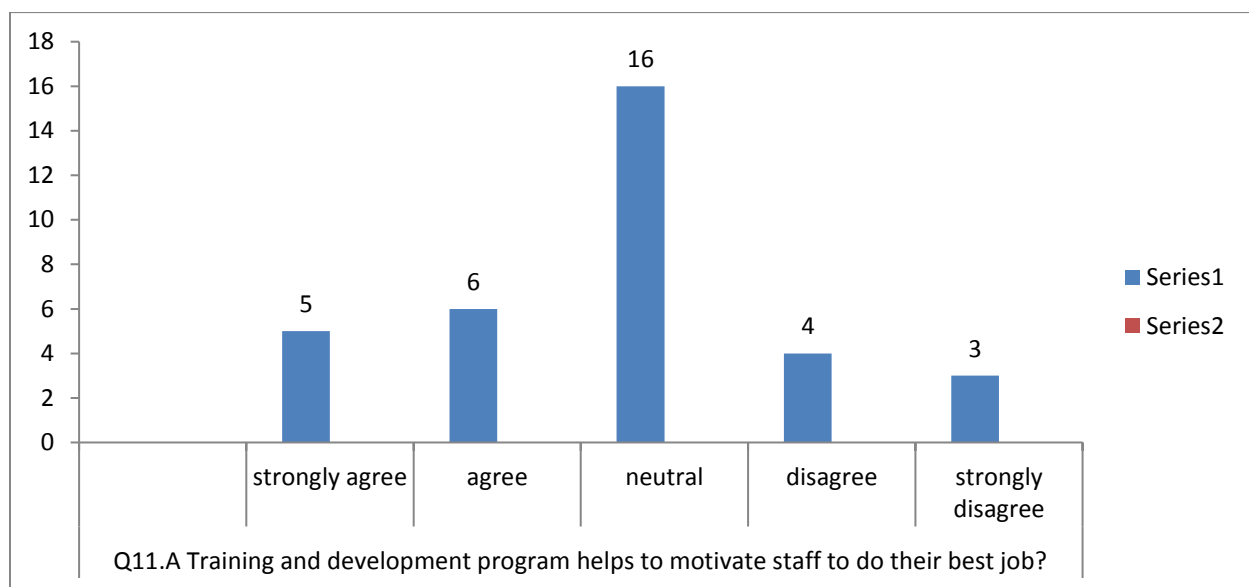
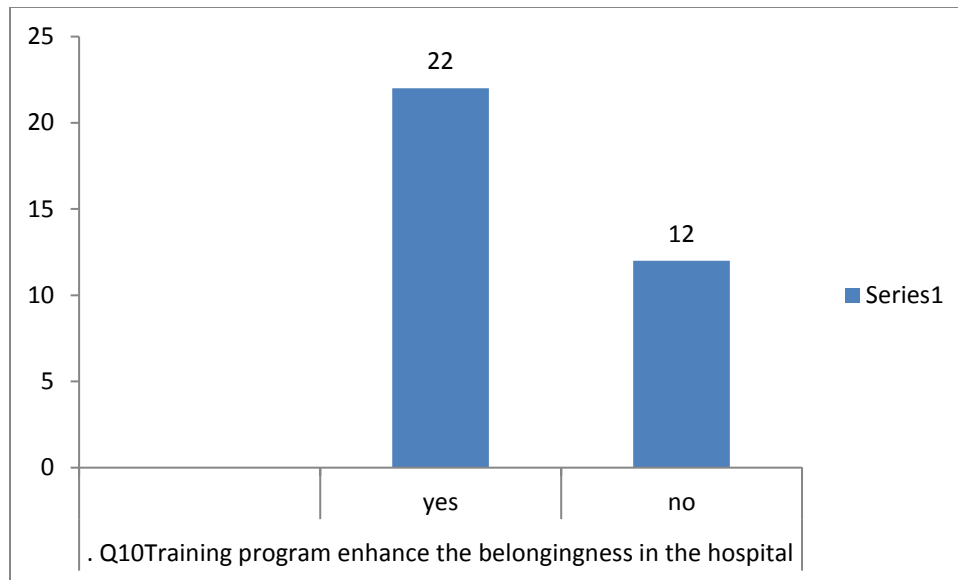
Doctor's findings

