

INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEES' JOB PERFORMANCE AT CEMENT MANUFACTURING FIRMS IN MOMBASA COUNTY, KENYA

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Abstract: *The purpose of carrying out this study was to establish influence of training and development on employee job performance at cement manufacturing firms in Mombasa County, Kenya. In order to create an understanding between the study variables, the study used Resource based Theory. It adopted a descriptive survey research design and targeted all cement manufacturing companies operating in Mombasa Region. Target population of the study was 1445 employees of the 3 cement manufacturing companies. Stratified random sampling method was used to get a sample of 144 who were selected and filled the questionnaire to allow refinement before the final test. Likert five-point scale questionnaire was used. The alpha co-efficient of Cronbach was used to measure the reliability of the scale, and to evaluate the consistency of intervals between the objects of the research instrument. The alpha co-efficient can take any value from zero to one (complete internal consistency). To yield qualitative and quantitative data, the information was analyzed with help of SPSS version 23 and MS excel 2010. The results of this research were presented in tables and graphs. Regression model coefficients indicated that training and development positively and significantly job performance at cement manufacturing companies in Mombasa County. This study concludes that training and development positively affects employee job performance at cement manufacturers in Mombasa County and this effect is statistically significant. This study therefore recommends adoption of training and development of employees by cement manufacturers in mombasa county to encourage their job performance. This can be achieved by preparing and upholding workers on abilities that set them up for future positions and vocation improvement to a better-than-expected degree, updating workers appropriately through profession guidance and support and upholding workers by continually giving sufficient opportunity to master new abilities. There is also the need to uphold and advance long lasting learning and further improvement of the representatives seriously and also utilize a mix of a wide range of learning devices and techniques for the further improvement of the workers.*

Keywords: *Employee training, Employee development, Job performance, Manufacturing*

Introduction

Organizations must invest in human capital if they want to survive and thrive, and can be viewed as their most valuable asset. The company ought to ensure that it recruits and keeps the needed competent, devoted, and motivated employees (Loufrani-Fedida, 2019). By offering learning and continual possibilities, this entails taking action to evaluate and meet future human needs as well as to improve and expand people's fundamental capabilities, including their contributions, aptitude, as well as desirability. Enterprises now concentrate on each and every component of their operations, examining how each function and activity may contribute to strategic goals as a result of increased global competition (Mahdi, Nassar & Almsafir, 2019). Organizations invest a lot

of time, money, and effort in training their employees, but the results of these efforts are not always readily apparent in terms of better performance, placing pressure on the training departments to show the organizational value of their work. Training and development must be well planned and consistently carried out to be useful. Particularly in performance-driven organizations, the capacity of a company's employees affects its ability to hit the intended goals. It is understood that human resources are essential for success. Optimizing employee contributions to the accomplishment of a company's objectives is crucial for maintaining performance of the organization (Asfaw et al., 2015).

Various training programs are being offered by businesses to satisfy their organizational demands. These cover information on IT and systems, processes, procedures, and business practices, as well as industry-specific trainings, management or supervisory training, compliance, sales, executive development, interpersonal skills, fundamental skills, new employee orientation, customer service, and quality (Mwangi & Reuben, 2019). Training can speed up learning in addition to other methods. Instead of considering it as a comprehensive and all-pervasive people development solution, it should only be used in circumstances that warrant a more directed targeted approach. Rodriguez and Walters (2017) assert that training and development increases employee competency to foster a competitive edge and support corporate success. Employers can meet the requirements of their employees through training and development. Employers support employees' competitive edge and long-term employability by providing training and development opportunities. Development suggests that it is a continuous process and that advancement is accomplished over time, which is consistent with the focus on lifelong learning.

Employee job performance involves all aspects which directly or indirectly affect and connect to the employees' work. Performance includes both actions and outcomes. Performance becomes action through the performer's behavior, which changes it from abstraction. Not only are behaviors used to measure results, but they are also outcomes in and of themselves. As the result of the mental and physical effort put into tasks, behaviors can be evaluated independently of results (Paais & Pattiruhu, 2020). Training will be coordinated with and integrated with actual work inside high performance work systems. To better grasp how all of the components of their organization fit together and influence one another, employees need training in group dynamics, interpersonal connections, and systems thinking. Trainers are essential in delivering feedback on employees' job performance and the business's financial health.

