

# Training and Development and health workers' motivation and performance

## A case study in Secondary health care sector, Karachi, Pakistan

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# **Training and Development and health workers' motivation and performance**

## **A case study in Secondary health care sector, Karachi, Pakistan**

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### **Abstract:**

Training and development are some of the major issues in every organization. The present study focuses to find out the impact of training and development on nurses' and technical staffs' performance and work motivation. We received data of 51 numbers of employees as a sample by using convenient sampling at one of the secondary health units. Data were collected through a standard questionnaire and analyzed by reliability, descriptive, linear regression and correlation coefficient using IBM SPSS21. Results show a positive relationship between training and development and employee performance and motivation.

**Keywords:** Secondary health care unit, Training Development, Work Motivation, Employee's performance, Expectancy theory.

# CHAPTER 1

## 1 Introduction:

### 1.1 Background:

Knowledge and skills of the talented workforce when improved, it proved to be a major source of competitive advantage in a global market (McKinsey, 2006) and therefore encouraging organizations to train their employees is one of the ways to prepare them to enhance their performance.

Training is the only way to develop the organizational intellectual property by building competencies. To increase the employee performance by training and development like the researcher quoted is an important activity to increase the performance of health sector organization (Iftikhar Ahmad and Siraj-u d-din, 2009). Another researcher quoted that employee performance is the key building block that increases the performance of the overall organization (Qaiser Abbas and Sara Yaqoob). Many factors like job satisfaction, knowledge, and management influence employee performance but there is a relationship between training and performance (Chris Amisano, 2010). This shows that employee performance is directly proportional to the performance of the organization and training & development play a major role to improve the employee's performance. Motivation also empowers employees to be responsible for performing and achieving their tasks and duties. According to the researches, it can clearly understand that if organizations provide on the job and off the job facilities, it usually helps in improving the employee's morale towards its job. (Porter L, 1974). Employees are motivated by managers by providing different facilities and employees get maximum benefits from their abilities (shadare et al, 2009).

Among the fundamental rights of every individual health care is considered one of them. At the same time, efficient and effective delivery of health care services requires the pro-active management of health care professionals (Aneeqa & Aisha, 2016). The health care system is based on primary, secondary and tertiary health care units. Secondary care deals with acute care: necessary treatment for a short period which includes brief serious illness, injury or other health conditions. This care is usually done in the hospital emergency department, during childbirth intensive care and other imaging services.

It is necessary for hospital administrations to improve the employee's performance and to increase their motivational level through training and development to achieve the goals and objective of hospitals. Especially the nursing and health allied professionals need training most as they direct deal with patients and their slight negligence may cause loss of precious lives.

### 1.2 Problem statement:

Studies show staff inability leads to incidence (B Beech; P Leather 2006) and health care unit where staff inability results in loss of life provoke violence and the studies show violence at work place is another major occupational health hazard for organization. (Chappell & Di Martino, 2000) so the researchers recommend training as a preventive measure to prevent violence (Brewer, 1999)

## **1.4 Research objective:**

1. To identify the training and development impact on nurses and technical staffs'

Performance?

2. To identify the training and development impact on nurses and technical staffs' work motivation?

## **1.5 Research Gap:**

Different case studies have explained importance of training concerning business development in Health care sectors such as impact of training and development on organizational performance (Khan, Abul Ghafoor, R & Khan Amed, 2011) and Impact of training program on organizational effectiveness (Ali Z & Hussain, M, 2014). All these researches are conducted in tertiary health care unit. There is a scarcity of data related to the secondary health care unit. This research focuses on the impact of T & D on employees' performance and motivation in the secondary health care unit.

## **1.6 Structure of the study:**

The study includes five chapters. The first chapter comprises an introduction and outlines the background of the study. It also states the research problem, research question, and research objectives to understand the study. It also gives the research gap structure and significance of the study. Chapter 2 includes the literature of the study. Chapter 3 comprises the methodology of the study and It discusses the methods that are used for analyzing quantitative, gathered during the study. Chapter four is associated with the results as well as the data analysis of the findings.

Chapter five deals with the summary, conclusions, and recommendations of the study.

## **1.7 Study Significance:**

Employees are the assets for the organization who can strengthen the organization. If the employees are not trained and having no skills to perform their job responsibilities and unable to make decisions, then employees are unable to achieve organizational goals and objectives. The objective of the study is to focus on the needs of systemized training for better employees' performance and work motivation. Moreover, these programs are considering as the expensive and employees are reluctant to avail them. These programs although expensive in the short run but will be beneficial and useful in the long term. The employer's responsibility is to provide training programs to enhance and improve employee performance and meet the present and future needs. The findings of the research is significant in the way; it will help the secondary health care to focus on the importance of training and development programs so they can improve employee's performance.

## **CHAPTER 2**

### **Literature Review:**

#### **2.1 Vroom's Theory:**

Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. It is based on idea that efforts is directed towards behaviors that people believe will lead to desired out comes (S. McShane; S. Steen,2012; p123)

#### **2.2 Training and Development:**

Usually, a large organization conducts a training session for its employees. Training and development help to provide understanding, know-how, techniques, and practices. It helps to improve the performance not only of individual, collegial but also at different organizational levels. Training and development are planned learning experiences that help employees to know how to perform job responsibilities more effectively. Sims (2002) focuses on the needs of training for present jobs while development makes ready the employees for possible future job responsibilities and the basic objective is to contribute the organizational goals.

