

## The Influence of Training and Development on Healthcare Employees Performance: The Moderating Role of Organizational Culture

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### Abstract

In Pakistan to meet the demand of today's healthcare landscape as per global standards, different hospitals and healthcare institutions are concentrating on maintaining their staff's education and offer variety of non-technical and technical training programs to their staff to enhance and appraise their performance. So, this cross-sectional quantitative study was designed to investigate the intricate relationship between employee performance and training & development within the healthcare organizations, whereas organization culture worked as a moderating variable in this study. The sample size of 95 healthcare professionals working in various hospitals was selected conveniently and 35-items questionnaire with strong reliability for each variable was employed for data collection.

The findings revealed that training & development programs positively impact on employee performance, while within organization culture only market-culture within the healthcare organization exhibited a positive relationship with employee performance. However, the regression analysis to explore the moderating effect of organization culture on training & development and employee performance, the results were not significant as organization culture might not directly moderate the training & development and employee performance relationship, revealed that training & development and organization culture (market-culture) independently impact on employee performance. This intricate interaction between training & development and market culture emerges as a positive impact that might enhance employees' skills, performance, and adaptability.

This study highlighted the importance of offering different tailored training & development programs within healthcare organizations whereas acknowledging the potential effect of market culture on employee performance. It was recommended that the culture should be developed according to the healthcare organizational objectives & patient-centric values and training & development programs must be developed on the current requirement for employees' growth.

**Keywords:** training & development, organization culture, employee performance, market culture, healthcare institutions, organizations.

### Introduction

The pursuit of enhanced employee performance through training & development initiatives within hospitals and healthcare institutions is a critical imperative in this dynamic realm of healthcare provision in Pakistan. In modern organizational contexts, the investment in training & development initiatives remains a foundation for fostering enhanced the performance of employees. However, the direct relation expected between these training & development initiative programs and subsequent improvements in employee performance often proves elusive, sparking a need for deep understanding of the underlying mechanisms that bridge interventions of training & development with outcomes of actual performance.

For any organization success, employee performance serves as the kingpin that exemplifying the culmination of skills, competencies, and attitude exhibited by employees within their roles (Hartika et al., 2023). It reflects the collective impact of training & development initiative programs, encompassing refinement in multiple soft skills and technical prowess. Previous study showed that training & development programs not only constitute the deliberate asset by organizations to augment employees' knowledge, abilities, and skills, that also fostering continuous growth, development, and adaptation in a dynamic work landscape (Okechukwu, 2017).

Conversely, the conversion of these acquired proficiencies into the palpable and measurable outcomes of employee performance was intricately interwoven with the organizational culture essence. This culture embodies the shared norms, beliefs, and values within an organization that strongly influence behaviors, interactions, & communication between employees, and decision-making processes. A robust and supportive organizational culture nurtures a learning friendly environment and serves as the fertile ground where the seeds of training & development initiatives can thrive that enable employees to effectively apply acquired skills in their roles. Ultimately, it is a close synergy between employee performance that shaped by a comprehensive intervention of training & development, and the underlying essence of organizational culture that delineates the trajectory of an organization's success in achieving its main objectives (Komariyah et al., 2023).

### **Background of the Study**

In today's rapidly evolving organizational landscape, optimizing human capital is very crucial for continued success. Initiatives in training & development programs have emerged as pivotal strategies to enhance employees' capabilities and acknowledge that human potential as a fundamental need for any organizational growth and advancement (Aruldoss et al., 2022; Okechukwu, 2017). However, the active conversion of these initiative programs into tangible employee performance outcomes encounters multifaceted trials and challenges (Suhag & Khan, 2020) that complicated by the interaction with organizational culture. This dynamic culture embedded with shared beliefs & a value significantly molds employee actions, behaviors, attitudes, and decision-making abilities or powers, however, that is served as a potent force influencing the implementation, effectiveness, and success of training & development (Sugiarti, 2022; Hadi, 2021; Shayya, 2018).