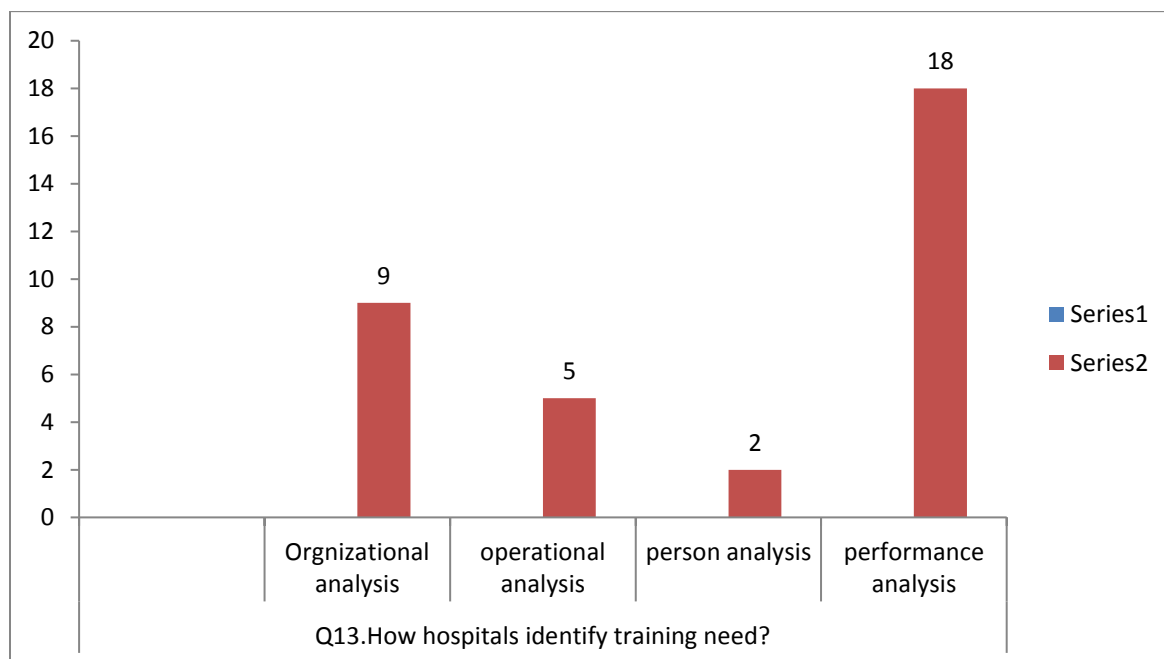
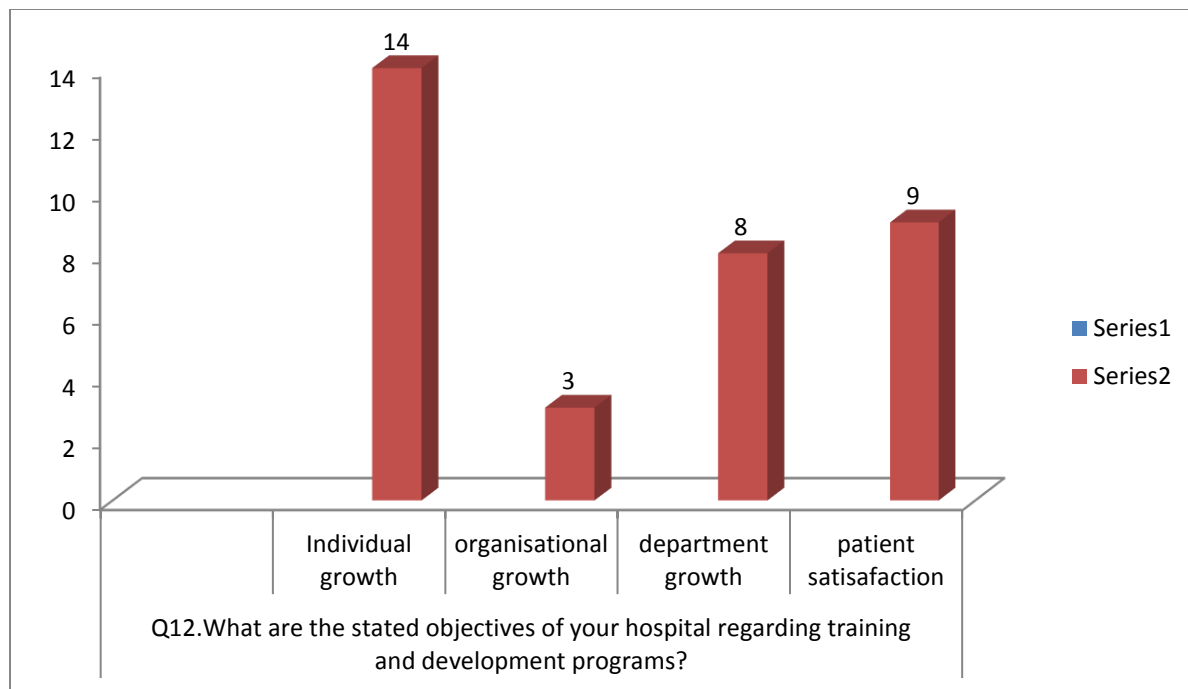


