INFLUENCE OF STAFF TRAINING ON SERVICE DELIVERY AT MOI TEACHING AND REFERRAL HOSPITAL

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Abstract: **Service delivery is critical to ensuring the country's wellbeing, citizens satisfactory and development whether economic, social or political depends on how efficient are the services provided. Better service delivery always begins with better procurement process. This is because government departments can only take appropriate action and make correct decisions if they have sufficient information about process at their fingertips. Staff training is a prerequisite for globally competitive organizations. The purpose of the study was to analyze staff training on service delivery at MTRH. The current study was underpinned under the Cognitive Theory. The researcher used descriptive research design. The accessible population for the study was 120 employees of Moi Teaching and Referral Hospital. The researcher used the structured questionnaire to collect the primary data desirable for the study. Pre testing of the questionnaires were conducted to establish its validity and reliability. Data was analyzed by use of descriptive and inferential statistics through the help of Statistical Package for Social Sciences (SPSS) version 24. Descriptive statistics includes; percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistics applied by the researcher in data analysis were the multiple regression models and the Pearson correlation analysis. The study results indicated that staff training has a positive significant influence on service delivery at Moi Teaching and Referral Hospital. ($\beta4$= 0.138, p=0.018<0.05). The study concluded that skills and expertise enhance record systems and Record management is properly done. When an organization conducts induction to employees, motivates their employees and ensure that there are enough personnel in the organization service delivery `improves. Suppliers should develop competent technical abilities so as to provide high quality products or services.**

Keywords: **Staff, Training, Service, Delivery.**

1. INTRODUCTION

Background of the Study

Service delivery is critical to ensuring the national well-being and stimulation of economic development (Hogarh, 2012). Better service delivery always begins with better procurement process. This is because government departments can only take appropriate action and make correct decisions if they have sufficient information about process at their fingertips. Staff training procurement is a common way to leverage the benefits of indirect procurement in an organization. The main aim of it is to capture the economies of scale by unifying the Procurement processes of an organization's different units (Aboyassin & Sultan, 2017).

To manage an organization both large and small requires staffing them with competent employees (Uzoamaka & Innocent, 2017). The formal educational system in Nigeria does not adequately teach specific job skills for a position in a particular organization and few employees have the requisite knowledge, abilities, skills and competencies needed to work (Hogarh, 2012). As a result, many employees require extensive training on the job to acquire the necessary

knowledge, abilities, skills and competencies needed to make substantive contribution towards the organization's growth. Therefore, there is need for the organization to formalize its training programmes and make it all round; because an organization's decision whether or not to train its workers affects the overall economy, even if the firm does not factor the economy into its decision. Hence, training workers is a type of a public good, a practice that encompasses abroad range of social dilemmas.

In Pakistan, service delivery has been enhanced at greater extend. This has led to better improvement of service delivery in public organization. Training of staff has been widely undertaken as many staff members are centrally located which has led to better service delivery. Performance management of staff can be handled through a common system (Orina, 2018). The increased professionalism that specialist purchasers can bring to staff training will enhance the service delivery already referred to and should reduce the chances of error undermining these influences (Afshan et al, 2012). Therefore, a decentralized approach to public procurement are responsible for conducting procurement activities which is the preferred solution to public purchasing policy.

In Kenya, employees and their leaders are engaged in in-service training events and their work constantly pegged on the contribution of trained administration, organizational goals are effectively and duly achieved (Racine, 2015). The county government in Kenya has budget directors, human resources, all administrators, finance officers and other employees. It's upon this that the public service proposes that there is need to be equipped with an optimum number of staffs with relevant skills mix, knowledge and attitude in tandem with the competency framework, with a view to promote a value based public service (Elnaga & Imran, 2013). Effective service delivery can influence a firm's supply chain performance by achieving best service to the customers, meeting forecast demands and gaining a competitive edge (Christopher, 2016).

For many, the poor service delivery brought more problems than those it was able to solve and the model was eventually strongly criticized as a dangerous path toward competitive electricity markets. It also lacked transparency and accountability, and in some cases exacerbated corruption problems (Amaemba, 2013). Kisii County allocated huge amount of money for training sessions in order to enhance service delivery, however it appears that training sessions on service delivery has not been felt much. The feedback received differs from the one expected. Thus, it's not clear that training provided good service delivery.