HR professionals have to develop programs that will solve the problems in responding to the challenges of the skills gap and skills deficiency (Sims, 2006). Organizations are continually investing in their internal customers or employees and thus taking advantage of human capital management. HR professional requires a sense of ownership to develop strategies to settle within the workforce that will ensure superior knowledge, skill, and experience. The basic purpose of learning from the employee perspective is to acquire skills and knowledge to perform the job to gain promotion. To facilitate career changes, training and development also play an important role in the personal and professional development of the employees. The definition of Learning is to gain knowledge through self-directed studies and experience; it is the art of gaining knowledge, skills, attitudes, and retaining and using of ideas; or behavioral changes through experience (Maycunich 2000). Senge (1990) believes that learning has little to do with taking in information; rather it is a process that enhances the capacity. Learning is about capacity building to create new.

For both the organization itself and also to the individual employees training and development is beneficial and essential. It also leads to improve not only profitability but also developing positive attitudes toward profit orientation, it also improves the job knowledge and skills of employees at each level, workforce morale of employees improves and it also helps the employees to identify organizational goals (Sims, 1990). Training and development benefit employees at an individual level through helping them in better decisions making and by developing approaches towards effective solutions to problems. It also assists to encourage and achieve self-development and self-confidence and helps an employee to handle stress, tension, which leads to job satisfaction and recognition and encourage the person towards personal goals while improving interaction skills (Sims, 1990). In short, Training and development is a systematic process of varying the employee's behavior towards achieving organizational goals.

## **2.3 Importance of Training and Development:**

There are two types of training i.e. specific training and informal training. Specific Training is provided on the job while on another side informal training is provided to the employee off the job. On job training works as a purpose for the increment of salary (Lillard, 1992).

Training and development is a significant variable to increase organizations productivity and efficiency. (Colombo and stanca, 2008) Acknowledged the purposes of training, according to them to improves skills, increase efficiency, knowledge, expands the quality of work, understanding and behaviors and attitude: and other tools like turnover, absenteeism, accidents, eliminates obsolescence in skills, lateness, costs, technologies and etc. it conveys executives to enlighten the performance needed for the job: improves development of employees and guarantees the productivity of the organization.

Due to the changing environment, it is necessary to improve human resources and improve training activities (Amin, et al, 2013). Now a day's training and development programs are important to improve employee's quality of work in an organization (Ramya, 2016) with the objective to contribute to the organization's goals (Sims, 2002). Training and development programs are also furnished professional and personal development

## **2.4 Employee Performance:**

Employees are the most valuable of every organization as they can make or break a company's reputation and can adversely affects profitability. The basic concept of performance is to achieve the desired affects profitability. The multidimensional concept of performance is to achieve the desired results and has a strong relation with organization's strategic goals so it enhances the efficiency and effectiveness of the organization which helps in achievement of organizations goals (Mwita, 2000) employee's performance can be determined through various factors like working conditions, training and development of employees, company's policies and the relationship between employers and employees (Aktar, Sachu, and Ali, 2012). This study shows the training and development impact on health sector too, the role of training and development programs and practices empower top managements to construct healthier working environment that improves and increase the level of motivation, commitment and loyalty of employees to their performance. Happy and satisfied employee helps management to perform better and helps to accomplish organizations goals (Kinicki and Kreitner, 2007). On other hand (Preffer, J.1994) emphasizes that employees who are sufficiently training are more towards to complete performance objectives and can efficiently gain competitive advantage in the market.

Therefore, in era of latest technology the employer is now realizing that success demands the improvement of skills and abilities of employees and it requires continuous investment in it. It is the systematic accomplishment and expansion of the knowledge, skills and attitudes. It is

essential for sufficient execution of a task or job and for better performance in the job environment.

## **2.5 Work Motivation:**

By providing the training only to the employees is not a must beneficial until or unless employees are motivated to get knowledge about their jobs. Performance evaluations, motivation, job involvement, compensation, employee training and development, job securities are the factors on which employee performance depends. This study focuses on nurses and technical staff s' training for their better performance and motivation.

Employees are motivated by managers by providing different facilities and employees get maximum benefits from their abilities (shadare et al, 2009) These motivated employees are more responsive to the definite goals and objectives to achieve them, therefore, they direct their efforts in that direction. The organization is formulated by motivation more successful because motivated employees are always looking to improved practice to do work, so any organization needs to persuade employees' motivation (Kalimullah et al, Research Journal of International Studies, 2010). By motivating the staff in a hospital can get their best dealing in a tough situation, and this is only possible if hospital persuades employees' motivation.