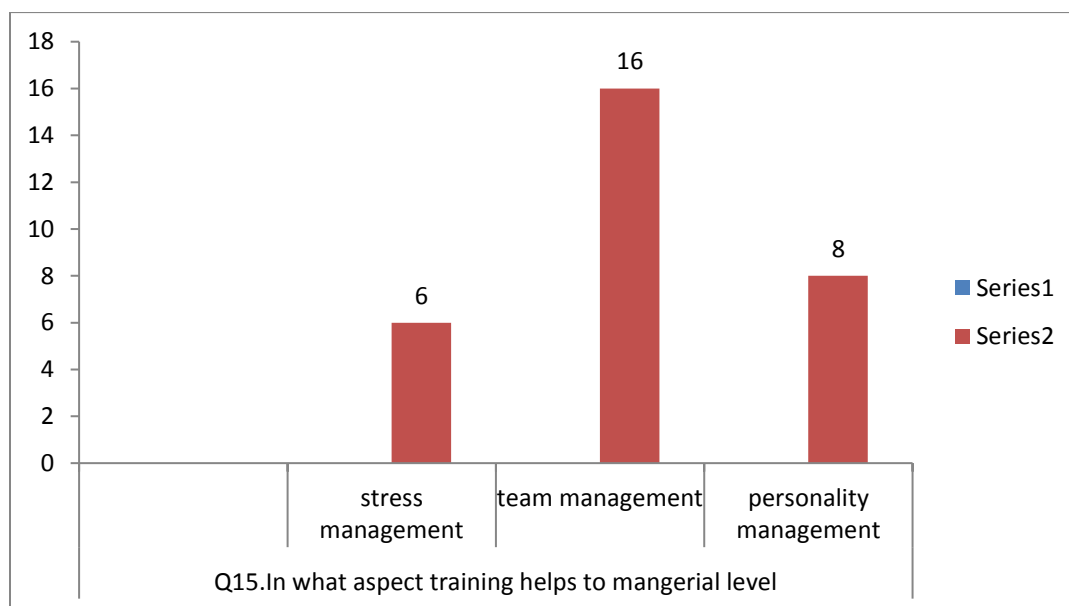
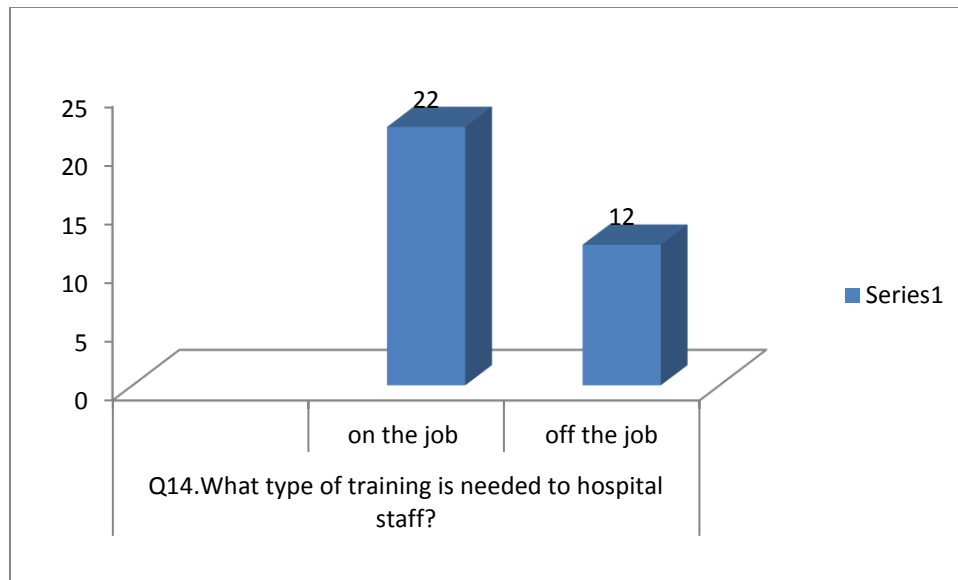


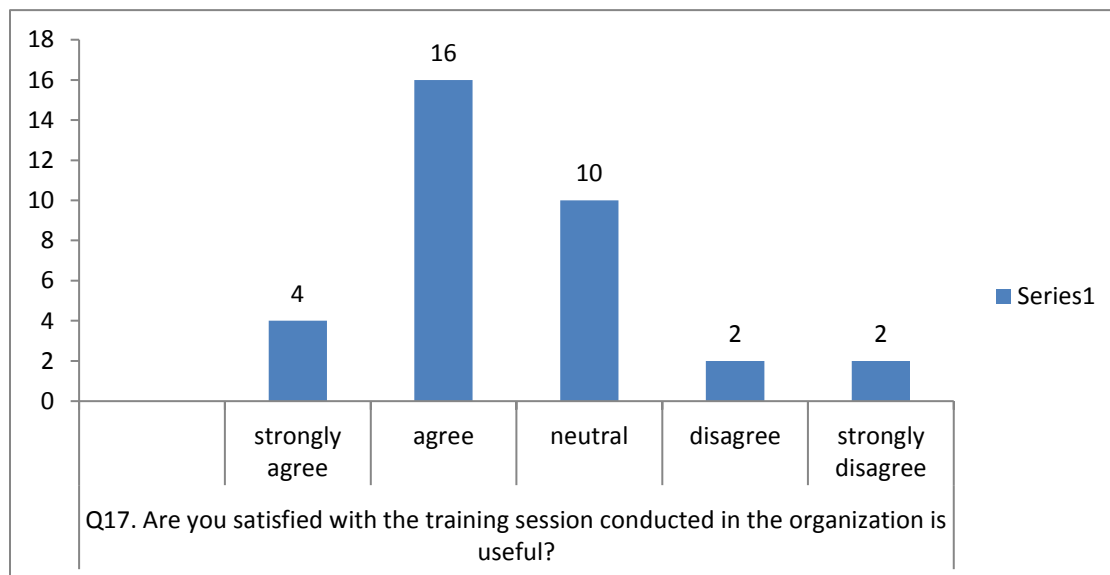
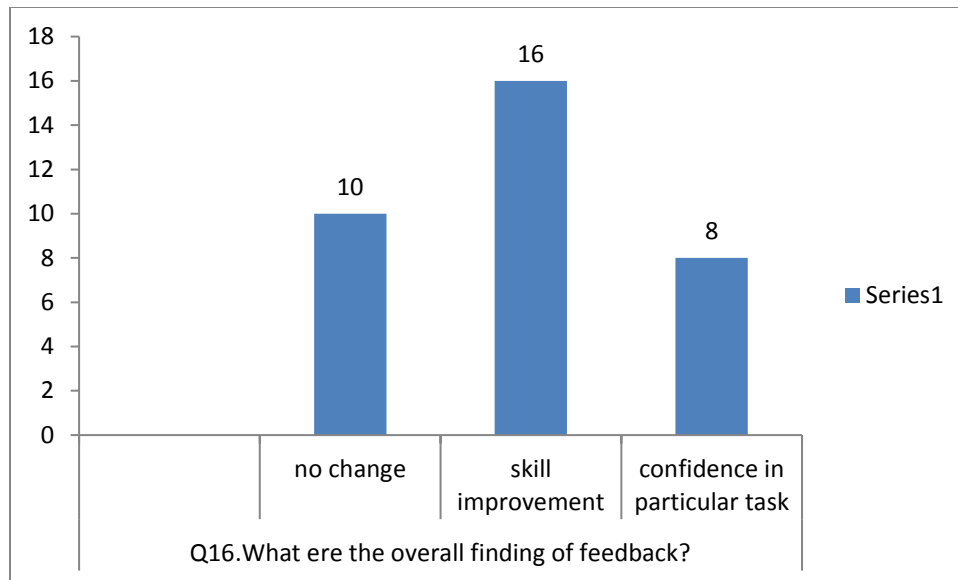