### **Training & Development**

The importance of any academic programs and initiatives in training programs couldn't be overstated (Aruldoss et al., 2022; Kuruppu et al., 2021), although these programs play a crucial role in embedding organizational values into the mindset of employees and amplify individual learning & development (see Arnold & McClure, 2023; Bilderback, 2023; Susiloningsih et al., 2023). Some scholars found that the strategic implementation of training & development programs had demonstrated a positive correlation with employee performance (Sivathanu & Radhika, 2023; Aruldoss et al., 2022; Suhag & Khan, 2020), leading to an enhancement in their skills and capabilities (Hadi, 2021). Additionally, these programs enhanced the capabilities of employees and fostered in the decision-making improvement, strengthen cognitive skills, and provide greater advantages to the organization (Loh, 2023). These training & development initiatives equip employees to effectively and productively address complaints and interactively communicate with the client or customers (Bilderback, 2023; Hadi, 2021).

### **Organizational Culture**

Organizational culture serves as a guiding force and help in formalizing rules and regulations. It typical strengthened the organizational fabric that significantly shaped the employees' attitudes, beliefs, behaviors, norms, and performance within their healthcare institutions (Abubakar et al., 2023; Hapsari et al., 2021; Vito, 2020). An adaptable organizational culture significantly influences on the impact of decision-making processes, promotion mechanisms, award structures, and overall operations that ultimately impacting organizational quality (Abubakar et al., 2023; Riyanto et al., 2021). Cultural elements such as individualism and power distance exert a substantial influence on the overall organizational culture, subsequently impacting employees' performance (Arnold & McClure, 2023; Hadi, 2021; Shayya, 2018). Therefore, organizational culture is vital for any organizational success because it acts as a mechanism for organization control that drive behavioral norms e.g., teamwork and open communication within the organization (Abubakar et al., 2023; Shayya, 2018). However, successful organizations exhibit strong & distinct cultures, on the other hand failure often face conflicts within the organization (Hapsari et al., 2021). According to Hadi (2021), organizational growth requires expansion & development and culture serves as the adhesive that reintegrates new elements into the organization's essence. However, there are numerous models used to categorize organizational culture, one popular model was given by Cameron and Quinn, which identifies four main types (Almarashdah, 2024):

- **Clan Culture (Internal Focus & Flexibility):** characterized by a friendly and collaborative environment, resembling a family, emphasize teamwork, shared values, employee participation, open communication, focus on mentoring and nurturing employees.
- **Adhocracy Culture (External Focus & Flexibility):** innovative, dynamic, and entrepreneurial that encouraged risk-taking, creativity, adaptability, prioritized innovation, experimentation, and quick decision-making.
- **Hierarchical Culture (Internal Focus & Control):** structured and formal that emphasized stability and control. Focus on rules, procedures, efficiency, centralized decision-making as well as clearly defined roles within a hierarchical structure.
- **Market Culture (External Focus & Control):** belonged to results-oriented and competitive that focused on achievement, goal attainment, competitiveness, productivity, and meeting targets are highly valued in this culture.

### **Employee Performance**

Employee performance is intricately tied to the efficacy of training & development programs; these training & development programs played a pivotal role in augmenting employee skills, cognitive abilities, and overall job performance (Arnold & McClure, 2023; Andreas, 2022; Hadi, 2021). However, performance is a critical aspect for both organizations and their individuals, signifying self-preservation for employees and goal achievement for companies (Bilderback, 2023; Hartika et al., 2023; Susiloningsih et al., 2023). It mainly denotes standardized work processes and eminence output, profoundly impacting an organization's survival. It encompasses the achieved quantity and quality of

work that aligned with the employees' responsibilities (Arnold & McClure, 2023). Thus, employee performance refers to the level of achievement, quality, and effectiveness demonstrated by individuals or employees within their organization while fulfilling their assigned rules, responsibilities, and tasks (Andreas, 2022). Scholar Hadi (2021) stated that it encompasses various factors that include the quality of work, productivity, efficiency, meeting targets, adhering to organizational standards, contribute to the overall accomplishment, and helps in achieving objectives of the organization.