## **2.6 Relationship between Training& Development and Employee Performance:**

Training and employee performance has positive relationship. Through the development of employee knowledge, skills, ability, competencies and performance, training provide benefits to the employees and organization. Organizations that are indented to generate profits for their shareholders and for providing quality service to their customers and beneficiaries, these organizations must invest on the employees' training (Evans, 1990). It must be related to money, job, promotion and recognition; these are the things which the trainee acquired. The highly motivated trainee acquires a new skill or knowledge more quickly and efficiently. (Flippo, 1971). Among four main prerequisites for acquiring knowledge; motivation comes First. Cue comes at second requirement. The learner can recognize related indicator (cue) and relate them with desired response with the help of training. Response comes at third. Learner feel the response if training followed immediately by positive reinforcement. The last requirement is feedback; the information that learner receive and indicate in the quality of his response is said to be feedback. This response of learner must be give rapidly to make sure the successful training (Leslie, 1990). The achievement of specified task measured by predetermined or identified standards of accuracy, completeness, cost and speed is called performance. Not only competitiveness, productivity and learning are the ways of enhancing individual performance but also efficiency and effectiveness are ingredients of performance (Cooke F L, 2000).



Training programs improves both performances of the employees and to build the relation between with organization through motivation (Muhammad, 2012).

## **2.7 Relationship between Training& Development and Employee Work Motivation:**

Motivation is known as a key element of the business. Motivation also empowers the organization to be responsible and resourceful for performing and achieving their tasks and duties. It supports them in using business assets appropriately. Work motivations help the manager to encourage their employees and to brand them with productivity and improvement. Motivation has termed as a psychological process that produces persistent behavior (Saeed and Asghar, 2012).

There is an effective relationship between performance-based payments and performance improvement exist. To earn more money, every employee put extra effort to increase the productivity of an organization. Performance-based payments motivate and stimulate employees to more creative and generating more efforts. In this way, talented employees earn more than unskilled workers. It was observed that production increased, whenever the system changed from monthly salary to daily wages. It means that increment in wages is directly proportional to employee performance (Lazear, 1999). According to the researches, it can clearly understand that if organizations provide on the job and off the job facilities, it usually helps in improving the employee's morale towards its job. (Porter L, 1974).

## **2.8 Importance of Health workers training:**

The healthcare unit is considered as important in the business world. Health professionals deal with precious lives on a regular basis. Trained staff are usually better to serve the patients as compared to untrained one and they are better able to handle situations and make good recommendations which not only improve work practices but also empower them with confidence and improve their performance by developing new skills which ultimately results in the progress and growth of the hospital.

## **2.10 Hypotheses:**

On the above literature review basis and framework, the following hypotheses developed.

### **Hypothesis;**

H1: There is a significant relationship exist between training & development and employee performance.

H2: There is a significant relationship existing between training & development and employees work motivation

## **CHAPTER 3**

### **Methodology:**

### **3.1 Research Design:**

#### **3.1.1 Strategy:**

The study is conducted with the purpose to find out the T & D impact on the performance of employees working in a secondary healthcare unit. The major objective of the research highlights the importance of Training & Development for skill enhancement in delivering quality services to the patients. Besides it also gives an overview of how employees perceive the role of T & D in their job performance. The objectives of the study are to find out the impact of training and development on nurses and health allied professionals' performance and to identify the significance of training and development on their motivation. The questionnaire had been distributed to the employees who had gone through some training sessions during the course of their job at their respective area of work and interviews were also conducted. On the basis of responses, results have been drawn which proved the study objectives and also answered the research questions.

**3.1.2 Choices:** Quantitative research methodology used in this study which seemed more appropriate for given nature of the issue pursued and analyzed. The data were collected from technologist and nursing staff of morning and evening shifts of departments like ICU, NICU, OT, X/RAY, ULTRASOUND, ER.

**3.1.3 Time Horizon:** It was a cross sectional study. I.e. observational study that analyzes data from a population at specific point in time. Data was collected across a population through convenient sampling technique

#### **3.2 Target Population:**

The target population of this study is nurses and technical staff i.e. 150. This population is selected for two reasons. Firstly, health care professionals (nurses in particular) have been used in previous research related to organizational commitment (Hackett, Bycio, and Hausdorff,1994; Knoop,1995; Meyer, Allen and Smith,1993). Secondly, all member of this population requires mandatory training for individual performance and organizational growth

### **3.3 Sample size:**

The sample size is 109 calculated from Rao software for the target population.

### **3.4 Sample Technique:**

Sampling technique used for this research is Convenient Sampling. In this method data is collected from the population who are convenient to participate.

### **3.5 Research Instrument:**

The data mostly used in studies are i.e. primary data is a newly gathered data for sake of problem at hand e.g. surveys, interviews, focus group discussions etc and secondary data is collected from existing sources e.g. company records, government reports, published papers, reviews etc. The study is based on primary data.

#### **3.5.1 Quantitative Data:**

For this study quantitative data is collected through Adapted Questionnaire. Which consisted of 23 questions? These are close ended questions with the use of 5 points Likert scale, consisted of Strongly agree, agree, neutral, disagree and strongly disagree. All these questionnaires were distributed and collected by hand. Questionnaire has 4 sections.

Section A contains demographic questions.

Section B is based on Training and development questions.

Section C is based on employee performance questions.

Section D is based on Work motivation questions.

### **3.6 Data Analysis:**

Statistical tools are used for analyzing the numerical data obtained from the respondent through questionnaire. The collected data is analyzed by using mean, simple linear regressions, correlations and relevant descriptive statistics using SPSS (Statistical package for the Social Sciences) and ANOVA (Analysis of variance). This research is conducted in Karachi, Pakistan.