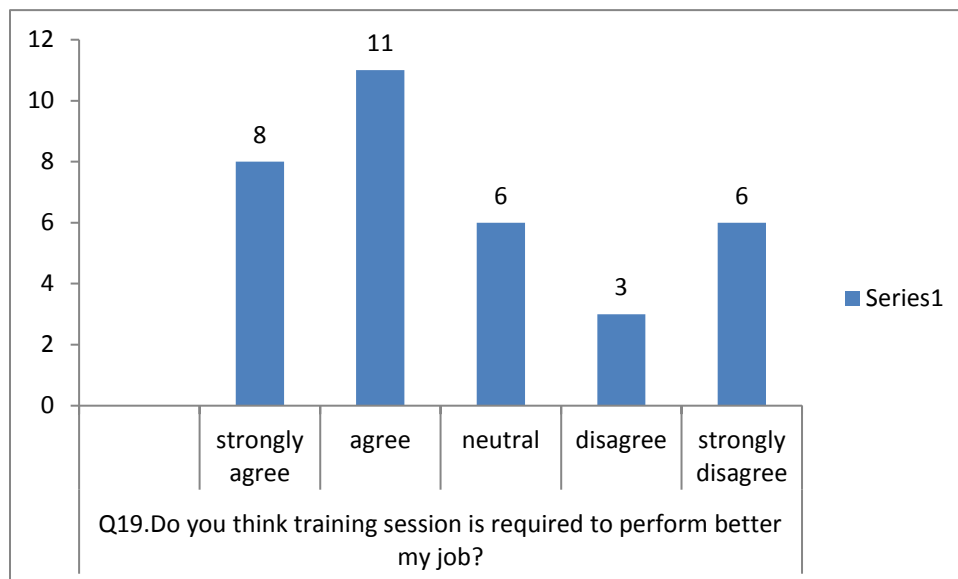
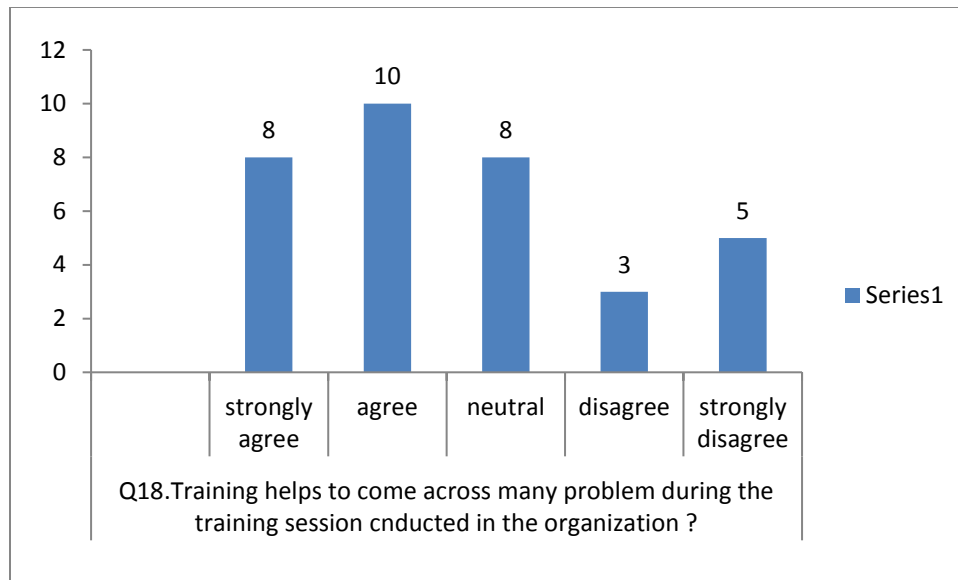