Kenya's cement industry has been reported by the Oxford Business Group (2016) as a mature and well-illustrated sector of the manufacturing industry. The growth has been bolstered by planned and ongoing infrastructure projects in both the private and public sectors. As such, it has attracted a number of multinational companies investing in Africa's rapidly growing economies especially in the manufacturing industry. There are six leading cement manufacturers in Kenya, in the report of Economic survey carried out by Kenya National Bureau of Statistics (KNBS, 2015), the largest being Bamburi Cement, a subsidiary of Lafarge Group Ltd. Others are National Cement, East Africa Portland Cement, Mombasa Cement, Savannah Cement and Athi River Mining Cement Ltd.

Recently, according to Kenya Association Manufacturers (KAM 2019), there have been expansions and regeneration initiatives by the existing companies due to the ever-increasing demand and completion as well. Dangote Cement, a Nigeria giant in manufacturing has also joined in the competition after obtaining a mining concession to set up plant in Kitui County. Another new entrant is Cemtech, a subsidiary of India's Sanghai Group (Oxford Business Group, 2016). The industry's growth has been spurred by among other factors, demand for housing caused by ever-growing urbanization, private sector investment projects especially in real

estate and the mega projects initiated by the Government of Kenya such as the Standard Gauge Railway which was projected to require over 650,000 tonnes of cement, Lamu port-South-Sudan-Transport (LAPPSET)

Corridor and related developments such as Tourism facilities, high-end residential projects, new highways to connect to the LAPPSET Corridor and oil refinery as well as a new pipeline connecting Lamu, South Sudan, Ethiopia and Uganda among others (KAM, 2019). KAM's 2019 manufacturing priority Agenda report shows that the industry's potential is not being fully exploited because of slow uptake of industrialization and maximization of the drift towards deindustrialization. That is, move towards developing the services industry at the expense of the manufacturing sector (KAM, 2019). This has resulted to a continuous decline in growth of the manufacturing industry from 11.8% in 2011 to 8.4% in 2017. However, with the prioritization of the sector by the government's big four (4) agenda, and in line with the United Nations Sustainable Goals, the industry's growth is projected to reach 15% by 2022. Among the key indicators to achieving this growth in manufacturing is having a motivated workforce, which will translate to increased productivity. To achieve this, organizations must endeavor to ensure that ethical corporate governance is embraced as a culture, especially enhancing the welfare of employees at all levels in the hierarchy of the organization (KAM, 2019). It was therefore necessary for research to be carried out in the industry to establish the potential of internal CSR strategies and how it can impact employee job performance.

Problem Statement

The motivation and performance of employees at any given workplace is largely determined by management commitment (Menezes, 2012). Factors such as organizational commitment, productivity and quality are necessary measures of ensuring job performance. However, the focus of internal training and development as a key contributor to this performance is largely overlooked in literature. The health of an organization depends on how satisfied or dissatisfied the human resource is (Crossman & Abou-Zaki, 2003). The quality-of-service render by employees will be influenced by the pleasure derived from their job or lack thereof. Employees have range of affective and cognitive attitudes that they hold towards their work. Attempts to look into the strategies that can be effectively adopted by organizations to enhance employee job performance have largely focused on training and development and other organization-specific factors (Sung & Choi, 2014).

Business perceives supportable practices as to oppose business objectives that look to make an incentive for the business, individuals and furthermore the world. Maintainable advancement presents broad freedoms and difficulties for us given the different supportability effects and advantages made by our activities from extraction, handling to dissemination. We look to relieve these effects through a-list maintainability rehearses and where conceivable, to zest up worth to partners. Employee training and development on can lead to high employee performance. This will solve the problem of generalized ideas and findings as far as training and development and job performance are concerned. This is because although some scholars have the two concepts, such studies like Petrescu and Simmon's (2013) empirical analysis in Select British companies, Art'z (2010) on fridge benefits versus job performance in the USA, Droussiotis & Austin's (2007) in Cyprus, Origo and Pagani's (2008) in Europe and Crossman and Abou-Zaki's (2003) in Lebanon have been too generalized across respective national or regional economies and may not be feasible for adoption at the organizational level.