## CHAPTER:4

### Results and Findings:

#### 4.1 Quantitative Data Analysis:

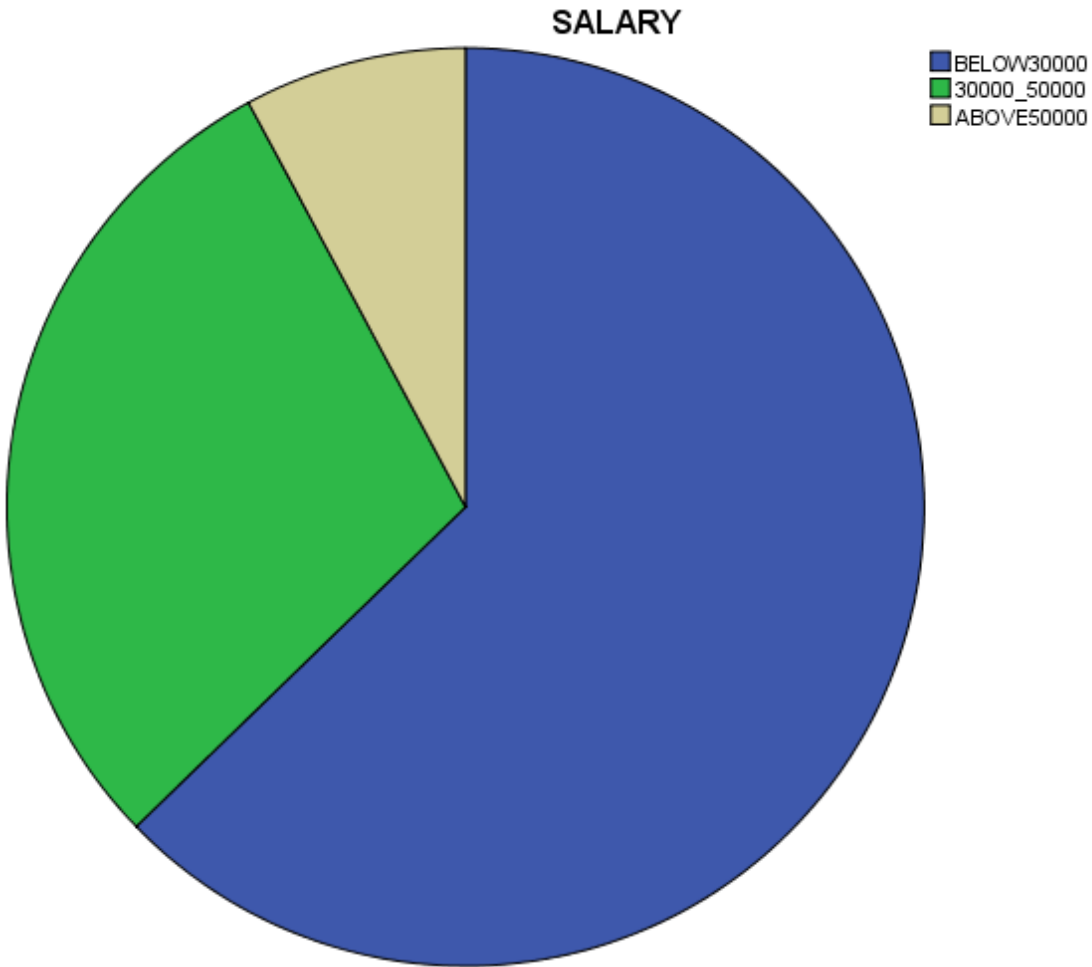
##### 4.1.1 Distribution:

##### a) Salary wise Distribution:

The table and chart below represent the salary of respondents i.e. 'below 30000 = 62%),(between 30000 to 50000 =29.4)and ( above 50000 =7.8).

**TABLE 10 SALARY**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BELOW30000	32	62.7	62.7	62.7
	30000_50000	15	29.4	29.4	92.2
	ABOVE50000	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