### **Employee Performance, Training & Development, and Organizational Culture**

The relationship of employee performance and training & development is often moderated by organization culture that added an additional layer of influence to their interaction. Because training & development initiative programs aim to enhance employees' knowledge, skills, attitude, and capabilities that directly or indirectly impact on performance of employees (Loh, 2023; Vito, 2020). However, the effectiveness of these training & development programs can be significantly impacted by the dominant organization culture within the organization (Susiloningsih et al., 2023; Hapsari et al., 2021). A favorable and supportive organization culture could intensify the impact of training & development on employee performance by nurturing an environment that encourage learning and development, application of newly acquired skills, and the integration of new knowledge into daily practices (Hadi, 2021; Kuruppu et al., 2021; Saifullah & Sajjad, 2016).

On the other hand, an unsupportive organization culture could act as a barrier for employees that hinder the effectiveness of training & development efforts (Loh, 2023). The impact of training & development initiative programs on employee performance might be limited in an environment where the organization culture didn't value learning or lacks support for change (Bilderback, 2023; Susiloningsih et al., 2023; Aruldoss et al., 2022; Vito, 2020). Susiloningsih et al. (2023) mentioned in their study that employees struggle to apply new skills, knowledge, or attitude if the organization culture didn't align with training & development initiative programs. Organization culture served as a moderator, influencing how training & development initiative programs were received, implemented, and integrated into any organizational essence (Rohim & Budhuasa, 2019). When organization culture aligned with training & development programs' objectives than it enhanced the transfer of knowledge and skills acquired through training, thereby positively impacting employee performance, such as promoting a culture of continuous learning, openness to innovation, and skill development (see also Ullah et al., 2020; Rohim & Budhuasa, 2019).

However, this intricate interplayed between training & development and organizational essence of culture that underscores the need for in depth understanding of their connection and synergy (Shayya, 2018; Okechukwu, 2017). While according to the previous research studies, initiatives in different training & development programs aim to nurture employee potential growth within organization, the prevailing organization culture performs as an invisible yet ubiquitous force shaping the outcomes of these endeavors (Aruldoss et al., 2022; Sugiarti, 2022; Hadi, 2021). The complexities go beyond the effectiveness of training & development strategies implementation process and aligned them seamlessly with the organization culture ethos (Sugiarti, 2022). This complex relationship calls for an exploration and navigation of the nuanced interactions between training & development, pervasive organization culture, and their impact on employee performance within the organization. However, this exploration become a cornerstone in crafting different training & development strategies that foster continuous development of employees within their organization and facilitate the effective utilization of acquired competencies, proficiencies, and experiences (Aruldoss et al., 2022; Sugiarti, 2022).

### **Statement of the Problem**

In recent years, different training & development programs have been widely implemented within healthcare organizations (e.g., hospitals), the precise impact of provided training & development programs on employee performance remain the less understood area, particularly considering the moderating impact of organization culture. The current study was designed to explore the connection between training & development, employee performance, and organization culture, specifically explore the training & development impact on employee performance while organization culture of healthcare organization works as a moderating variable. So, the study is helpful to uncover the different cultural traits that enhance the translation of training and development into improved employee's performance.

### **Significance**

The current study holds profound significance within the monarchy of organizational changing aspects by dissecting the intricate relationship between training & development and the overarching organization culture that offers a roadmap for refining workplace structures for employees. Understanding this interaction between training & development, employee performance, and organization culture was essential for strategic decision-making, organization growth, and helping organizations tailored training & development strategies that harmonize with the prevailing cultural beliefs and ethos. Furthermore, it will help in providing a positive learning and social environment that enhance the employee's abilities and promote justifications with regards to job requirements. The study provides a blueprint for stakeholders or

policymakers that foster environments, where acquired knowledge and skills seamlessly translate into tangible outcomes and enhance overall competitiveness & productivity of the workforce for better organizational outcomes. The study further presents a context for sustained growth by nurturing a culture conducive to continuous learning & development and proficient skill utilization. Additionally, the discoveries of the study will be supportive for the long-term adaptability and success in a swiftly evolving landscape of business.