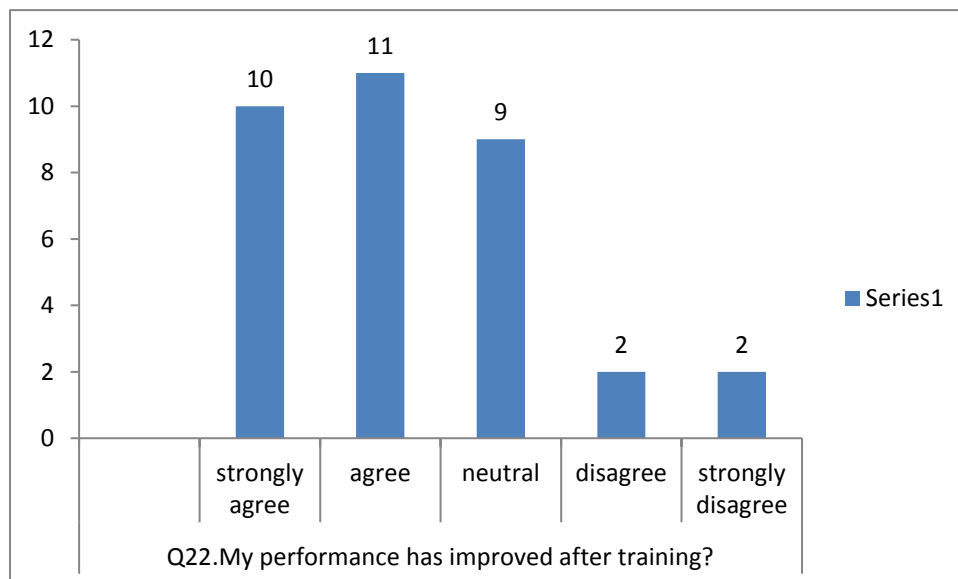
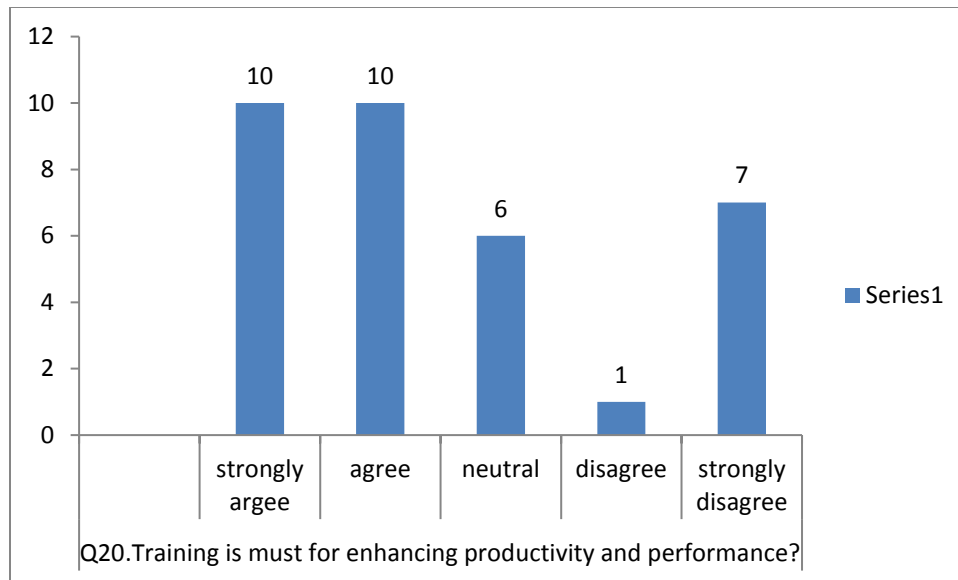