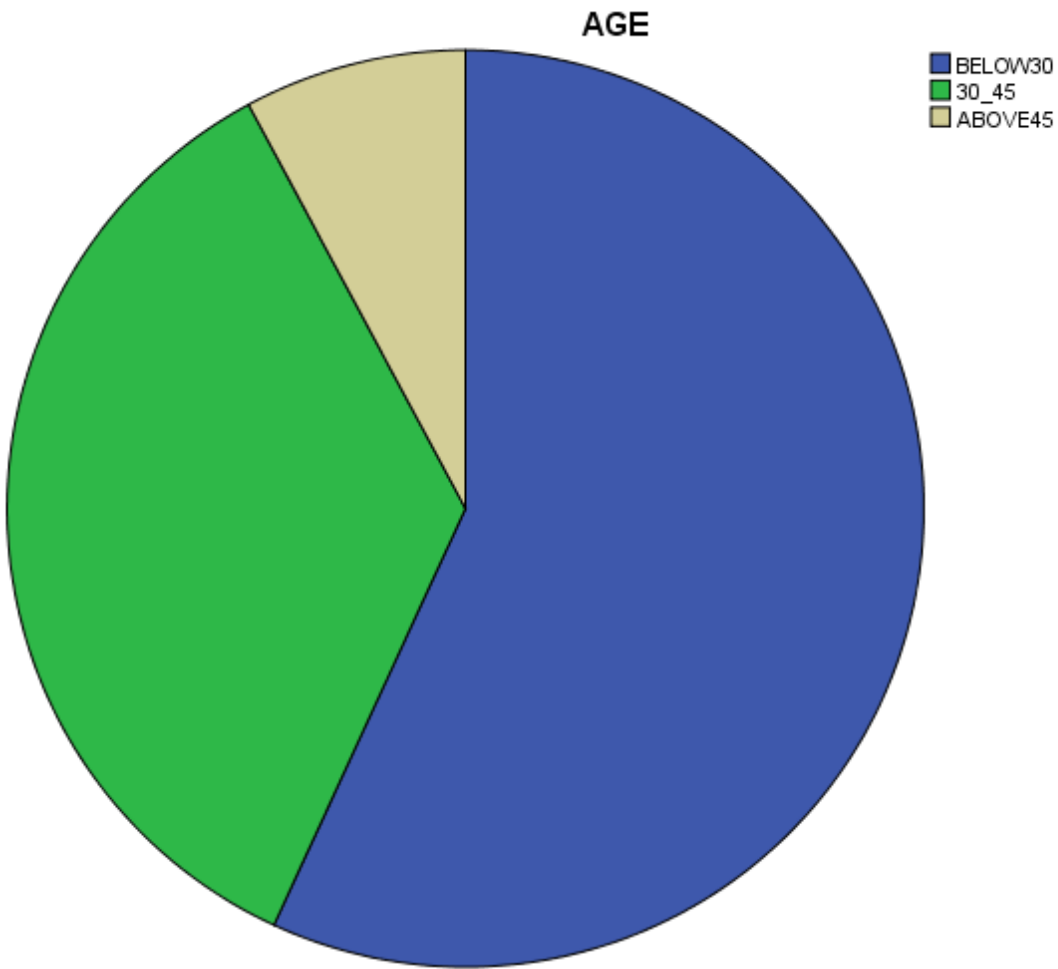


### B) Age Wise Distribution:

The table and chart represent the age of the respondents i.e. (below 30 = 56.9%), (between 30 to 45 = 35.3%) and (above 45 = 7.8%).

**TABLE 11.AGE**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BELOW30	29	56.9	56.9	56.9
	30_45	18	35.3	35.3	92.2
	ABOVE45	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