### Research Gap

However, the reason to conduct this correlational study was to fill the research gap, that there were numerous searching on training & development and its impact on employee performance in previous research literature, but there was lacking in the data of how organization culture as a moderator impact on employee performance within healthcare organization such as hospital setups. This research gap in literature signifies a need for comprehensive investigation of the relationships between training & development and organization culture while impacting on employee performance. It aims to reveal how the predominant cultural ethos either amplifies or moderates the impact of these developmental initiatives on the performance outcomes of healthcare professionals.

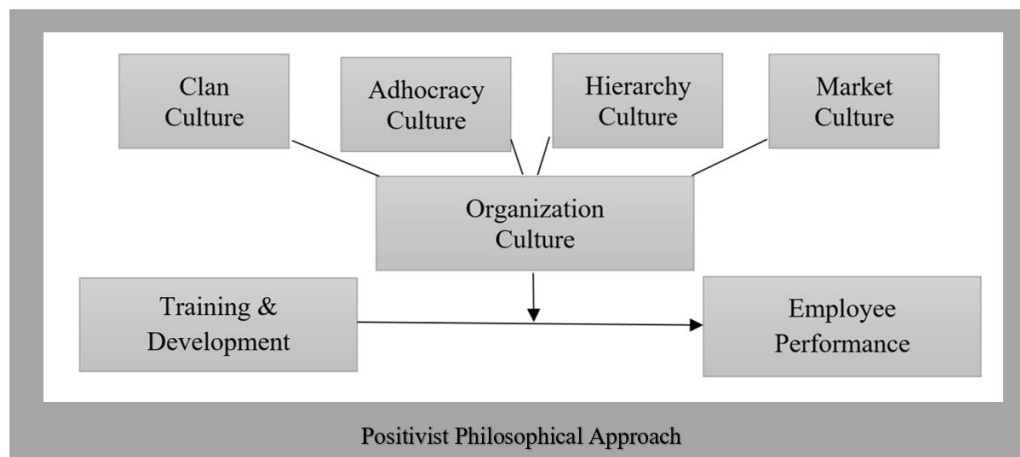
In the future, a comparative study between different hospitals such as private or governmental hospitals can be conducted by using the same paradigm that can reveal newer dimensions to highlight multiple variations in how different healthcare organization's cultures influence the effectiveness of training and development programs on performance of employees.

### Objectives

For the current study, the following objectives were designed to explore the training & development impact on employee performance, organization culture as a moderating variable;

1. To examine the relationship between employee performance and training & development.
2. To examine the performance of employees impacted by their organization culture.
3. To explore the organizational culture moderates the relationship between training & development and employee performance.

### Conceptual Framework



### Research Methodology

This cross-sectional study employed positivist approach that is purely quantitative in nature. This philosophical approach is used to emphasize the empirical evidences and measurements. That approach was helpful to understand the current status of employee's performance, training & development, and organization culture among healthcare professionals. Consequently, the study pursues to establish causal relationships between employee's performance, training & development, and organization culture through systematic observations. So, on the basis of empirical evidences the study uncovers objective truths and generalizes findings within broader contexts by employing structured methodology.

### Population and Study Sample

The study targeted population was healthcare professionals including doctors, nurses, pharmacists, etc. Through the convenient sampling method, 100 healthcare professionals were selected, there were no additional criteria based on gender, race, or culture. But unfortunately, five participants were excluded because they didn't respond to all answers and missing values were interrupting the data analysis.