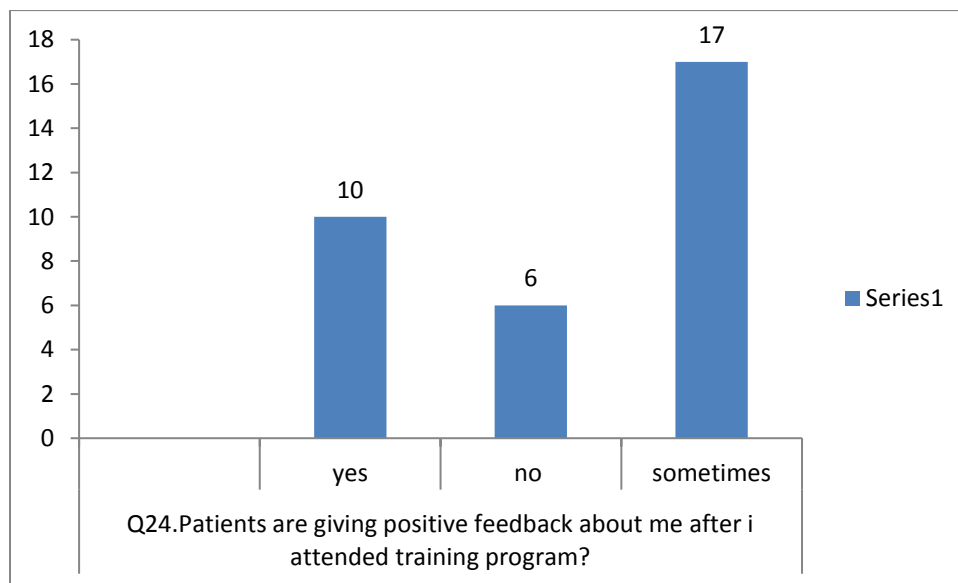
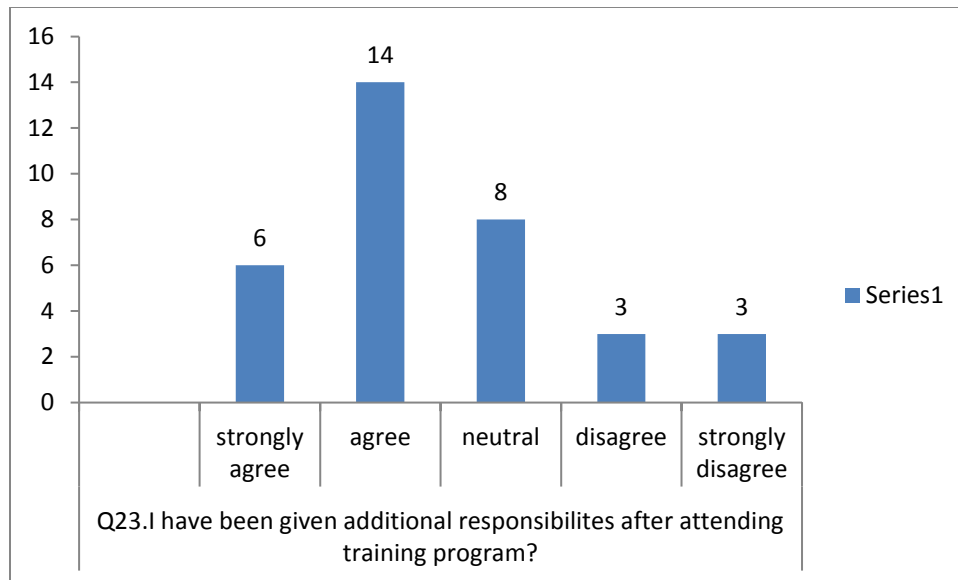


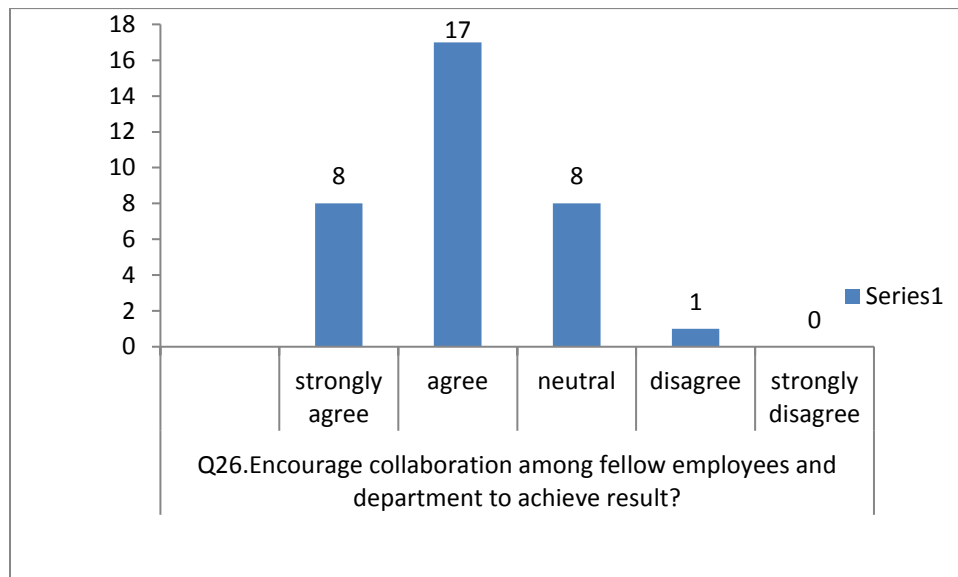
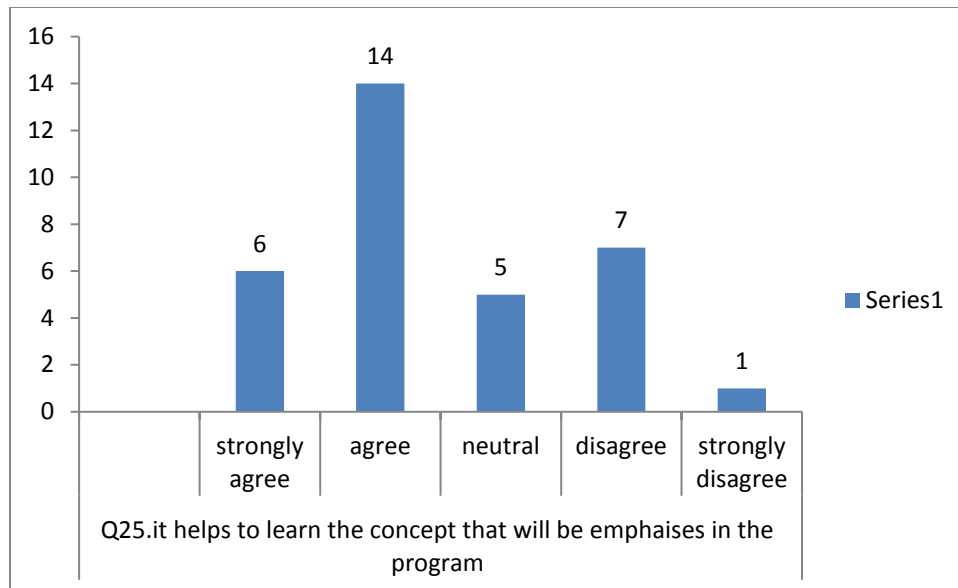