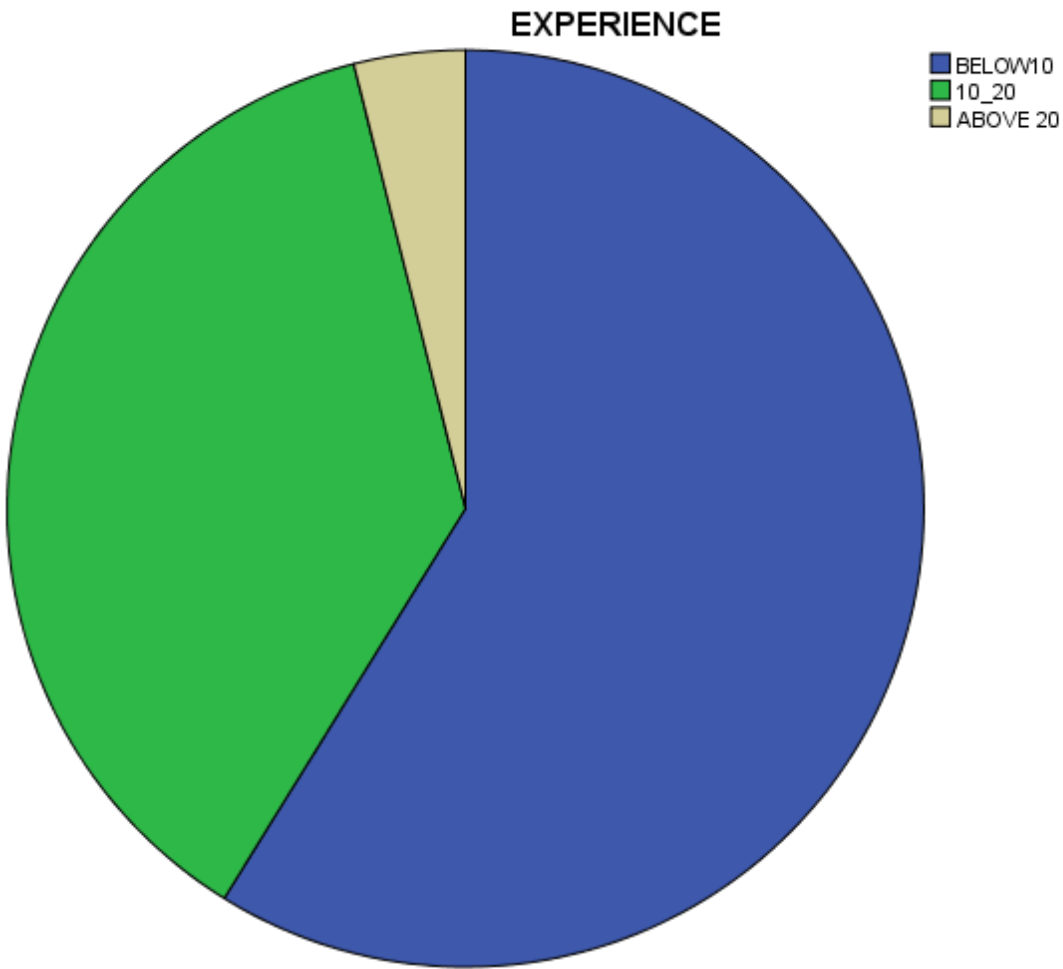


**c) Experience wise Distribution:**

The table and chart below represent the experience of respondents i.e. (below 10 = 58.8%), (between 10 to 20=37.3%) and (above 20=3.9%).

**TABLE 12. EXPERIENCE**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BELOW10	30	58.8	58.8	58.8
	10_20	19	37.3	37.3	96.1
	ABOVE 20	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

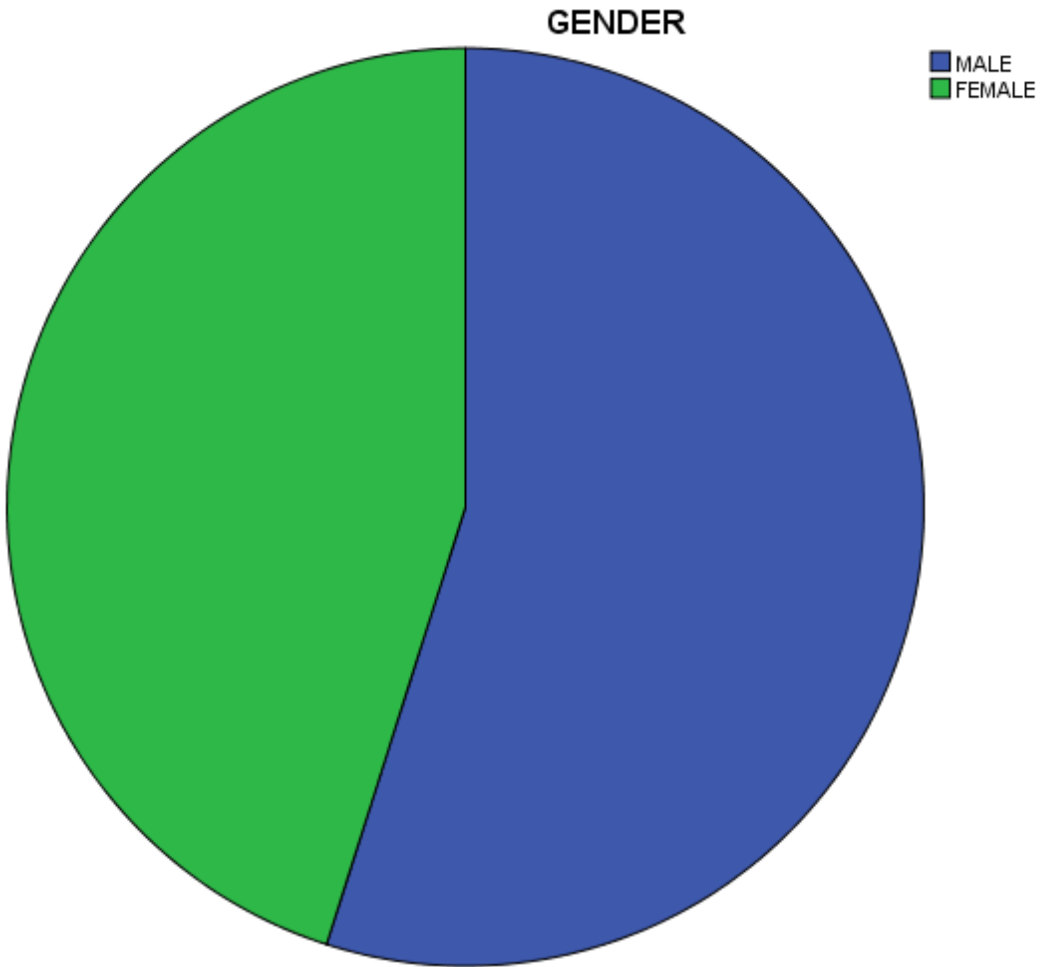


#### **d)GENDER WISE DISTRIBUTION:**

The table and chart below show the male and female respondents of Shamsi Hospital i.e. (Male = 54.9%),and ( Female=45.1%).