However, despite the strategies being researched and implemented, shared through collaborative frameworks across industries, the levels of the employee job performance are perceivably lower than what would be taken to ideal. This is precisely indicated by high employee turnover rates reported by many companies involved in various research in different parts of the world (Origo & Pagani, 2018). Therefore, in this light, the research

sought to examine the influence of training and development on employee job performance of cement Manufactures in Mombasa County.

Objective of the study

To assess the influence of training and development on employees' job performance of cement manufactures in Mombasa County.

Significance of the Study

Cement manufacturing industry is a growing sector and has had positive impact on the country's GDP. In addition, industry is providing direct as well as indirect employment opportunities. This study and its findings provide policy with critical information which they can use in ensuring that there are adequate policies to address the issue of internal training and development on employees' job performance in the industry. Marketing practitioners may find this study to be of great importance to them as it will help them understand impacts of internal training and development in the context of employees in cement manufacturing industry. Scholars who may need to conduct further studies during this area will find this study useful for his or her empirical literature review.

Theoretical Review

The Resource-Based Theory was used in this investigation. Barney first conceived of the resource-based approach in 1991. It underlines how various organizations are because they have distinct resources, and diverse resources can lead to diverse strategies because of unique resource mixes. In order to produce goods and services of better value, organizations must therefore develop unique abilities and resources. An organization that works to keep these qualities exceptional can use them to gain an advantage in the marketplace (Teece, 2018). The idea is intended for managers to use, particularly in planning to help them identify the strategic resources that may provide competitive advantage (Barney, 1991). Knowledge, skills, and organizational culture are examples of an organization's intangible resources. Management organizations have been urged to develop their intangible resources in order to gain a competitive advantage. This theory was relevant to the study because employees represent an organization's intangible resources. As a result, the organization should make the most of its financial, human, and human resource resources to ensure that its employees are valued, unique, difficult to mimic, and non-substitutable through training and development so as to enhance their output effectiveness.

Empirical Literature

Influence of Training and Development on Employees' job Performance.

Preparing and Development manages the procurement of comprehension, expertise, strategies and practices. In addition, preparing and advancement is among the fundamentals of human asset the board since it can improve execution at individual, collegial or potentially authoritative levels. Since the course of speeding up one's ability to need activity, associations are currently dynamically getting cautious with hierarchical discovering that apparently results to aggregate turn of events.

Elnaga and Imra, (2013) contended that so on mastermind their laborers to do constantly their work since it's ideal, associations give preparing during a preliminary to improve their representatives' latent capacity. They note that the heft of firms, with reference vital arranging, put resources into building contemporary abilities on their labor force, empowering them to manage the dubious conditions that they will look in future, accordingly, improving the representatives' exhibition through predominant degree of inspiration and responsibility, and

when workers understand their association interest in them through giving preparing programs, they progressively apply their earnest attempts to accomplish hierarchical objectives by an indication of adequate execution on their particular positions.

This consequently infers that preparation is basic to accomplishing adaptable staff which is spurred and submitted (Amin et al., 2013). Robert, (2014) clarifies managers that they need to not take preparing programs with no thought. they ought to affirm that the oldsters that lead the preparation comprehend the distinction between showing an ability and training that expertise to somebody mastering it interestingly. He additionally referred to that associations ought to modify their exercises to the flexibleness norms of the laborer being prepared. Khawaja et al., (2013) in their investigation on "relationship of instructing fulfillment with representative improvement part of occupation fulfillment" noticed that preparation given to workers will result to expand the norm of fulfillment: it underlines the assumption that an organization ought to spend significant time in building worker capacity to accomplish work fulfillment.

There are various parts of occupation fulfillment that incorporate, solace with accomplishment, solace with pay, and extravagance with employer stability or work itself (Burgard & Görlitz, 2011). Adesola et al., (2013) set that work fulfillment is thought about solid in foreseeing the last individual prosperity while Gungor (2011) clarifies that representative fulfillment depends on relational abilities, workplace (place), pay, advancements, trainings and associations with collaborators. As guaranteed by Abdul (2011), preparing is expected to have a limitless effect on association's productivity. It is likewise seen that more skill in preparing equivalent creation.

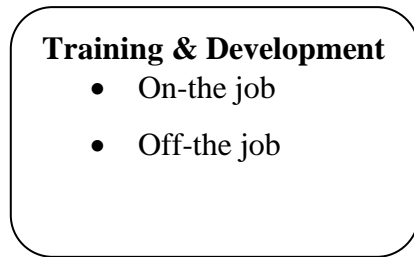
Abdul, (2011) attests that a representative is considered a principal of each firm, accordingly, workers' prosperity and disappointment is typically upheld the representative's presentation. Gungor, (2011) additionally mourns that one among the administration techniques of the association is to take a situation in representatives' information. Nassazi, (2013) referred to that, preparation has been attested to get execution improvement for the specialist still concerning the association by decidedly impacting worker execution through the occasion of representatives' information, abilities, capacity, skills and conduct (Appiah, 2010). Preparing might be a technique for dealing with ability shortages and execution holes and furthermore the most straightforward method of improving worker execution.

Organizations are trying to create, persuade and increment execution of their representatives in an incredibly sort of human asset applications. People need to achieve some of their requirements through performing work exercises that give them a steady climate. They additionally need to do significant undertakings, share the objective setting, and offer the prizes of their endeavors and proceeded with self-awareness. Authoritative learning alludes to the effective method to measure, decipher and answer both inside and outside data of a to a great extent unequivocal nature. That worker preparing and work remaking delineate that, the center of consideration is for all intents and purposes and consistently on improving position execution.

Different researchers contended that work configuration energizes laborers drive and devotion to figure. All things considered, on close assessment, work configuration can just add to raised productivity inside an organization and limit smidgen of medical problems. Occupation configuration will have insignificant impact on representatives' morals, energy and zing at work.

Conceptual Framework

Independent variable



Dependent Variable

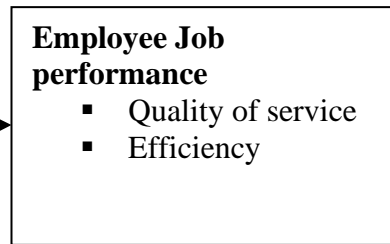


Figure 1: Conceptual Framework

Source: Researcher (2022)

Research Design

According to Orodho, (2013) a research design is the plan that a researcher chooses to follow in order to answer the objectives of the study. This study utilized a descriptive survey design. Descriptive surveys help a researcher to be able to gather data from a sample of population in order to make inference about the entire population as at the time of carrying out the survey. According to Gelo, Braakmann and Benetka (2008), descriptive studies deal with one or more quantifiable variables about the population, the researcher’s decision to adapt a descriptive study was informed by the need to gather information on actual state of training and development and employees’ job performance of cement manufactures in Mombasa County.as the time of the study. By using descriptive survey, the researcher was able to gather data from a large sample of employees drawn from different cement companies in order to make conclusions about the entire industry.

Target Population

The purpose of carrying out this study was to assess the influence of training and development on employees’ job performance of cement manufacturers in Mombasa County. An objective populace is a heap of things, articles, individuals, or cases with a few common noticeable highlights (Mugenda & Mugenda 2013). It is a specific populace about which a snippet of data is to be accumulated. According to Gray (2014), an objective populace should comprise of various discernible highlights that the examiner looks to take a wide perspective on the examination results. In order to answer the researcher questions in this study, the researcher targeted employees of cement manufacture in Mombasa County. In Mombasa County there are 3 cement companies who have employed total of 1445 employees.

Sample Size and Sampling Procedure

Rahi (2017) refers sampling design as the technique that is employed is selecting a small group to represent the complete list of all components of the study population. Mugenda and Mugenda (2003) who assert that with relatively small, clearly defined population, a sample size of at least 10- 30% of the target population was representative. A sample size of 10% (144 respondents) was used. The researcher then applied stratified sampling to create three strata based on the respondent categories in order to establish the number of cement companies to be sampled.

Data Collection

Self-administered questionnaires were used in collecting primary data from the employees. The questionnaire for the employees consisted of different sections that also contained question about various variables under study. Section one consists of demographic data, section two consists of questions relating to internal CSR and section three consists of questions on employee’s job performance. The questionnaires were administered to the respondents face to face while adhering to the highest level of ethics and confidentiality during the data collection process. The questionnaires were pre-tested before the actual study.

The researcher administered the questionnaire with the help of four enumerators. The enumerators were trained in advance on the handling of the research tool and briefed on the topic under study before being allowed to collect data. They were supervised closely by the researcher during data collection. The questionnaire contained both open and closed questions. The closed ended questions adopted a Likert scale. The open-ended questions aimed at soliciting demographic information of the employees an opportunity to express their views on various issues related to their internal CSR and their job performance. The secondary was collected from magazines and reports. It helped gather the views of heads of department on internal CSR and their job performance.

Validity and Reliability Tests

Validity of an instrument is the measure of its quality to measure that which it will be intended to measure (Best & Kahn, 2011). Borg & Gall (2013) assert that validity of can easily be improve d through seeking the guidance of an expert in the topic area. This method is known as expert judgement. In order to ensure validity in this study, the researcher sought the guidance of the University supervisor. The supervisor was requested to comment on the clarity and appropriateness of the items.

Reliability is the consistency of the results. It ensures there is consistency in a research study, Bryman (2012). Reliability of this study was tested using Cronbach’s alpha coefficient. This was done on the pilot study. If the coefficient of Cronbach’s alpha is less than 0.7, then the results are considered to be not reliable. The results were appraised valid enough if the Cronbach’s Alpha was more than 0.7, Robert (2016). The results in *Table 1* shows that Cronbach’s alpha values of the two study variables. Since they are all above 0.7, the research instrument was deemed reliable for the main study.

Table 1: Cronbach’s Alpha Values for Instrument Reliability

Variable	No. of items	Cronbach's	
		Alpha	Comment
Training and development	5	0.728	Reliable
Employee performance	9	0.768	Reliable

Source: Pilot Data (2022)

Data Analysis

The purpose of this study was to establish the influence of internal CSR on employees’ job performance of cement manufactures in Mombasa County. In order to examine this relationship, Pearson Product-Moment Correlation Coefficient were computed in order to show the relationship between the variables under study. The collected questionnaires were sorted for completeness in preparation for coding. Once coded, they were

entered into the Statistical Package for Social Sciences (SPSS) version 26 for analysis. Tables and graphs were used for data presentation.

Research Findings and Discussion

Response Rate

The respondents of the study, who were constituted of employees of cement manufacturers in Mombasa County, were given a total of 144 questionnaires. 95 questionnaires were filled out and returned from these. This indicates a 65.97 percent overall response rate. According to Fincham's (2008) recommendations, this response rate is within the acceptable range of 50 percent and above for doing statistical analysis to allow for the generalization of findings.

Demographic Characteristics

The purpose of the study was to determine the respondents' demographic data, including gender, age range, highest degree of education, and length of service with their respective employers. The results are presented in *Table 2*.

Table 2: Demographic Characteristics of Respondents

Demographic Information	Group	Frequency	Percent (%)
Gender	Male	58	61.1
	Female	37	38.9
Age Bracket	Below 25 Years	2	2.1
	25-34 Years	19	20
	35-44 Years	33	34.7
	45-50 Years	32	33.7
	Above 50 Years	9	9.5
Highest level of education	Secondary certificate	2	2.1
	Diploma	29	30.5
	Bachelors Degree	43	45.3
	Master's Degree	17	17.9
	PhD	4	4.2
Working Duration	Less than 2 years	11	11.6
	2-5 years	26	27.4
	6-10 years	32	33.7
	More than 10 years	26	27.4

Source: Research Data (2022)

The findings as depicted in *Table 2* reveal that males made up the majority of respondents (61.1%) while females made up 38.9% of the respondents. This demonstrates a study sample that is largely gender representative. The largest proportion of the respondents of this study were aged between 35 and 44 years, 34.7 percent, followed by 33.7 percent who were aged between 45 and 50 years. A further 20 percent of the respondents were aged between 25 and 34 years while 9.5 percent were aged above 50 years. Only 2.1 percent of the study participants were aged below 25 years. With regard to education, the bulk of respondents (45.3%) were degree holders, followed by 30.5% of respondents with diplomas, 17.9% of respondents with master's degrees, and 4.2% of respondents with PhDs. Only 2.1% of those surveyed have a secondary education. The findings showed that respondents had a sufficient degree of academic training, which allowed them to furnish the study with accurate and trustworthy data. Lastly, majority of the survey participants (33.7%) had worked in their respective organisations for between six and ten years, followed by 27.4% of those who had worked there for between two and five years or more than ten years. Only 11.6% of those surveyed said they had been employed by the cement company for less than two years. This suggests that the majority of respondents had experience in their respective organizations that was sufficient to offer accurate data for the study.

Descriptive Findings

Training and Development

The study’s objective was to examine the influence of training and development on employees’ job performance of cement manufactures in Mombasa County. *Table 3* displays the average responses on the training and development variable.

Table 3: Descriptive Results on Training and Development

Statement	1	2	3	4	5	Mean	Std Dev
The company prepares and upholds workers on abilities that set them up for future positions and vocation improvement to a better-than-expected degree.	4.2%	7.4%	29.5%	30.5%	28.4%	3.72	1.09
Through profession guiding, help and arranging, the company upholds workers in a focused manner.	8.4%	5.3%	29.5%	22.1%	34.7%	3.69	1.24
The company upholds workers by continually giving sufficient opportunity to master new abilities.	5.3%	8.4%	31.6%	27.4%	27.4%	3.63	1.13
The company upholds and advances long lasting learning and further improvement of the representatives seriously.	5.3%	5.3%	26.3%	36.8%	26.3%	3.74	1.07
The company utilizes a mix of a wide range of learning devices and techniques for the further improvement of the workers (as to inside as well as outer further turn of events.	2.1%	6.3%	29.5%	34.7%	27.4%	3.79	0.99
Average						3.71	1.10

Source: Research Data (2022)

The results of the study indicated that majority of the respondents of this study moderately agreed that the company prepares and upholds workers on abilities that set them up for future positions and vocation improvement to a better-than-expected degree (mean=3.72,SD=1.09). Similarly, majority of the respondents of the study (mean=3.69, SD=1.24) moderately agreed that through profession guiding, help and arranging, the company upholds workers in a focused manner. Moreover, majority of the study’s participants (mean=3.63, SD=1.13) moderately agreed that the company upholds workers by continually giving sufficient opportunity to master new abilities. With regard to the claim that the company upholds and advances long lasting learning and further improvement of the representatives seriously, majority (mean=3.74, SD=0.99) moderately agreed as they did with respect to the statement that the company utilizes a mix of a wide range of learning devices and techniques for the further improvement of the workers (as to inside as well as outer further turn of events) as shown by a mean of 3.79 and SD of 0.99. On average, majority of the respondents also moderately agreed that training and development has an influence on employee performance as shown by a mean of 3.71.

Employee performance

The measures of employee performance were summarized and their averages presented in *Table 4* below.

Table 4: Descriptive Results on Employee performance

Statement	1	2	3	4	5	Mean	Std Dev
I really feel as the organization’s problem are my own.	3.2%	6.3%	41.1%	22.1%	27.4%	3.64	1.05
I really feel “part of the family” at the company	1.1%	9.5%	33.7%	32.6%	23.2%	3.67	0.97
The company has a great deal of personal meaning for me.	11.6%	8.4%	26.3%	27.4%	26.3%	3.48	1.29
The company encourages employees to engage in autonomous and independent thinking and action.	3.2%	10.5%	24.2%	27.4%	34.7%	3.80	1.13
I feel a strong sense of belonging to the company.	7.4%	6.3%	30.5%	26.3%	29.5%	3.64	1.18
I accept that I need to thank the company for some things and accordingly I am obliged to the association.	4.2%	11.6%	29.5%	25.3%	29.5%	3.64	1.15
I feel that I owe the company a lot due to how it has helped me.	4.2%	7.4%	24.2%	29.5%	34.7%	3.83	1.12
The company merits my reliability and loyalty due to its great treatment toward me.	9.5%	4.2%	27.4%	32.6%	26.3%	3.62	1.20
I believe I would allow my associates to down on the off chance that I wasn't an individual from this association.	7.4%	3.2%	25.3%	32.6%	31.6%	3.78	1.15
Average						3.68	1.14

Source: Research Data (2022).

With regard to employees really feeling as the organization’s problem are their own, majority of the respondents moderately agreed (mean=3.64, SD=1.05). The results also reveal that majority of the study participants (mean=3.67, SD=0.97) moderately agreed that they really feel like part of a family at the company

and that the company has a great deal of personal meaning for them (mean=3.48, SD=1.29). On the statement that the company encourages employees to engage in autonomous and independent thinking and action majority (mean=3.8, SD=1.13) moderately agreed. This was also the case with regard to the claim that employees feel a strong sense of belonging to the company (mean=3.64, SD=1.18). Another statement sought to find out whether employees accept that they need to thank the company for some things and accordingly they are obliged to the association whereby majority moderately agreed (mean=3.64, SD=1.15). On whether employees feel that they owe the company a lot due to how it helping them, the bulk of respondents moderately agreed (mean=3.83, SD=1.12). Regarding the fact that the company merits one’s reliability and loyalty due to its great treatment toward him/her, majority moderately agreed (mean=3.62, SD=1.2). majority of the respondents further moderately agreed that they believe they allow allow their associates to down on the off chance that they are not also individuals from same company.

Regression Results

To find out the influence of training and development on employee job performance at cement manufacturing companies in Mombasa County, a univariate regression model was used with results presented in *Table 5*.

Table 5: Univariate Regression Results

R	R Square	Adjusted Square	R	Std. Error of the Estimate		
.607	0.369	0.362		0.431219		
	Sum of Squares	df	Mean Square	F	Sig.	
Regression	10.111	1	10.111	54.373	.000	
Residual	17.293	93	0.186			
Total	27.404	94				
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
(Constant)	1.81	0.257		7.032	0.000	
Training and development	0.503	0.068	0.607	7.374	0.000	

a Dependent Variable: Employee Performance

Source: Research Data (2022).

The regression results as shown in table 5 indicate that, *ceteris paribus*, training and development positively and significantly influenced employee job performance at cement manufacturing companies in Mombasa County as shown by beta value of 0.503 and p-value of 0.000<0.05. This implies that a positive change in various indicators of training and development would result to a significant improvement in employee job performance.

Conclusions

Based on the results, this study concludes that training and development positively affects employee job performance at cement manufacturers in Mombasa County and this effect is statistically significant. To this end, employee job performance is improved when the company prepares and upholds workers on abilities that set them up for future positions and vocation improvement to a better-than-expected degree, updates workers appropriately through profession guidance and support and the company upholds workers by continually giving sufficient opportunity to master new abilities. Employee performance would also be enhanced if the company upholds and advances long lasting learning and further improvement of the representatives seriously and also utilizes a mix of a wide range of learning devices and techniques for the further improvement of the workers.

Recommendations

This study recommends adoption of training and development of employees by cement manufacturers in mombasa county to encourage their job performance. This can be achieved by preparing and upholding workers on abilities that set them up for future positions and vocation improvement to a better-than-expected degree, updating workers appropriately through profession guidance and support and upholding workers by continually giving sufficient opportunity to master new abilities. There is also the need to uphold and advance long lasting learning and further improvement of the representatives seriously and also utilize a mix of a wide range of learning devices and techniques for the further improvement of the workers.

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