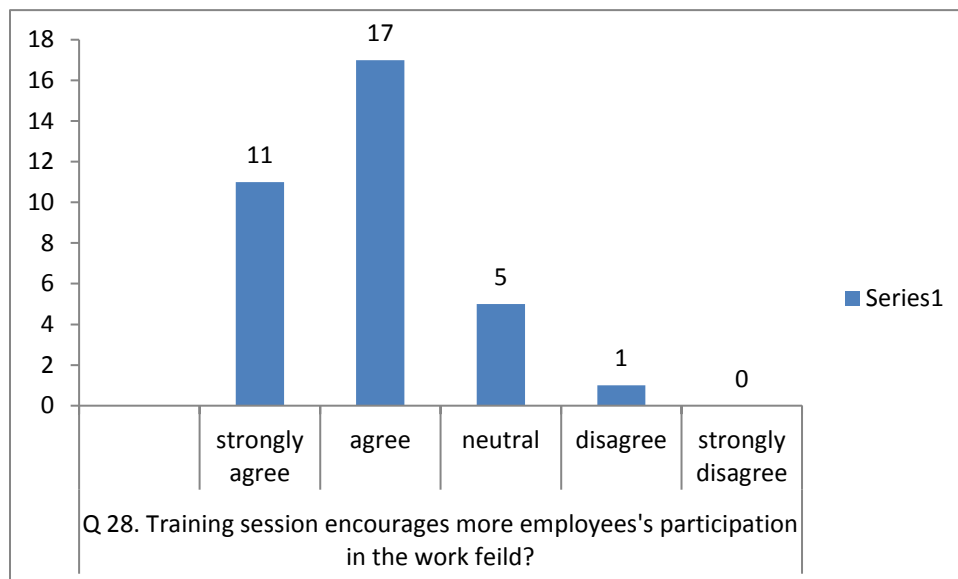
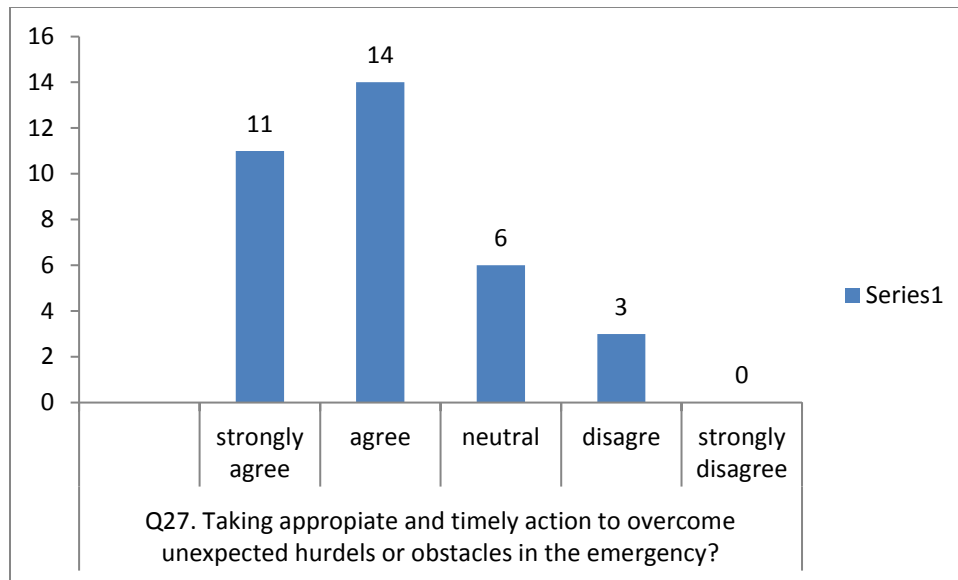