**TABLE 13. GENDER**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	28	54.9	54.9	54.9
	FEMALE	23	45.1	45.1	100.0
	Total	51	100.0	100.0	



**e) Education wise Distribution :**

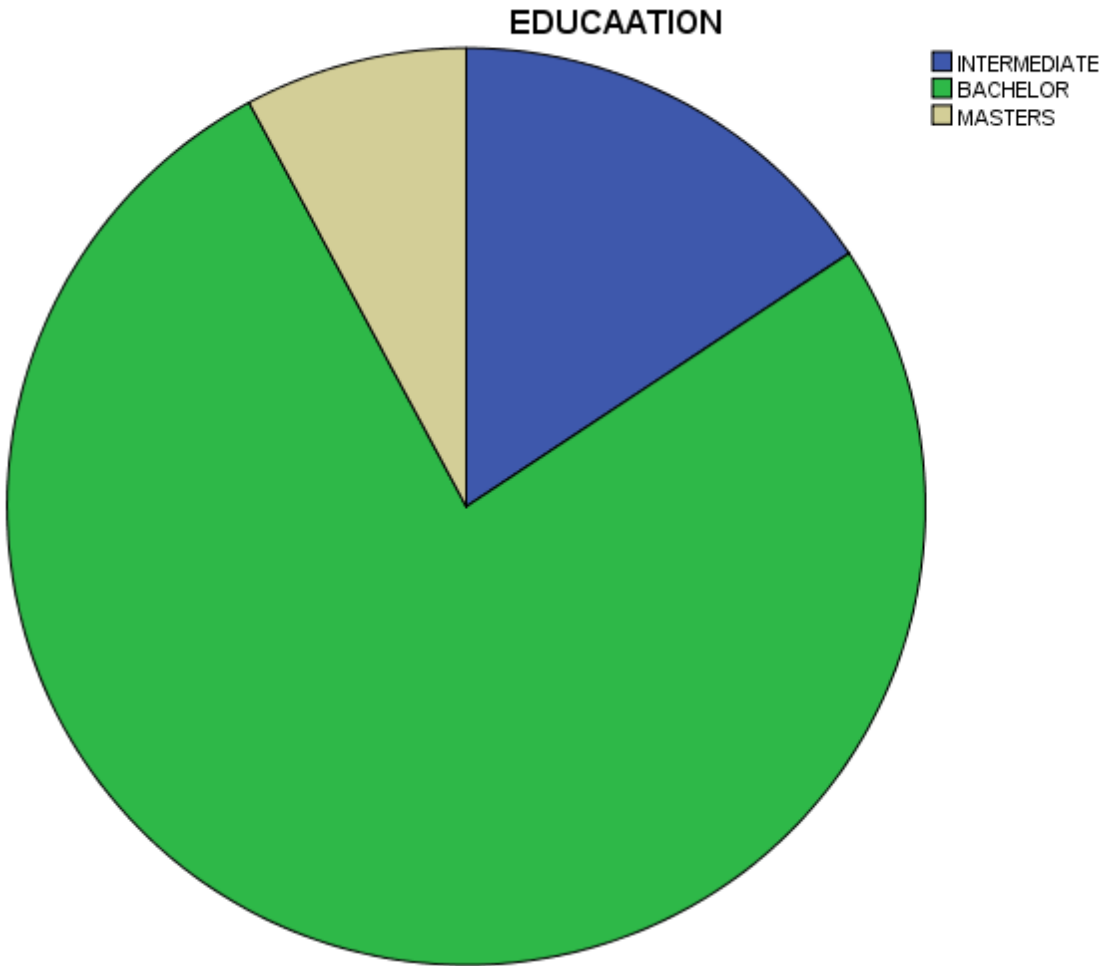
The table and chart below represent the experience of respondent's i.e.

Intermediate= 15.7%),(Bachelor =76.5%)and ( Masters =7.8%).

**TABLE 14. EDUCATION**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	INTERMEDIATE	8	15.7	15.7	15.7
	BACHELOR	39	76.5	76.5	92.2
	MASTERS	4	7.8	7.8	100.0
	Total	51	100.0	100.0	





#### 4.1.2 Reliability Analysis:

Reliability is the assessment tool to measure the internal consistency of variable. There are various types of reliability but mostly used Cronbach's Alpha (Sunder, Lewis & Thornhill, 2007). We use here Cronbach's Alpha to measure reliability. The overall Reliability of Cronbach's Alpha value is 0.821 which shows the variable reliability. Summarized result is presented in Table 1

Table 1: Reliability Analysis

S.NO	Variables	Cronbach's Alpha	Items
1	Training & Development	.642	5
2	Employee Performance	.892	10
3	Work Motivation	.875	8

Table-1, above shows the reliability of Training and Development ( $\alpha=0.642$ ) followed by Employee Performance ( $\alpha=0.892$ ), Work Motivation ( $\alpha=0.875$ ). Since all the values of Cronbach's alpha are higher than 0.821 therefore, it can be safely assumed that the variables used in this study have a good level of internal consistency, the closer the Cronbach's alpha to 1 the higher the consistency reliability. (Uma sekaran 4th Edition).

#### 4.1.2 Descriptive statistic:

Descriptive Statistics calculated by SPSS 21 and through descriptive statistics found mean and standard deviation of data and analyzed variable and independent variables. **Table 2** shows result of Descriptive statistics.