Statement of the Problem

Service delivery is critical to ensuring the country's wellbeing, citizens satisfactory and development whether economic, social or political depends on how efficient are the services provided. Staff training provides the firm with a single, collective sourcing and buying power. This captures a large part of the potential corporate Procurement synergies, but there is little user control and responsiveness to local needs (Stock, 2010). The study of staff training practice and organization performance at such a time is imperative. This is because many organizations have been accused of massive procurement irregularities that have led to adverse business results, for instance loss of shareholders money and procurement of inferior goods at high prices. This has led to serious compromise on quality of offered goods and service to end customers (Njagi & Shalle, 2016). In spite of the benefits, the recent economic crisis and lack of information giving tool of the company have challenge the capacity of the parastatal to cope. Procurement officers of the MTRH have the demand for information; what products or services are being procured from what supplier. Which internal user is buying what product; how large customer is one department to any one supplier; and how much volume of a specific product/service has been procured throughout the entire organization? Despite the many advantages that this process has it pauses a number of challenges with respect to the volume of work being handled at one central point. The need for staff training of procurement has been driven by the need for firms to reduce costs and enhance the efficiency of the procurement process. From the aforementioned studies it is evident that the procurement process in general plays a key role on the performance of firms. However, despite this there has been lack of sufficient literature indicating if any the influence of staff training on organization performance. The current study seeks to fill this gap by examining influence of staff training on service delivery at Moi Teaching and Referral Hospital (MTRH).

General Objective

The objective of the study was to analyze the influence of staff training on service delivery at Moi Teaching and Referral Hospital.

Research Hypothesis

H_{03}: Staff training has no significant influence on service delivery at Moi Teaching and Referral Hospital.

Significance of the Study

The current study was of great benefit to the management of Moi Teaching and Referral Hospital. The heads procurement function and the various stores departments used the findings in understanding the supply chain. More so the research findings might help to enhance policy formulation within the devolved hospitals and the national government where bureaucracy and corruption have extensively dampened public procurement.

2. LITERATURE REVIEW

This chapter looks at the theoretical framework, the conceptual framework and empirical review

Theoretical Framework

The study was guided by Cognitive Theory by Good and Brophy.

Cognitive Theory

Cognitive theory was postulated by Good and Brophy in 1990. The theory broadly explains thinking and differing mental processes and how they are influenced by internal and external factors in order to produce learning in individuals. In this theory, learning is the acquisition or reorganization of the cognitive structures through which human beings process and store information. Theory assumed that the way in which people learn to recognize and define problems and experiment to provide solutions. This theory brings up the concept that individuals have different needs and concerns at different times, and that they have subjective interpretations in different contexts enhancing acquisition of varied skills and knowledge while training is only one of the ways for carrying out learning in organizations (Nassazi, 2013).

This theory is limited that it only explains the importance of knowledge acquisition, and indicates its benefits to organizations and community as a whole. Training in all its forms as postulated by the cognitive theory is critical to the acquisition of knowledge skills. Attitudes and behavior of employees to enable them deliver better services. The study presumes that with influence training, all trained employee is able to influence positively deliver services to customers. This goal is accomplished by the appropriate blending of what management authorities historically have called the five M's of management that is machines, manpower, materials, money and methods.

Once complete, the study findings were compared with this theory to find our any differences and convergence in order to make a conclusion (Marozzi and Mario 2015). This theory is hence vital and evident in the nature and quality of services delivered. The theory assumes that the human behaviour can be explained as a set of scientific processes. Our behaviour can be explained as a series of responses to external stimuli. Behaviour is controlled by our own thought processes, as opposed to genetic factors. The cognitive approach attempts to apply a scientific approach to human behaviour, which is reductionist in that it doesn't necessarily take into account such differences. Supplier selection is one of the most important business processes performed by organizations today. This is because of its impact on service deliver and, more specifically, on final product attributes such as cost, design, manufacturability, and quality. However, popular case studies of individual behaviour such as HM have led cognitive psychology to take into account idiosyncrasies of our behaviour. On the other hand, cognitive psychology acknowledges the thought process that goes into our behaviour, and the different moods that we experience that can impact on the way we respond to circumstances.

Empirical Review

Staff Training and Service Delivery

Jagero et al., (2012) carried out a study to find out the relationship between on the job training and employee performance in DHL and FedEx courier companies in Tanzania. The study objectives were to examine the existing on the job training programs and asses the employee's performance in the courier companies. Correlation survey method was used and questionnaires were used as research instruments. The study found that different on the job programs were undertaken by the employees of the companies which was done according to the employee need assessment or as a result of the dynamic nature of the company operation. The study was limited to one county which calls for further studies.

Hogarh (2012) on the influence of training on staff performance conducted in the Sic insurance company limited in Ghana, focusing on influence of training programs and the challenges of such training programs using descriptive research design. The study established preference of employees to off the job training method as opposed to other alternative methods of training owing to its convenience to learners. On the other hand, the study by Ngari (2015) on the role of In-service training on the performance of judiciary staff within Nairobi County conducted using descriptive research design by targeting in particular, the study discovered that the off-job training is critical in the transfers' knowledge. The study was limited to one type of insurance therefore further study can done on other sectors.

Dennis and Onkware (2018) Conducted a study on influence of employee in-service training on service delivery in Kisii county government, Kenya. The study used structure questionnaire containing opened and closed ended questions. The study relied on primary data alone and the questionnaire. The study concluded that the level of service delivery at the county was unsatisfactory and attributable to a number of challenges including lack of equal opportunity to all staff to undertake training, actually trainings conducted were skewed, absence of formulated internal training policy and relies on the national government's public service training policy which does not cater for its specific needs, lack of stakeholders involvement and as a result, trainings are rare and do not meet their training needs, hence training needs assessment should be conducted for all employees to create a superior workforce by focusing in the areas of weakness and developing them through relevant courses as per the need identified for training.

Conceptual Framework

Conceptual framework is a research tool with a variable that assists a researcher to develop awareness and understanding of the situation under scrutiny and to communicate the same (Wire, 2015). The dependent variable for the current study was service delivery while the independent variables for the study was staff training.
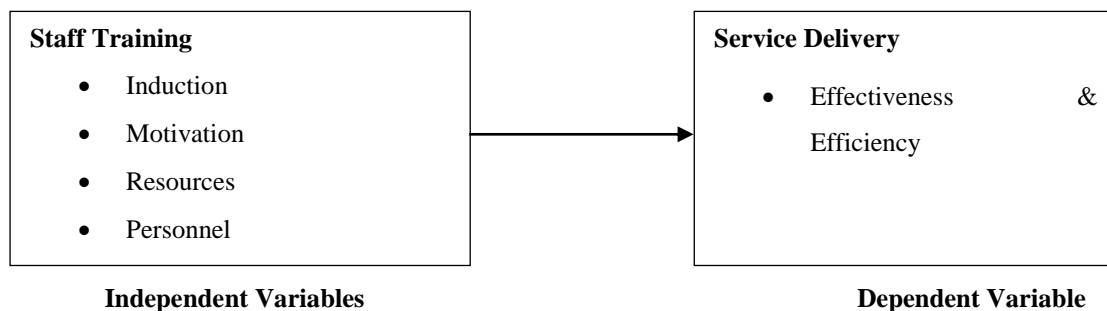

Staff Training	**Service Delivery**
• Induction • Motivation • Resources • Personnel	• Effectiveness & Efficiency

Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Summary of Literature Reviewed

Cognitive theory provides wider understanding on the staff training as it a crucial resource to an organization. The study utilized the theory in establishing how best the employees can get knowledge and the skills. The study extensively found out that performance depends on the training received thus there exists. In this review, its vivid that on the job training influences employee performance

3. RESEARCH METHODOLOGY

Research Design

The researcher used a descriptive research design, which were undertaken to ascertain and be able to describe the characteristics of the variables of interest in a situation. As indicated by Cooper and Schindler (2011) a descriptive study was concerned with finding out the what, where and how of a wonder. The underlining idea is to choose a few focused-on situations where a serious examination recognized the conceivable choices for unraveling the exploration addresses on the premise of the current arrangement. The goal of descriptive study hence is to offer the researcher a profile or to describe relevant aspects of the phenomena of interest from an individual organizational, industry oriented or other perspective (Creswell, 2012). Hence the current study used descriptive research design.

Target Population

Target population refers to the entire group of individuals or objects to which researcher is interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population (Wire, 2015). As per Kombo and Tromp (2006) a population is an especially described or set of people, organizations, segments, events, social occasion of things or families that are being inspected entirely up the results. Hence the population for the current study was homogenous. The target population entails employees of MTRH from specific departments of the organization as follows; main procurement staff, finance staff, amenity supplies staff and pharmacy staff. The accessible population for the study was 120 employees.

Table 1: Accessible Population

Employees	Accessible Population
Main Procurement staff	27
Finance staff	27
Amenity Supplies staff	25
Pharmacy staff	41
Totals	120

Source; MTRH Human Resource Records (2019)

Census Survey

A census is the procedure of systematically acquiring and recording information about the members of a whole given population. The accessible population for this study was only 120 hence small to be sample. Therefore, census survey was applied to collect complete information from all participants in the population.

Data Collection Instrument

The main data collection instrument for the current study was questionnaires with structured and open- ended questions. The questionnaires comprised of investigative questions and personal details. It is the most convenient instrument for such a big population and enabled respondents to express their views freely concerning staff training. (Creswell, 2012). The questionnaires were used in this study since they saved time and could enable information be gathered within the shortest possible time, it facilitates the collection of potential information from a large sample of respondents and it enabled the responses to be gathered in standardized way. The questionnaire consisted of both open ended and closed ended types of questions intended to provoke the respondents with specific responses.

Pilot Study

Pilot study refers to a small-scale replica and rehearsal of the main study. The pilot study assisted in determining the suitability and ease of use of the research instruments and the operational aspects of administering the questionnaires. In this study the purpose of a pilot test was to discover possible weaknesses, inadequacies, ambiguities and problems in any aspect of the research process. A pilot-test was conducted in Kapsabet County referral hospital where 12 questionnaires were issued out representing 10% of the population (Maiyaki & Mokhtar, 2011).

Validity of Research Instrument

Validity is often defined as the extent to which instrument measures what it purports to measure (Bolarinwa, 2015). For validity to take place an instrument should reliable for better results though an instrument can be reliable as required but necessarily being valid. According to Wire (2015) validity is the degree by which the sample of test items represents the content the test is designed to measure. To establish the validity of the data collection instruments, the research instruments were given to sample size of the target population and they are expected to tick if the item in the questionnaires addresses the influence of supplier digitization on organizational performance. The researcher used content validity to analyses whether the instruments answers the research questions since it is a measure of the degree to which data collected using a specific instrument represents a specific domain or content of a specific concept. Mugenda and Mugenda (2008) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a specific field.

Reliability of Research Instrument

Reliability is the ratio of the true score's variance to the observed variable's variance. It can estimate and evaluate the stability of measures and internal consistency of measurement instrument while rating the reliability of the instrument scores (Tabachnick & Fidell, 2013). Reliability means the ability of a measuring instrument to give accurate and consistent results.

According to Wire (2015), it is necessary to have a pilot test for testing the reliability of data collection instruments. Reliability is the consistency of measurement which were assessed using the test–retest reliability method. Therefore, before the launch of full-fledged data collection, a small pilot study was carried out to check required reliability of the constructs to be included in the questionnaire. To obtain a high degree of reliability in study the researcher solely collects the data and analyses it to obtain the findings. The reliability of the questionnaires was verified through examination of internal consistency of the measures. Cronbach's alpha coefficient measures the internal coefficients of the instrument as follows;

$$\alpha = \frac{N \times C}{V + (N-1) \times C}$$ …………………….……………………………...…**Equation 1**

Where;

α - internal consistency;   **C-**average covariance;

N - Number of items and is   **V–**average variance.

The researcher computed internal consistency of data after piloting 11 employees chosen for the study. The interpretation of coefficients should be 0.7 and above (Kinoti & Njeru, 2013).

Data Collection Procedure

The current study majorly used the primary data. The Primary data was obtained from the main respondents of the study using semi-structured questionnaires. The questionnaires are designed in line with the research objectives. This ensured that the data collected are essential in solving the research problem. The study used the drop and pick method in the data collection. The researcher carried out a pilot test before the final and actual data collection process (Kothari, 2013) prescribed that a pre-test sample should be between 10% and 30% depending on the sample size. The respondents were assured of the confidentiality for their views. Ethical issues were seriously taken into consideration during the collection of the data from the field. The main purpose of the study was purely for academic reasons hence there is guarantee of confidentiality and anonymity of the responses as indicated in the letter. Data to be collected were handled with great confidentiality to avoid disputes.

Data Processing and Analysis

Immediately after collecting the data from the field, the researcher coded and edit for the purposes of ensuring comprehensiveness and accuracy of the filled questionnaire. The actual number of questionnaires were counted and each respondent comment taken into consideration with a major intention of getting a true and clear picture of the respondents on service delivery. The data derived from the field were analyzed by use of descriptive statistics such as mean, standard deviation and frequencies and data presented using tables. The current study also adopted inferential statistics. The specific inferential statistics include a multiple linear regression model. The study utilized content analysis for the qualitative data. Microsoft excel were used to complement SPSS especially in production of diagrams and tables. The multiple linear regression models were used to measure the relationship between the independent variables and the dependent variable which are explained in the model.

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$. …………………………….… **Equation 2**

Where;

Y represents service delivery

β represent a constant

β_1 represents the standardized regression coefficients of independent variables

X_1 represents staff training

ε represents error

4. FINDINGS AND DISCUSSIONS

Response Rate

The research targeted 120 respondents from various departments at Moi Teaching and Referral Hospital. The results of response rate are presented in Table 2.

Table 2: Response Rate

Response Rate	Population	Percentage
Questionnaire distributed	120	100
Questionnaire returned	107	89.2
Correctly filled and returned	99	82.5
Non response	13	10.8
Valid N	**99**	

Out of 120 questionnaires distributed 107 were returned. A total of 99 were correctly filled and returned giving a response rate of 82.5%. Mugenda and Mugenda (2003) assert that a response rate of 50% is ideal to make generalizations for a study. The reason for high response rate in this study was because the researcher had a personal visit and gave out clear instructions to the respondents, she made a follow up. There was also a call of contact person.

Pilot Study Results

The study conducted pilot study to test reliability and validity of the research instrument. The study used main procurement staff, finance staff, amenity supplies staff and pharmacy staff drawn from Kapsabet County referral hospital. The questionnaire was structured in such a way that it collected demographic characteristics of the subjects and the specific variables. With the exception of demographic characteristics, other variables were measured as constructs. These variables had several items that measured the same concept or phenomenon. Thus, this study tested for reliability of based on the Cronbach's alpha.

Table 3: Reliability Test Results

Variable	Number of items	Cronbach's Alpha
Staff Training	4	0.784
Service Delivery	4	0.815

The study results on Table 3 indicated that on average Cronbach's alpha value was 0.809 which was above 0.7. This imply that all the items included in the questionnaire were indicative of the same underlying disposition. This implies that the questionnaire used were reliable. Therefore, the reliability of the questionnaires was verified through internal consistency of the measures. The results were in agreement with the interpretation of Kinoti and Njeru (2013) that coefficients should be 0.7 and above.

Demographic Information of the Respondents

The study sought to examine the demographic characteristics associated with the respondents to ascertain that the methodology employed was not biased based on any of the demographics of the respondents.

Gender of The Respondents

The study sought to collect data from both genders of the respondents; this was essential to enable the researcher collect data from both male and female respondents" while eliminating any gender bias. The results obtained were then presented in Table 4.

Table 4: Gender of The Subjects

Gender	Frequency	Percentage
Male	68	68.7
Female	31	31.3
Total	**99**	**100.0**

The study in Table 4 shows the gender of the respondents who participated in the study. In relation to the gender of the respondents, 68.7% (68) of the respondents were male while 31.3% (31) were female. This implies that the study was not biased to gender. This gave an indication that Moi Teaching and Referral Hospital had more male in positions of main procurement, finance, amenity supplies and pharmacy. However, female was at least one third of the total number of males in the mentioned positions and therefore adhering to Kenyan Constitution requirement.

Years Worked in Departments

The researcher aimed at collecting data from respondents of different categories based on their working experience in various departments; this was to obtain responses from all the years of working in the respective positions. The findings were then presented in Table 5.

Table 5: Years Worked in Departments

Age	Frequency	Percentage
Less than one year	29	29.3
1-3 years	37	37.4
3-5 years	12	12.1
Over 5 years	21	21.2
Total	**99**	**100.0**

The study findings in Table 5 indicated that there were that 29(29.3% of respondents had worked in their departments for a period less than 1 year. Another 37(37.4% of respondents had worked between 1 and 3 years. Another 12(12.1% of respondents had worked between 3 to 5 years. Finally, 21(21.2% of respondents had worked in their department for a period above 5 years. This implies that the researcher to obtain responses from all the levels experience. Despite that majority had experience of 1-3 years implying that majority had been employed in the organization recently. This meant that the researcher aimed at acquiring important and deep information concerning procurement and service delivery.

Level of Education of the Respondents

The researcher aimed at collecting data from respondents of different categories based on their level of education; this was to obtain responses from all the levels of education. The findings were then presented in Table 6.

Table 6: Level of Education of The Respondents

Level of education	Frequency	Percentage
Certificate	18	18.2
Diploma	31	31.3
Degree	42	42.4
Masters	8	8.1
Total	**99**	**100.0**

The study presented in Table 6 indicated that among respondents 8(8.1% had a Master's degree, 42(42.4% were first degree graduates, while 31(31.3% were diploma holders and another 18(18.2% were certificate holders. It is evident from the findings that there were high literacy levels in the study area indicated by 42.4% were having degree certificate. There were only 8.1% who had Masters implying there is need to encourage career development in the organization to allow those in degree to advance to masters. Thus, the respondents were considered ideal in this study as they would be relied upon to give informed opinion as sought by the study

Descriptive Findings and Discussions

The descriptive used in this study were frequency and percentages.

Staff Training

The study sought to analyze the influence of staff training process on service delivery at Moi teaching and referral. Table 7 presents views of the respondents on the descriptive statistics for staff training process.

Table 7: Staff Training

	Statement		SA	A	UD	D	SD	Min	Max	μ	Sd
13	Induction of employees	F	45	44	6	2	2	1	5	4.29	.831
		%	45.5	44.4	6.1	2.0	2.0				
14	Motivation of employees	F	36	53	6	4	0	2	5	4.22	.736
		%	36.4	53.5	6.1	4.0	0				
15	Enough resources	F	44	45	5	4	1	1	5	4.28	.821
		%	44.4	45.5	5.0	4.0	1.0				
16	Enough personnel in the organization	F	49	38	6	4	2	1	5	4.29	.906
		%	49.4	38.4	6.1	4.0	2.0				
	Valid N	**99**								**4.27**	

Table 7 shows that 89.9% of the respondents agreed on induction of employee's statement, 6.1% were undecided, and 4.0% disagreed with the statement. Another 89.9% of the statement agreed, 6.10% were undecided and 4.0% disagreed with the statement on motivation of employees. Also, there were those who 89.9% agreed with the statement on enough resources, 5.0% were undecided, and 5.0% disagreed with the statement. Finally, 87.8% agreed, 6.1% were undecided, and 6.0% disagreed on there being enough personnel in the organization.

The study findings on the influence of staff training process on service delivery at Moi Teaching and Referral Hospital indicated that respondents agreed that organization conducts induction to employees (Mean=4.29, standard deviation=.831). the study results revealed that majority of respondents agreed that there is motivation of employees (Mean=4.22, standard deviation=.736). Further study results revealed that majority of respondents agreed that organization have enough resources (Mean=4.28, standard deviation=.821).

The study results noted that majority of respondents agreed that there are enough personnel in the organization (Mean=4.29, standard deviation=.906). The study findings also revealed that staff training has a positive influence on service delivery at Moi teaching and referral. This implies that when an organization conducts induction to employees, motivates their employees and ensure that there are enough personnel in the organization service delivery improves. The study findings are in agreement with Hogarh (2012) who established preference of employees to offer the job training method as opposed to other alternative methods of training owing to its convenience to learners.

The study findings also agrees with Dennis and Onkware (2018) who noted that the level of service delivery at the county was unsatisfactory and attributable to a number of challenges including lack of equal opportunity to all staff to undertake training, actually trainings conducted were skewed, absence of formulated internal training policy and relies on the national government's public service training policy which does not cater for its specific needs, lack of stakeholders involvement and as a result, trainings are rare and do not meet their training needs, hence training needs assessment should be conducted for all employees to create a superior workforce by focusing in the areas of weakness and developing them through relevant courses as per the need identified for training.

Inferential Analysis

This section describes the results of correlation analysis and regression analysis to show the relationship between staff training and service deliver.

Correlation Analysis Results

The study sought to determine the correlation between the study variables. The study findings were presented in Table 8.

Table 8: Correlations Analysis Results

		Service deliver	Staff training
Service delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
Staff training	Pearson Correlation	.597[**]	1
	Sig. (2-tailed)	.000	
Valid N	**99**		

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

The correlation analysis results in Table 8 revealed that there was a positive and a strong significant association between staff training (r=0.597, p=0.000) and service delivery as supported by their correlation coefficients. This implied that the independent variable and service delivery change in the same direction. Correlation refers to the strength of an association between two variables.

A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00. means that there is no relationship between variables being tested (Orodho, 2003). The most widely used types of correlation coefficient is the Pearson Correlation. This analysis assumes that the two variables being analyzed are measured on at least interval scales.

Regression Coefficients

The study sought to determine the coefficients of the study variables. The study results were presented on Table 9.

Table 9: Regression Analysis Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	.9126	0.264		3.46	.000
Staff training	.1381	0.057	0.148	2.39	.018

Regression of coefficients results in Table 9 shows staff training was found to have a positive and significant influence on service delivery (r=0.1318, p=0.018). Therefore, the overall regression results imply that there is a positive and significant relationship between staff training has a positive influence on service delivery at Moi Teaching and Referral Hospital, Kenya. As such, an improvement in staff training would lead to a corresponding improvement in service delivery at Moi Teaching and Referral Hospital, Kenya. The optimal model was;

$Y = 0.9126 + 0.1381X_1$…………………equation 3

Hypothesis Testing

Null Hypothesis H_{04} indicated that staff training has no significant influence on service delivery at Moi Teaching and Referral Hospital. But the study findings indicated that staff training has a positive significant influence on service delivery at Moi Teaching and Referral Hospital. (β_4= 0.138, p=0.018<0.05). Thus, the study rejected the null Hypothesis. The study findings agree with Dennis and Onkware (2018) who conducted a study on influence of employee in-service training on service delivery in Kisii county government, Kenya. The study indicated that the level of service delivery at the county was unsatisfactory and attributable to a number of challenges including lack of equal opportunity to all staff to undertake training, actually trainings conducted were skewed, absence of formulated internal training policy and relies on the national government's public service training policy which does not cater for its specific needs, lack of stakeholders involvement and as a result, trainings are rare and do not meet their training needs, hence training needs assessment should be conducted for all employees to create a superior workforce by focusing in the areas of weakness and developing them through relevant courses as per the need identified for training. The study rejected the null hypothesis.

Table 10: Summary of Hypotheses Test Results

Hypotheses	β and P values	Decision rule(accept/reject)
H04 Staff training has no significant influence on service delivery at Moi Teaching and Referral Hospital.	$\beta_4=0.138$, p=0.018<0.05	Rejected the null hypothesis

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Staff Training on Service Delivery

On the influence of staff training on service delivery at Moi Teaching and Referral Hospital, Kenya. The study found out that the respondents agreed on all of the four aspects of staff training. They agreed that organization conducts induction to employees, there is motivation of employees, organization have enough resources and there are enough personnel in the organization. The study findings also showed that staff training was statistically significant have a positive influence on service delivery. The study rejected the null hypothesis that there is no statistically significant influence of staff training on the service delivery at Moi Teaching and Referral Hospital, Kenya. The study findings also revealed that that staff training greatly influences the service delivery at Moi Teaching and Referral Hospital, Kenya.

Conclusions of the Study

The study finally concluded that when an organization conducts induction to employees, motivates their employees and ensure that there are enough personnel in the organization service delivery `improves.

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