Table 1 describes the demographic characteristics of the participants that there were 52.6% males and 47.4% females participated in the study. Majority participants (42.1%) were of 26-30 yrs. of age, followed by 31-35 yrs. (24.2%). The majority of the participants have their higher academic degree was 'Bachelors' (67.4%) that include MBBS, BDS, Pharm-D, DPT, BSN, and Diploma in Nursing.

**Table 1.**  
 Demographic Characteristics of the participants (N=95)

|                               |           | Frequency (percentage) | M    | SD    |
|-------------------------------|-----------|------------------------|------|-------|
| <b>Gender</b>                 | Male      | 50 (52.6%)             | 1.47 | .502  |
|                               | Female    | 45 (47.4%)             |      |       |
| <b>Age</b>                    | 21 – 25   | 16 (16.8%)             | 2.48 | 1.129 |
|                               | 26 – 30   | 40 (42.1%)             |      |       |
|                               | 31 – 35   | 23 (24.2%)             |      |       |
|                               | 36 – 40   | 11 (11.6%)             |      |       |
|                               | 41 – 45   | 3 (3.2%)               |      |       |
|                               | 46 – 50   | 2 (2.1%)               |      |       |
| <b>Academic Qualification</b> | Bachelors | 64 (67.4%)             | 1.63 | 1.149 |
|                               | Masters   | 17 (17.9%)             |      |       |
|                               | M.Phil.   | 6 (6.3%)               |      |       |
|                               | Ph.D.     | 1 (1.1%)               |      |       |
|                               | Diploma   | 7 (7.4%)               |      |       |

### Description of Instruments

A survey questionnaire was developed on the basis of three variables employee performance, training & development, and organization culture. Overall, there were 35 items in the tool with demographic characteristics of the participants, based on 5-point Likert Scale from strongly disagree to strongly agree.

- Employee Performance Scale: The scale was adopted from the research work of Hadi (2021), based on 11 items that have strong reliability .884. The items of the tool were focused on measuring employee performance that encounter quality standards, willingness to hard work, upgrading in quality of work, meeting work stipulations, dealing with work-related hurdles, follow rules & regulations of organization, achieving goals or targets, flexibility at work place, and saving time.
- Training & Development Scale: This Scale was developed as per the research goals, items (11 items) encompass various aspects related to the accessibility & resource allocation, effectiveness, alignments with strategic goals, knowledge sharing, communication & interaction, support, evaluation, career growth, and cultural aspects surrounding training & development initiative programs within the organization. The strong reliability was observed in between the items .887.
- Organizational Culture Scale: For organization culture, Competing Values Framework of Cameron and Quinn 4 types of organizational culture based on two axes: control & flexibility and internal & external focus was employed based on 13 items. There were 4 items (1, 2, 9, and 13) belong to Clan Culture (internal focus & flexibility), 3 items (4, 5, and 11) belong to Adhocracy Culture (external focus & flexibility), 3 items (3, 8, and 12) were belong to Hierarchy Culture (internal focus & control), while 3 items in scale (6, 7 & 10) were belong to Market Culture (external focus & control). The scale reliability was measure on Cronbach's Alpha .791.

### Data Collection & Analysis

For data collection, the researcher self-visited to healthcare organizations or hospitals to collect data at the spot on the google survey form. With the help of statistical software (SPSS), data was analyzed descriptively and then further inferential statistics; regression analysis and correlation analysis were employed to check the relation between variables

and effect of moderating variable ‘organization culture’ on other variables.

**Ethical Considerations**

Research has been conducted with due regard for ethical considerations. The respondents gave their informed consent after being informed of the study's goal and their willingness to participate in it. Participants received assurances from the researcher that their information would be kept private and utilized exclusively for the purpose of the study.

**Research Objective 1**

**To examine the relationship between employee performance and training & development.**

H<sub>1</sub>: Training & development has significantly effect on the healthcare professionals’ performance on the job.

**Table 2.**

Linear Regression for Employee Performance and Training & Development

| Model                     | R                 | R Square | Adjusted R Square | Std. Error Estimate | R Square Change | Change Statistics |             |             | Sig. F Change |         |      |
|---------------------------|-------------------|----------|-------------------|---------------------|-----------------|-------------------|-------------|-------------|---------------|---------|------|
|                           |                   |          |                   |                     |                 | F Change          | df1         | df2         |               |         |      |
| 1                         | .340 <sup>a</sup> | .116     | .106              | 7.089               | .116            | 12.184            | 1           | 93          | .001          |         |      |
| Coefficients <sup>b</sup> |                   | B        | Std. Error        | Beta                | T               | Sig.              | Lower Bound | Upper Bound | Zero-order    | Partial | Part |
| (Constant)                |                   | 35.230   | 3.208             |                     | 10.981          | .000              | 28.859      | 41.601      |               |         |      |
| T&D                       |                   | .300     | .086              | .340                | 3.491           | .001              | .129        | .471        | .340          | .340    | .340 |

a. Predictors: (Constant), Training & Development

b. Dependent Variable: Employee Performance

The result through the regression model equation signifies that for every unit increase in training & development, there's an estimated increase of 0.300 units in training & development, statistical output suggests a significant relationship between training & development and employee performance ( $\beta = 0.340$ ,  $p = .001$ ). This implies that training & development explains a proportion ( $R^2 = .116$ ) of the variance observed in employee performance which is 11.6%. When training & development is equal to zero, the intercept (constant) stands at 35.230, implying that in the absence of training & development, employee performance is predicted to be 46.132. So, the finding suggests that training & development appears to be a significant predictor of employee performance, with higher training & development associated with the higher score of employee performance (see table 2).

Normal P-P Plot of Regression Standardized Residual  
 Dependent Variable: EP

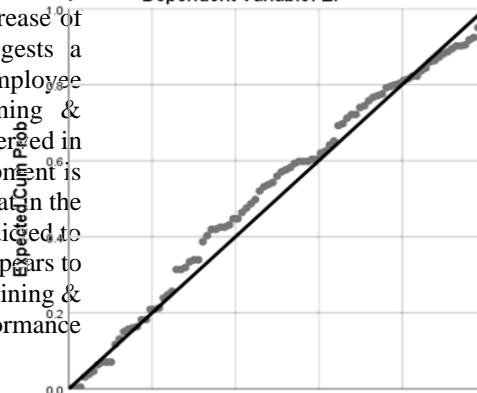


Figure 1 shows the normal P-P Plot of regression analysis  
 Observed Cum Prob

**Research Objective 2**

**To examine the performance of employees impacted by their organization culture.**

H<sub>2</sub>: Performance of employees significantly impacted by their organization culture

**Table 3.**

Spearman’s Correlation between Employee Performance & Organization Culture

|                             |                     | Clan-Culture | Adhocracy-Culture | Hierarchy-Culture | Market-Culture | Organization Culture |
|-----------------------------|---------------------|--------------|-------------------|-------------------|----------------|----------------------|
| <b>Employee Performance</b> | Pearson Correlation | -.031        | -.089             | .008              | -.273**        | -.115                |
|                             | Sig. (2-tailed)     | .767         | .392              | .936              | .007           | .267                 |

\*\* Significant correlation at 0.01 level, with 2-tailed.

Correlation coefficient between employee performance and organization culture was observed -.115 (see table 3), this negative value suggests a weak negative relationship between employee performance and organization culture. Which is not statistically significant at the conventional levels ( $p=0.267$ , 2-tailed), indicating that the observed correlation doesn't demonstrate a reliable association between employee performance and organization culture in this sample and may have occurred due to chance. In simpler terms, if one variable changes, the other tends to change slightly in the opposite direction. But within organization culture, market culture has a negative relationship (-.273) but statistically significant at .007 ( $p<.05$ ), as compared to other cultures.

**Research Objective 3**

**To explore the organizational culture moderates the relationship between training & development and employee performance.**

H<sub>3</sub>: Organizational culture significantly acts as a moderator in the relationship between employee performance and training & development.