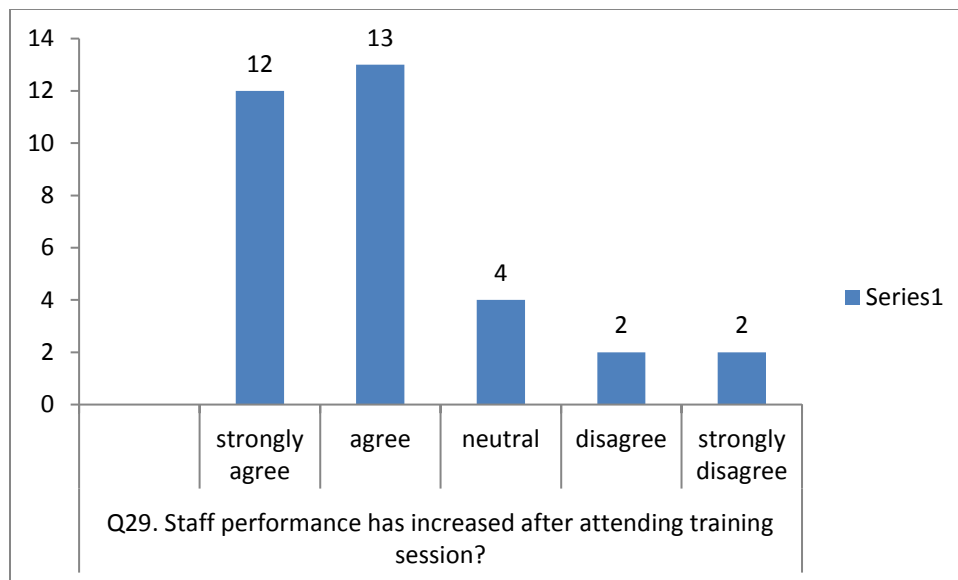












Recommendations

Human resources are the most important assets of every organization. Acquiring and retaining these resources is one of the major challenges faced by many organization. However there is some problem that should be taken care.

- Organization should create a good training and development programs or broaden the training and development activities in the organization
- Cross- border job opportunities should be selected on the basis of their performance talents for further development.
- On the job training and practical learning must be given more importance.
- Organization should create opportunities for employee's growth and development in that way the employee's effectiveness will enhance.
- Provide flexible learning option.
- Informal mentoring and coaching channels have to be supported while large no. Of employees are working.
- Regularly take feedback about the current ongoing training and development programs so the overall effectiveness of the programs can be more improved.
- Build trust in organizational leadership.
- Consider doing follow-up mini-sessions a month or two after a training session, where participants can interact and talk about their experiences and challenges applying what was learned

Limitations:

- Sample size was limited.
- Employees were not able to give proper time due to their busy schedule and time constraints
- Scope was limited.

Conclusion:

- After the completion of research report named Training need assessment on performance and job satisfaction of employees" I would like to conclude the following things.
- That training and development programs play an important role in performance and job satisfaction on employees where majority of employees agree to it.
- The organization must continue with their current policy and could add up more programmes to the current policy I near future to be more employees centric.
- HOD should get involved while organizing training and development programs.
- Recognition of work, honest feedback and money are considered as the most motivating factor.
- Trained employees give positive result to the organization as well as organization it nourishes the employees to implement in the practical world

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Annexure

Questionnaire

Assessment of training and Development programs on Employee Satisfaction sand Performance

1. Have you ever attendant any training course?

- Yes
- No

2. How many times have you attendant training course?

- 1 time
- 2 times
- 3times
- 4times

3. How important do you feel it is for newly recruited staff to participate in an organization program?

- Very important
- Somewhat important
- Neither important or unimportant
- Somewhat important
- Not important

4. Do you think this organization offer good type of training to improve performance of employees?

- Too much training
- A good mix of training
- The wrong type of training
- Too little training
- Too much formal training

5. What would be your preferred training method?

- Seminars on site
- On line webinars
- E-learning courses other
- Other

6. How training be improved?

- Regular updates
- Monthly lecture
- Discussion approach
- Case study approach
- Practical approach

7. How would you rate the effectiveness of the process used to identify your training and professional development needs?

- Completely ineffective
- Ineffective in most regard
- Moderate effective
- Effective in most regard
- Completely effective

8. Training and professional development needs were actually met while working on job?

- Not met at all
- Not met in most regard
- Met in most regard
- Met completely

9. Impact of training method on skill

- Yes
- no

10. Training program enhance the belongingness in the hospital

- Yes
- No

11. A Training and development program helps to motivate staff to do their best job?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. What are the stated objectives of your hospital regarding training and development programs?

- Individual growth
- Organizational growth
- Department growth
- Patient satisfaction

13. What type of training is needed to hospital staff?

- On the job training
- Off the job training

14. In what aspect training helps at managerial level?

- Stress management
- Team management
- Personality development
- No training

15. What were the overall findings of feedback?

- No change
- Skill improvement
- Confidence in particular tasks

16. Do you think any change is required in the present training and development system?

- Yes
- No
- Partially required

18. Are you satisfied with the training session conducted in the organization is useful

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. Training helps to come across many problem during the training session conducted in the organization

- Strongly Agree

- Agree
- Neutral
- Disagree
- Strongly Disagree

20. Do you think training session is required to perform better my job.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. Are you satisfied with the training session conducted in the organization is useful

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22. Employees are given appraisal in order to motivate them to attend the training

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

23. Training is must for enhancing productivity & performance.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24. I am always aware about the objective of training program.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

25. Training programmed is enhancing my skills.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

26. My performance has improved after training.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

27. I have been given additional responsibility after attending training program.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

28. Patients are giving positive feedback about me after I attended the training programme.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

29. It helps to learn the concept that will be emphasized in this program

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

30. Encourage collaboration among fellow employees and department to achieve result

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

31. Taking appropriate and timely action to overcome unexpected hurdles or obstacles in the emergency

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

33. Encouraging team work and collaboration as a method to accomplish task and achieve objective

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

34. There are opportunities for growth in my job.

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

35. I am satisfied with the professional development opportunities provided.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

36. Training session encourages more employees' participation in the work field.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

37. Staff performance has increased after attending training session

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

38. Do you think training programmed clear the roles and responsibilities of my job?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree