



ROLE OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AMONG SUPERMARKETS IN KISII TOWN, KENYA

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Abstract: Supermarkets in Kenya have been facing numerous challenges which have resulted in the closure of several outlets belonging to a number of Supermarket chains. For instance, supermarket branches belonging to Uchumi and Nakumatt supermarkets in Kenya and Uganda were shut down in the year 2016 and 2017 respectively. This closure is a symptom of deep seated challenges in the sector. Some studies have alluded that these challenges emanate from lack of commitment to organizational goals by employees thus resulting in theft and shoplifting culminating in poor financial performance of the supermarkets. It is on this basis that this study sought to determine the role of training and development on employee performance among supermarkets in Kisii County. This study adopted a descriptive research design that was guided by Self-Determination theory (SDT) and Social Exchange Theory (SET) which explains that employees and employers have a role to play in the success of their organizations. The study targeted all the 156 employees from Naivas, Tuskys, Shivlings, Kisii Mattresses, and Choppies supermarkets. Primary data for this study was collected using a questionnaire with both closed and open ended questions. Data collected was analyzed using both inferential and descriptive statistical tools. The inferential statistical tools that were used include chi-square and multiple regression to determine the relationship between training and development and employee performance while descriptive statistical tools used include means, frequencies and percentages. The analyzed data was presented using tables, figures, graphs and in form of narratives. Findings revealed a positive, strong and significant relationship between training and development and employee performance. Beta coefficients revealed that training and development had a negative and significant effect on employee performance. Based on the findings of the study, it is recommended that supermarkets within Kisii town should conduct a thorough training and development needs analysis to ensure all training and development activities are based on identified knowledge and skills gaps.

Keywords: Training, Development and Employee Performance

I. INTRODUCTION

1.1 Background to the Study

Scholars and human resource experts view employee engagement as a high level of employee commitment to the organization and towards activities that contribute to the realization of organizational goals and objectives (Riketta, 2008). Engaged employees value, enjoy and pride in their work and their organization. They are characteristically more willing to help each other in ensuring that their organizations succeed by either taking

additional responsibility, investing more effort in their jobs, promoting productivity, sharing information with other employees and remaining with the organization for longer periods than employees who are less engaged (Riketta, 2008). Training and development is one of the aspects of employee engagement. Therefore, this study sought to determine the role of training and development on employee performance. When staff undertakes training and development, it creates a positive attitude which therefore enables such individuals to go above and beyond the call of duty to demonstrate the level of ownership and commitment to the realization of organizational goals (Robinson, 2004). Through employee development programs, the Supermarkets may help its employees to acquire requisite knowledge and skills to effectively undertake their duties (Karatepe & Olugbade, 2013).

Employee performance is the financial or non-financial output that emanates from employee behaviour while working for the company. It is the responsibility of the management to manage employee performance. This is done through the assessment of individual staff performance then compensating them appropriately based on their outputs (Torrington, 2008). To achieve this, Saeed and Asghar (2012) hold the view that employee performance is influenced by numerous factors such as training and development, job design, work environment, compensation among others. Employee performance is viewed as an aggregate of financial and non- financial outputs resulting from the input of employees towards the realization of organizational goals.

1.2 Statement of the Problem

Despite the fact that performance of the Supermarkets in Kenya largely depends on a number of factors including urbanization; increase in the number of the middle class, changing lifestyles, and the performance of the human resource has a significant influence on the performance of supermarkets. Numerous supermarket chains have closed shop or reduced the number of branches which they operate due to poor performance: Uchumi closed numerous branches in Uganda such as Garden City, Kabalagala, and Natete all in Kampala city and others like Mbale and Gulu. In Kenya branches closed include Kisii, Taj mall, Embu, Nakuru, and Eldoret (Uchumi, 2016). Nakumatt shut a number of branches in Kenya including Kisii, Kisumu, nextGen in Mombasa, Haile Selassie, Ronald Ngala, Thika road and junction mall in Nairobi amidst discussion of a takeover by Tuskys supermarket. As a result of the closure of the Uchumi and Nakumatt branches in Kisii County, Tuskys and Naivas supermarkets are currently the market leaders. Other Supermarkets in Kisii County include Choppies, Kisiimatt, and Shivling Supermarkets among others. The closure of various supermarket outlets in the east African region, Kenya and Kisii County in particular is a clear indicator of serious underlying challenges in the retail industry. However, supermarkets have adopted numerous training and development programs with minimal success on their performance. There is a dearth of literature whether there is improved performance or not. Therefore, this study sought to determine the effect of training and development on employee performance among supermarkets in Kisii town.

1.3 Objective of the Study

The study generally sought to establish the role of training and development on employee performance among Supermarkets in Kisii Town.

1.4 Research Hypotheses

H₀1 Training and development have no significant statistical effect on employee performance among Supermarkets in Kisii Town.

II. LITERATURE REVIEW

2.1 Effect of Training and Development on Employee Performance

Shaheen, Naqvi & Khan (2013) defines training as the systematic development of skills, knowledge and behaviour that can support employees to effectively perform specific job tasks. While Amin *et al.* (2013) defines training as the learning opportunities offered to staff to help them improve their performance. Employee training adopts diverse forms which may include on the job and off the job training. Rothwell *et al.*, (1994) noted that on-the-job training has been used to enhance employee knowledge, skills and competencies. It may include the use of verbal and written instructions, modeling, demonstration and observation. It generally entails the following forms of training; orientation or induction training, apprenticeship and refresher training.

Off-the-job training may involve the transfer of staff from their current work station to another place that may be conducive for learning. Staff is thus offered opportunity to acquire both theoretical and innovative ideas that would catalyze their performance. Staff can be trained through lectures, seminars, workshops, brainstorming, and case studies. Training therefore draws elements of acquisition of new knowledge and skills to help manage both current and future job tasks. On the other hand, Susan, (2012) defines development as a framework that supports staff to strengthen their personal and organizational skills, knowledge and capabilities. Training and development upgrades not only the performance of the staff but also of the organization (Maimuma, 2013).

Training and development is seen as an intrinsic motivator which strengthens and supports employees' growth and development plans through the promotion of their autonomy and competence at the work place (Broeck, 2008). Bakker (2010) argues that training and development is an extrinsic motivator that supports staff to acquire knowledge, tools, resources, skills and competencies necessary to perform their duties well besides increasing the prospects for career growth. The training may come in the form of support from team members, feedback from peers and supervisors, appreciation, advice and informative comments on how specific tasks have been performed helps enhance work performance (Baker, 2008).

Organizations strive to attract, retain and motivate their workforce through a number of approaches. Training and development for instance, plays a critical role in shaping the effectiveness of employees at the workplace. Shepherd (2010) suggests that organizations need to organize frequent training and development activities for staff. This is evidenced by Devi (2012) who has revealed that many big organizations invest huge percentages of their annual budget on staff training and development. Devi further posits that for organizations to develop ability to attract new customers, meet and exceed their expectation, as well as retaining existing customers, they must offer quality services with competitive products which can only be achieved through effective training and development.

According to Wright & Geroy (2001), effective training improves and enhances the performance of employees. It supports staff to effectively and efficiently perform their duties because it enables them to acquire knowledge, skills, and attitudes that are necessary for success in the performance of job tasks. This therefore besides leading to improved employee performance, it improves the overall performance of the organization.

Zamzam (2017) conducted a study to determine the effect of training and development on employee performance using a case study of equity bank. This study utilised descriptive research design using a sample of 138 staff. Findings from the study revealed that training and development had a significant effect on equity bank employee performance. This study recommended that it was crucial for the bank to conduct training and development needs analysis so that it can effectively plan how to support employees to improve their performance. The current study focused on staff working at Supermarkets in Kisii town therefore significantly differing from the study by Zamzam.

Amadi (2014) conducted a study to establish the relationship between training and development and individual performance among employees of Safaricom call centre using descriptive research design and a sample of 346 staff. Findings revealed that quality training and development has a positive impact on employee performance. The study recommended that there should be continuous training and development that takes into consideration employee needs, competition, market dynamics, and customer satisfaction besides focusing on the core objectives and goals of the organization. This study is also different from the current study because it focuses on Safaricom call centre staff while the current study focused on staff working in supermarkets in Kisii town.

Mohamud (2014) conducted a study on the assessment of the role of training on the performance of NHIF employees' in Machakos County using descriptive research design. Results revealed that training has a significant effect on employee performance. The study further revealed that training benefits both the individual and the organization. This study recommended that NHIF should offer training and development opportunities to enhance employee skills so that they can perform better.