**Table 4.**

*Regression Analysis between Variables*

| R                 | R Square | Adjusted R Square | Std. Error Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|-------------------|----------|-------------------|---------------------|-----------------|-------------------|-----|-----|---------------|
|                   |          |                   |                     |                 | F Change          | df1 | df2 |               |
| .358 <sup>b</sup> | .128     | .099              | 7.117               | .128            | 4.446             | 3   | 91  | .006          |

| Coefficient <sup>a</sup> | Unstandardized Coefficients |            | Standardized Coefficients |  | t     | Sig. | Correlations |         |       |
|--------------------------|-----------------------------|------------|---------------------------|--|-------|------|--------------|---------|-------|
|                          | B                           | Std. Error | Beta                      |  |       |      | Zero-order   | Partial | Part  |
| <b>(Constant)</b>        | 43.638                      | 17.299     |                           |  | 2.523 | .013 |              |         |       |
| <b>T&amp;D</b>           | .174                        | .464       | .197                      |  | .374  | .709 | .340         | .039    | .037  |
| <b>OC</b>                | -.211                       | .427       | -.229                     |  | -.495 | .621 | -.115        | -.052   | -.049 |
| <b>T&amp;DxOC</b>        | .003                        | .011       | .186                      |  | .272  | .786 | .185         | .029    | .027  |

a. Dependent Variable: Employee Performance (EP)

b. Predictors: (Constant). T&DxOC, Organization Culture (OC), Training & Development (T&D)

The regression model's overall fit was significant at .006 ( $F(3, 91) = 4.446$ ), explaining that there is at least 12.8% of the variance in employee performance (see table 4). According to the research findings about the individual predictors, the coefficients revealed that there is no statistically significant direct effect of organization culture ( $\beta = -.229, p = .621$ ) and training & development ( $\beta = .197, p = .709$ ) on employee performance. Nevertheless, the created interaction term T&DxOC showed a positive impact on employee performance, but it's non-significant ( $\beta = .186, p = .786$ ). According to the findings, the null hypothesis is accepted that organization culture is not significantly act as a moderator in the relationship between training & development and employee performance.

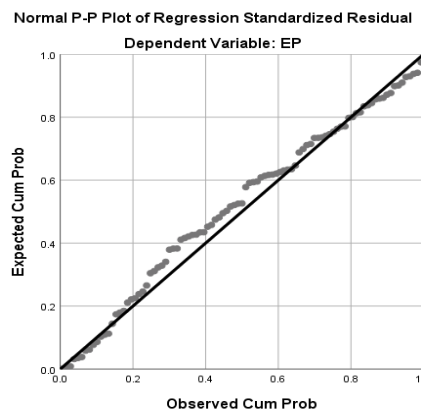


Figure 2 illustrates the P-P Plot of regression standardized residual

**Discussion**

The study findings offer insightful perspectives in several critical aspects among employee performance, training & development, and organization culture. The findings indicate a significant relationship between training & development programs and employee performance, as if the training & development initiatives increase, a corresponding improvement can be seen in employee performance. The finding is supported by different previous researches that when the training & development initiative programs are introduced for growth and development of employees, the employee performance improved (see also Arnold & McClure, 2023; Hadi, 2021; Kuruppu et al., 2021; Okechukwu, 2017; Saifullah & Sajjad, 2016). It suggests that the training & development programs for the employees of hospital or healthcare organizations can effectively enhance their performance by staying updates with new medical practices and other healthcare advanced technologies in the field.

Though, the research concluded that the impression of organization culture on employee performance didn't show significant statistical correlations, except for market culture only. Whereas, other cultures; the clan culture, hierarchy culture, and adhocracy culture, were not statistically significant on statistics. So, further exploration of the intricate relationship between employee performance and market culture unveils compelling evidence of how an organizational ethos profoundly shapes employee contributions within their organization. According to a study of Qianqian & Zhihua (2020), a market-oriented culture significantly influenced employee performance, aligned their efforts with market-driven goals to evolve with business landscapes. This culture typically belongs to a customer-centric mindset among employees, inspiring exceptional service delivery, innovation, promotes effective communication, and adaptability in industries characterized by rapid changes (see Zeb et al., 2021). This culture might have relevance in the healthcare field by encouraging healthcare employees to adapt to evolving medical landscapes, potentially improving skills related to patient care and dealing with them. However, very few studies have supported the current findings and concluded that employee performance was not directly influenced by organization culture (see Paramita et al., 2020; Hakim, 2015).

Despite this, the study further concluded that organization culture may not directly moderate the training & development – employee performance relationship, both organization culture and training & development independently influence on employee performance. However, the study has not concluded significant finding, and against of many of the findings by other research scholars who stated that these variables have strong relationship and interrelated with each other (see Susiloningsih et al., 2023; Zeb et al., 2021; Paramita et al., 2020; Ullah et al., 2020; Rohim & Budhiasa, 2019; Shayya, 2018; Okechukwu, 2017). So, there could be chances of some other mediating variables that can directly or indirectly affect the current findings. However, with the context of market culture, the interaction between training & development and organization culture reveals a narrative of positive impact that can enhance employee skills and adaptability, amplifying the positive effects on performance (Paramita et al., 2020).

Many of the studies showed that there is a direct impact of organization culture on employee performance (see Abubakar et al., 2023; Komariyah et al., 2023; Rohim & Budhiasa, 2019; Shayya, 2018). On the other hand, some studies questioned this relationship due to complexities in measuring employee performance and highlighted the influential role of culture, especially market and hierarchy types with respect to employee performance (Ozcan & Ozturk, 2020). This market and hierarchy cultures encourage competition and reward performance among employees that positively impact their performance. These conflicting findings not only emphasize the complexities in understanding the direct link between employee performance and organization culture, but also stress the importance of developing a favorable culture for the success of organization and employee's positive outcomes. However, with respect to healthcare organizations, the findings suggest that the hospital's culture plays a crucial role in shaping employee performance through training & development. Though, other organization culture aspects didn't show any direct influence on employee performance, yet the findings emphasized the impact of market culture have a potential significant role in hospitals or healthcare settings. In short, the findings emphasize the importance of investing employees training & development while also considering how the hospital's culture, mainly a market oriented approach as per results, might influence employee performance. This proposes that nurturing a culture aligned with healthcare objectives and patient centric values could positively influence employee performance and eventually improve the success of healthcare organizations or hospitals in a rapidly evolving landscape.

### **Conclusion**

The research highlights the substantial influence of training & development on employee performance across diverse organizational settings in healthcare land. Strong evidence in the study shows that there is a positive impact of training & development programs on healthcare employee performance, which indicates the potential influence of only market oriented culture among all cultures on employee performance. While considering the substantial role of healthcare organization culture. the findings encourage different healthcare organizations to focus on tailored training & development programs in shaping the healthcare employees' performance. This investment in the healthcare organization boosts employees' capabilities and competencies within their organization that aligns employees with the dynamic demands, which ultimately elevates the quality of patient care, organizational effectiveness, and success.

### **Recommendations**

- Allocate resources to develop customized training & development programs aligned with evolving healthcare organization needs as per their objectives. Such as patient-centered care, technical skill advancements, adapting to technological innovations, etc.
- Emphasis must be given on market awareness and patient-centric values. Further encourage employees for proactive mindset to adapt rapidly change in advancement in healthcare landscapes.



- Engage employees in continuous education, fostering a culture of growth through training & development programs. Further integrate training & development programs with broader organizational objectives that directly contribute to enhancing patient care quality and organizational effectiveness.
- Frequently evaluate the prevailing organization culture, necessary to identify the areas of weakness for improvement, also make ensure that cultural values are aligned with the goals of healthcare organization.
- Feedback and assessment related to gauge should be implanted for the effectiveness of training & development and measure their impact on employee performance and patient outcomes.

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