**Table: 2 Descriptive Analysis:**

Variables	Mean	Standard Deviation	Skewness statistics	Std. Error	Kurtosis Statistics	std. Error
T&D	3.9490	.83890	-.731	.333	.281	.656
EP	4.2059	.77985	-1.028	.333	.599	.656
WM	3.7475	1.01811	-.446	.333	-1.079	.656

The table 2 shows that the data is normally distributed as the values of skewness and kurtosis are within the normal range Of distribution i.e.  $\pm 3.5$  Table-2, above shows that work motivation ( $M=3.7$ ,  $SD=1.01$ ) has highest skewness (-0.446) followed by training and development ( $M=3.9$ ,  $SD=.83$ ) and Employee Performance ( $M=4.20$ ,  $SD=.77$ ) and On the other hand, the highest kurtosis (0.5) is for Employee Performance ( $M=4.20$ ,  $SD=.77$ ) and the lowest kurtosis (-1.07) is for work motivation ( $M=3.74$ ,  $SD=1.01$ ).

### 4.1.3 Correlation:

#### Bivariate Correlation:.

Table:3 Correlations

		TD	EP	WM
TD	Pearson Correlation	1	.515**	.531**
	Sig. (2-tailed)		.000	.000
	N	51	51	51
EP	Pearson Correlation	.515**	1	.794**
	Sig. (2-tailed)	.000		.000
	N	51	51	51
WM	Pearson Correlation	.531**	.794**	1
	Sig. (2-tailed)	.000	.000	
	N	51	51	51

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

Table-3, above shows that for that the correlation between Training and Development (M=3.94, SD=.83) with Employee Performance (M=4.20, SD=.77) the correlation was as high as (R=0.515), and Correlation of Work motivation (M=3.74, SD=1.01) with Training and Development (M=3.94, SD=.83) is as low as (R=0.531).

### 4.1.4 Linear Regression:

#### a) Model 1:

Findings of the Linear regression of dependent variable i.e. Employee Performance with independent variable training and Development are shown in Table 4,5,6.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515 <sup>a</sup>	.265	.250	.67542

a. Predictors: (Constant), TD

**Table 5 ANOVA<sup>a</sup>**

		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.055	1	8.055	17.657	.000 <sup>b</sup>
	Residual	22.353	49	.456		
	Total	30.408	50			

a. Dependent Variable: EP

b. Predictors: (Constant), TD

**Table 6 Coefficients**

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.316	.459		5.042	.000
	TD	.478	.114	.515	4.202	.000

a. Dependent Variable: EP

The above tables interpret the correlation coefficient (R) and coefficient of determinant ( $R^2$ ). In the model 1 ( $R = .515$ ) shows positive, moderate degree of correlation. While ANNOVA shows the significant level. So the result of ANNOVA for model 1 training and development is significance contributor to Employees Performance (sig < 0.05).

### **b) Model 2:**

Findings of the linear regression of dependent variable i.e Work Motivation with independent variable training and Development are shown in Table 7, 8, 9.

**Table 7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 <sup>a</sup>	.282	.268	.87122

a. Predictors: (Constant), TD

**Table 8 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.636	1	14.636	19.283	.000 <sup>b</sup>
	Residual	37.192	49	.759		
	Total	51.828	50			

a. Dependent Variable: WM

b. Predictors: (Constant), TD

**Table 9 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.201	.593		2.026	.048
TD	.645	.147	.531	4.391	.000

a. Dependent Variable: WM

The above tables interpret the correlation coefficient (R) and coefficient of determinant ( $R^2$ ). In the model 2 ( $R = .531$ ) shows positive, moderate degree of correlation. While ANNOVA shows the significant level. So the result of ANNOVA for model 2 training and development is significance contributor to work motivation ( $\text{sig} < 0.05$ ).

### **4.3Hypotheses testing:**

#### **a)Hypothesis 1:**

Table 6 shows training and development with correlation Employee Performance  $t=4.202$  and  $\text{sig}=.000$  reveals that null hypothesis is rejected , therefore it shows positive relationship exist.

#### **b)Hypothesis 2:**

Table 9 shows training and development with correlation work motivation  $t=4.39$  and  $\text{sig}=.000$  reveals that null hypothesis is rejected , therefore it shows positive relationship exist.

## **CHAPTER 5**

### **5.1 Discussion:**

The study of training and development is conducted to find out the impact of employee performance and work motivation. Deductive approach is used for quantitative study. Hypotheses are formulated and tested with different statistical tools in the study. Test is generated through Annona, Simple Linear Regression. Quantitative research is conducted through Questionnaire which was filled by the nursing and technical staff of Shamsi Hospital.

This study demonstrates the positive relationship between Independent variable (Training and development) and Dependent Variable (Employee Performance and Work Motivation).

This chapter also shows the results of hypotheses and which has relevance with the previous studies. The hypothesis supporting predictor Training and Development impacts on employee performance and work motivation is accepted.

This research is limited to one hospital in secondary health care sector in Karachi. In future research comparative study between secondary and tertiary health care sectors could be conducted to know different perspectives of employee's performance, motivation, training and development programs in their respective health sector. There are other factors like reward system that affects the motivational level of employees, future research could be conducted on impact of financial and non-financial rewards system in health care sector. In the present study impact of training and development were analyzed on nursing and other health allied staff, in future it could be checked at different managerial levels in health as well as other service sectors.

Results show that training and development have a positive impact on employees' performance and work motivation so health care should invest more money in training sessions and should organize effective training programs according to the needs of their employees to improve their performance, skills, and knowledge. Hence Training and development is an important factor to evaluate employees' motivation towards their work.

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