Maimuna and Fard (2013) conducted a study on training and development on employee performance and productivity. The study concluded that for organizations to achieve optimal returns, it is imperative to develop and implement employee training programs. Kate et al. (2009) revealed that training and development has a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation.

III. METHODS AND MATERIALS

3.1 Research Design

This study adopted a descriptive research design. A descriptive research design was selected because it mainly describes the status of the phenomena being investigated, thus it was suitable in determining the effects of engagement on employee performance among Supermarkets in Kisii town. The design is also adopted when a study seeks to obtain a general overview of the entire population under investigation. It also allows for collection of information about people's feelings, opinions and thoughts which could be generalized to the entire population (Shuttle, 2008). This study described the effect of training and development on employee performance among Supermarkets in Kisii Town. This design also allowed the researcher to gather data through the use of questionnaires (Cooper and Schindler, 2003; Orodho, 2005).

3.2 Population of the Study

To ensure adequate responses to the research hypotheses, the study utilised the entire target population for the study. The members of staff in each of the supermarkets are indicated below;

Table 3.1: Number of Staff

S.No	Supermarket	Number of staff
1.	Naivas	40
2.	Kisii Mattresses	21
3.	Shivling	20
4.	Tuskys	45
5.	Choppies	30
Total		156

Source: Field Data (2019)

This research adopted a census approach where all staff in the supermarkets operating in Kisii town participated in the study. This was due to the small population. One hundred and fifty six staff were involved in the study.

3.3 Data Collection Instruments

Questionnaire was utilised to gather primary data. Validity of the research instruments was assured by the researcher through seeking for advice from the research experts and supervisors. Their advice and suggestions were utilized in preparing the final questionnaire that was used for data collection. A pilot test was carried out on a sample population similar to the target population in order to assess the reliability of the data collection instrument (Cooper & Schindler, 2010). Items that were not appropriate for measuring the variables were modified or discarded to improve the quality of the research instrument thus increasing its reliability. The pilot study was conducted on ten staff at Shivling supermarket, Migori County. The participants were requested to fill the questionnaire and indicate if there was any difficulty in filling the instrument. Data gathered was utilised in computing the reliability of the instruments using Cronbach’s coefficient alpha by SPSS version 22.0. This helped to determine the internal consistency of the responses. Items were considered reliable if they yield a reliability coefficient of 0.70 and above (Institute for Digital Research and Education, 2017; Fraenkel & Wallen, 2000).

In this study, the reliability coefficient of the items in the questionnaire was 0.73 and above. This reliability test was considered desirable for consistency levels. Permission to conduct the study was sought from my University and BERA educational guidelines to conducting ethical research such as confidentiality, anonymity and non-traceability were assured (BERA, 2011). The gathered data was analysed using both descriptive (means and percentages) and inferential statistics (chi-square and multiple regression).

3.4 Data Analysis

To determine the relationship between training and development, chi-square and multiple regression analysis were conducted. The following multiple linear regression model was adopted.

$$Y = \beta_0 + \beta_1 X + \varepsilon$$

Y is the dependent variable (Employee performance), β_0 is the regression coefficient/constant/Y-intercept, β_1 , is the coefficients of the linear regression equation.

X: Training and Development

ε is an error term

IV. DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis results, interpretation of the analyzed data and discussions of the findings. The analysis, presentation and discussions of the findings are in line with the objective of the study that generally sought to determine the effects of effect of training and development on employee performance.

4.2 Response Rate

Table 4.1 shows that a total of 156 questionnaires were administered to staff in the five supermarkets in Kisii Town whereby 130 were filled and returned. All the filled and returned questionnaires were adequately filled therefore usable for the study. This generated a response rate of 83.3 percent. A response rate that is over 60 percent is deemed appropriate for social scientific studies (Blumberg, Cooper, and Schindler, 2005). The response rate is shown in table 4.1.

Table 4. 1: Response Rate

Supermarket	Targeted	Available	Percentage
Naivas	40	31	19.9
Kisii Mattresses	21	18	11.5
Shivling	20	18	11.5
Tuskys	45	37	23.7
Choppies	30	26	16.7
Total	156	130	83.3

Source: Field data (2019)

4.3 Demographic Characteristics

4.3.1 Work Experience

Participants were requested to indicate their work experience and the results are presented in figure 4.1. The data was grouped into four levels: less than one year, 1-2 years, 3-4 years, above 5 years, and any other.

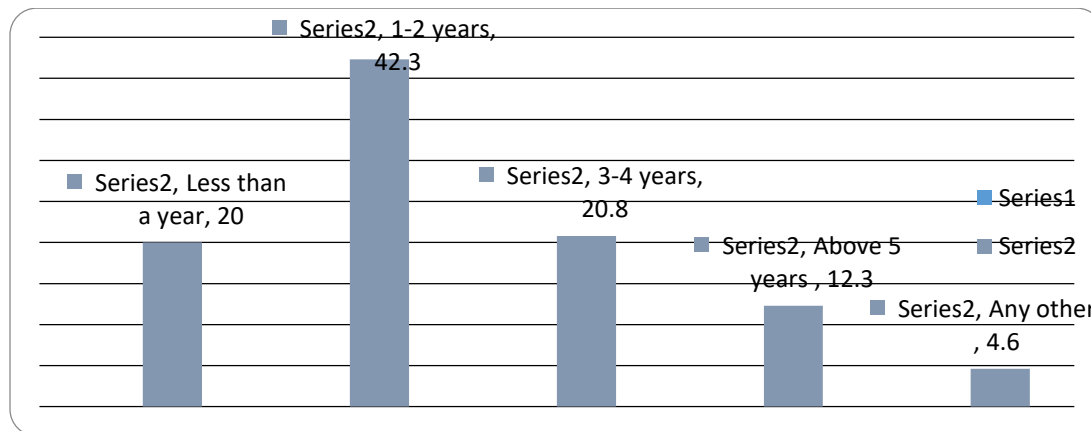


Figure 4.1: Work Experience

Source: Field Data (2019)

The results in figure 4.1 reveal that majority of the respondents had worked in the supermarkets between 1-2 years at 42.3%, 20% of the respondents had worked less than a year while 20.8% of the respondents had worked between 3-4 years whereas the staff who had worked for more than 5 years were 12.3%. Four point six percent of the respondents did not reveal the number of years they had worked at the supermarket. This therefore implied that majority of the staff had worked in the supermarkets within Kisii town for more than one year, hence possessing adequate experience to participate in this study.

4.4 Effects of Training and Development on Employee Performance

Table 4.2 shows analysis of various indicators of training and development in relation to employee performance among supermarkets in Kisii Town.

Table 4.2: Effects of Training and Development

No	Statement	N	Min	Max	Mean	SD
1.	The employee training needs are assessed to identify employee training gaps	130	1.00	5.00	2.4077	1.45045
2.	Staff are given opportunities to propose areas they need training and development	130	1.00	5.00	2.6077	1.17794
3.	The supermarkets engages in regular training and development of staff	130	1.00	5.00	2.5000	1.02866
4.	Training and development focuses on enhancement of both organizational and personal skills	130	1.00	5.00	1.7462	1.27779
5.	Staff are involved in the design of training programs	130	1.00	4.00	1.6692	1.09536
6.	The supermarkets have a policy that guides employee training and development	130	1.00	4.00	1.7000	.95357
	Average				2.1051	1.1640

Source: Field Data (2019)

From table 4.2, staff are given opportunities to propose areas they need training and development had the highest mean at 2.6, it was followed by the supermarkets engages in regular training and development of staff at 2.5, and the employee training needs are assessed to identify employee training gaps at 2.4. Whereas training and development focuses on enhancement of both organizational and personal skills and the supermarkets have a policy that guides employee training and development had a mean of 1.7 and staff are involved in the design of training programs had a mean of 1.66.

According to Oxford & Burry-stock (1995) if the mean score is between 3.5-5.0 it is considered to be high, medium if it is between 2.5-3.4 and low if it is between 1.0-2.4. Therefore, if the mean scores are ≥ 3.5 , then it means that the level of agreement by respondents with the statements that sought to determine the influence of training and development on employee performance was high. There were only two statements that had a mean of more than 2.5, therefore meaning the level of agreements with the statements was moderate. The other statements had a mean of 2.5 and below, implying therefore that the level of agreement with the statement was low.

Participants were also requested to indicate the effect of training and development on employee performance. The following responses were provided; training and development contributes to increased employee skills at 77 percent, training and development contributes to efficiency and effectiveness at 62 percent, training and development improves employee confidence at 71 percent, and training and development leads to enhanced employee performance at 55 percent. These findings concur with Bakker (2010) arguments that training and development is supports staff to acquire knowledge, tools, resources, skills and competencies necessary to perform their duties well besides increasing the prospects for career growth. Additionally, these findings agree with Broeck (2008) who asserts that training and development enhances employee growth by promoting competence and autonomy at the work-place thus further supporting Maimuna and Fard, (2013) who posits that training and development besides supporting staff to grow, it contributes to enhanced performance. Further, these findings agree with Wright & Geroy (2001) who reported that effective training improves and enhances the performance of employees. This is because it empowers them with skills and competencies to effectively carry out their tasks. These findings further agree with findings by Lyons & Mattare (2011) that reports that when employee confidence grows, staff feels valued and secure.

4.5 Inferential Statistics

4.5.1 Chi-Square Analysis

Table 4.3 presents the chi-square analysis that reveals the relationship between training and development and employee performance.

Table 4.3: Chi-Square Analysis for Training and Development

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	512.274 ^a	105	.000
Likelihood Ratio	334.569	105	.000
Linear-by-Linear Association	42.071	1	.000
N of Valid Cases	130		

a 124 cells (96.9%) have expected count less than 5.

The minimum expected count is .01.

Source: Field Data (2019)

The study sought to determine the effect of training and development on employee performance among staff in supermarkets in Kisii Town. Chi-square results as depicted in table 3 reveals that there is a significant relationship between training and development and employee performance since the asymp.sig (alpha value-0.000) is less than 0.05. This finding concurs with findings by Zamzam (2017) that reported that training and development had a significant effect on employee performance among staff in Equity Bank. This finding further agreed with findings by Mohamud (2014) that revealed that training and development had a significant effect on employee performance among NHIF employees' in Machakos County.

Table 4.4: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.022	.410		-9.817	.000
	X	-.407	.160	-.316	-2.547	.012

a. Dependent Variable: Y

Source: Field Data (2019)

$$Y = -4.022 + -0.407X$$

The Beta Coefficients in the regression show that training and development had a negative relationship with employee performance, whereas job design and rewards had a positive relationship with employee performance. The findings reveal that training and development was statistically significant with a p-value of 0.012 which was less than 0.05.

X₁-Training and Development=-0.407 which implied that a unit change in training and development resulted into a -0.407 change in employee performance.

These findings concur and differ with findings by other studies: To begin with, under training and development, the study revealed that a unit change in training and development resulted into a -0.407 change in employee performance. These finding differ with findings by Zamzam (2017) that revealed that training and development had a significant and positive effect on employee performance among equity bank staff. Additionally, this study revealed that training and development had a negative effect on employee performance; this finding differed with findings by Amadi (2014) that reported that training and development had a positive effect on employee performance among staff of Safaricom call centre.

It further contrasted findings by Mohamud (2014) that reported that training and development had a significant and positive effect on employee performance among staff at NHIF, Machakos County. Findings further differed with findings by Maimuna and Fard (2013) and Kate *et al* (2009) that reported that training and development had a positive impact on employee performance because it enhances their skills to work effectively.

IV. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMENDATIONS

5.1 Summary of Findings and Conclusions

This study sought to determine the effect of training and development on employee performance among supermarkets in Kisii town. Results revealed training a development had the following effects on employee performance: Increased employee skills, improved efficiency and effectiveness, improves employee confidence and improved employee performance. Chi-square analysis revealed that there is a significant relationship between training and development and employee performance since the asymp.sig (alpha value-0.000) is less than 0.05. The results of regression analysis revealed that a unit change in training and development resulted into -0.407 negative change in employee performance. It was therefore concluded that training and development had a negative and significant effect on employee performance.

5.2 Recommendations

Based on the findings and conclusions of this study, the following recommendations are made:

The management in all super markets within Kisii Town should ensure adequate involvement of staff in selection and participation in training and development activities.

5.3 Areas for Further Research

In light of the findings and discussions of the study, the researcher suggests the following studies to be undertaken; To begin with, a study on the effects of training and development on employee performance should be conducted to enhance comparative analysis with the aim of determining the reasons why training and development had a negative effect on employee performance.

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