

## **INFLUENCE OF TRAINING ON PERFORMANCE OF EMPLOYEES IN MACHAKOS COUNTY GOVERNMENT, KENYA**

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**Abstract:** *The purpose of this study was to determine the influence of training on performance of employees in Machakos County Government. This study was guided by Expectancy theory developed by Victor H. Vroom concerned with an individual's word belief that they will achieve the desired result. A descriptive research design was used because it allowed a systematic and well-ordered description which was reliable, accurate as well as valid. The target population of 520 was constituting of top level, middle level and lower level employees of Machakos County government. To achieve the objective a sample of 156 respondents was drawn from the population. Questionnaire was used as the main instrument for data collection. The questionnaire was tested for validity and reliability before collecting data. The data obtained from the respondents was analyzed using descriptive and inferential statistics. The results showed that training as a non-monetary incentive influences employee performance. The study concluded that a higher level of organizational efficiency is realized when firms and organizations adopt employee training to boost their performance to a greater extent and also it enhances their understanding and skills required by the occupation and builds their confidence in their abilities. The study recommends that employers to capitalize on non monetary benefits by offering training to the employees. It advised counties to educate their staff on the value of training. Potential investors in the county to help develop strategies for improved employee performance by taking into account the fact that workers may prefer to work for themselves and their advancement opportunities, rather than for their organizations alone.*

**Keywords:** *Training, Performance, Non monetary incentives*

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### **1.0 Introduction**

According to Ahmed, Sultana, Paul and Azeem (2013) training is primarily concerned with the upgrade and improvement of the knowledge and skills of the workers, which eventually enhances their performance at work. Nawaz, Masoodul and Saad (2014) increasing an individual's productivity is by way of training. In the process of training, workers gain solid knowledge, interpersonal and technical skills so as to do their work effectively and efficiently at the place of work and absence of continues programs of training results to low employee's performance.

### **1.1 Background**

As described by Mozael (2015), employee training is a program to help employees obtain specific skills and knowledge. As a result, employees gain knowledge and ability to improve their job performance (Mozael, 2015). Training is provided via organized programs that assist employees in developing essential job skills. As a result, any agency needs to grasp the employer's requirements before initiating this training. For example,

consider Lebanon, where public and private companies get training (Ismail, 2016). This strategy facilitates training the most significant number of individuals feasible to prepare them for higher-paying jobs.

Numerous training tactics may be used to increase employee job performance and improving the firm's overall performance. Thus, training practices may be crucial to the success of a business, supporting their scrutiny via research. Managers in human resource training develop various training programs to provide workers with the skills, knowledge and competence essential to do their jobs successfully (Lakra, 2016). These training programs strengthen employees' familiarity with their occupations and drive them to develop a more substantial commitment to their careers. According to Huang and Jao (2016) businesses build training programs to educate employees on how to do their jobs correctly and follow set standards.

The organization's personnel create training sessions to ensure that employees' potentials are utilized. According to Khan and Baloch (2017) most businesses invest in various initiatives that promote the development of fresh talent via long-term planning. This helps companies to respond to future uncertainty. As a consequence, they ensure that their employees operate at a greater level of commitment and motivation.

## **1.2 Research Objectives**

To determine the influence of training on performance of employees in Machakos County Government.

## **1.3 Training and Employee Performance**

According to Azeem et al., (2013) training is primarily concerned with the upgrade and improvement of the knowledge and skills of the workers, which eventually enhances their performance at work. Nawaz, Masoodul and Saad (2014) increasing an individual's productivity is by way of training. In the process of training, workers gain solid knowledge, interpersonal and technical skills so as to do their work effectively and efficiently at the place of work and absence of continues programs of training results to low employee's performance.

Sung and Choi (2014) suggests that considerable evidence in training investments produce beneficial outcomes to the organization. When skilled employees are not motivated to perform their jobs, their effectiveness will be limited. Yousaf, Latif, Aslam and Saddiqui (2014) suggested that the advantages are far much better when organizations offer employees opportunities for development, recognition, flexible hours, chance to contribute and autonomy other than rewarding them with money.

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Additionally, there are other critical reasons for developing staff training programs. For example, training allows a business to retain its best employees, which leads to profit growth. In addition, a firm may overcome operational issues with extraordinary personnel. Employers get this in return for well-developed strategies and meeting primary performance objectives. While it is necessary to give staff training to recruit better positions, it should also contribute to its strategic direction. According to Jaoude (2015), businesses that provide outstanding training have tripled their income compared to competitors. Having such high-impact programs and individuals, on the other hand, is not simple; it requires a balance of alignment and planning. This requires developing and planning training following the organization's core goals.

Additionally, staff training should be customized to address labor shortages. This is performed by assessing who has the essential and suitable talents for the post. This method facilitates practical training by focusing on employee motivation, skill mastery and critical thinking skills. Finally, exercise should emphasize both practical and classroom learning to create industry-specific skills that are effective and long-lasting (Urdinola, 2013).

Training programs are designed to foster adequate skill and knowledge development. According to Huang and Jao (2016) training may be classified into two broad categories: behavioral and cognitive. Thus, a firm decides the strategy that is the best fit for its training program. Trygg (2019) show that the two methodologies may coexist in the same program. The cognitive method involves the transmission of theoretical information to employees or supervisors. Academic knowledge is communicated to trainees verbally, nonverbally, or via several means of communication. According to Guan and Frenkel (2018), businesses that offer cognitive training place a premium on strengthening trainees' knowledge and skills while also influencing their attitudes via engaging learning.

Training programs should be planned with care, taking into consideration the many variables that influence technique of selection. This considerably increases the chance of achieving the desired goals. Human characteristics such as presence or availability, for example, may affect the method of selection process (Erixon & Wahlström, 2016). Other influential factors include subject area, training objectives, time and materials availability and principles of learning (Halawi & Haydar, 2018). Erixon and Wahlström (2016) established four stages in executing a training program: assessment of training needs, development of the training program's design, implementation, and evaluation.

## **2.0 Empirical Review**

Onyango (2014) researched on the influence of training on the performance of health workforce in Siaya County, Kenya. The research target population was for the clinical officers, nurses, doctors and subordinate staff who serve in the county health amenities. A sample size of 20% gave a sample size of 56 respondents and thus displaying a strong positive relationship between training of employees and performance. Sung and Choi (2014) suggests that considerable evidence in training investments produce beneficial outcomes to the

organization. When skilled employees are not motivated to perform their jobs, their effectiveness will be limited.

Tuei and Saina (2015) researched on the effect of career development and training on the performance of employees of Kenya Commercial Bank Branches in the Northern of the Rift Region, Kenya. Data was collected using census method from the six KCB Branches in the Northern of the Rift Region. Findings from the study indeed showed that career development and training has an impact on employee's performance. Witness from the analysis of regression is that career development and training led to 55.29% of the performance of employees whereas the remaining led to 44.71% and was therefore employee's performance determinant.

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### **3.0 RESEARCH METHODOLOGY**

The research design for this study was descriptive survey, because it allowed a systematic and well-ordered description which was reliable, accurate as well as valid according to Jansen (2010), and for that reason the method was well thought-out as appropriate for this study. Inferential statistics was used to draw conclusions about the population from the sample taken.

#### **3.1 Population and Sampling**

According to Sekaran and Bougie (2010), population is defined as a definite different set of services, events, elements, people and households under a research-based investigation or collection of items. All the 520 employees of Machakos County Government, constituting of top level, middle and lower level employees was the target population for this study.

The study used the universal scholarly thumb rule of anything between 10% and 30% of the population was acceptable as opined by (Van, 2011). The study population was 520 and used the higher percentage of 30% of the population which was approximately 156. This enabled the researcher to achieve good results which could be used for generalization.

#### **3.2 Data Collection Instruments**

Questionnaires and personal interviews were used in this study. Likert scale, close-ended and open-ended questions were in the semi structured questionnaire. Likert scale normally were important in ensuring that the objectives of the study were evaluated comprehensively and they could also give the respondents statements of a wide scope developing from the literary conversation, where they are expected to agree or disagree. Close ended type of questions simply agree to particular kinds of answers like Yes or No, whereas in the open ended questions, respondents stretch answers according to their individual thinking.

### 3.3 Validity of the Research Instrument

Validity is simply measuring of accuracy. The researcher's judgment are based on the assessments of validity of the research instrument. Validity is the approximately truth of preposition, inferences or conclusion (Sachdeva, 2018). Validity of the instrument was first ascertained to ensure that the questions measured what they were supposed to measure for instance clarity of wording and whether the respondents could interpret all questions well to eliminate areas that were likely to cause ambiguity and confusion.

For the questionnaire validity to be enhanced, then the research instruments were appraised by the industry experts to evaluate the appropriateness and applicability of the content and sufficiency of the instruments from a research viewpoint. To ensure content of the instrument of research, field test was conducted with pilot randomly selected respondents from the population sample and also the corrections on the identified questions were incorporated in the instrument.

### 3.4 Reliability of the Research Instrument

Ability of an instrument to give same results repeatedly is defined as reliability of the research instrument (Sachdeva, 2018). Once we administer an instrument under the same conditions to the same populace and get similar outcomes then this shows a connection which measures strength amongst variables. For purposes of evaluating the test for stability over time the study used Cronbach's alpha to which a higher value show a more scale generated. Bell, Bryman and Harley (2022) indicated that a Cronbach's alpha of 0.7 is an acceptable reliability. In this study Cronbach's Apha of 0.7 was considered acceptable reliability. A Cronbach Alpha above 0.7 is an acceptable reliability coefficient. As shown in Table 3 value for scale reliability for training was less than 0.7.

**Table 1: Cronbach's Alpha and Sampling Adequacy**

Variable	Number of items	Scale Reliability coefficient
Training	4	0.4263

### 3.5 Data Analysis and Presentation

Descriptive and Inferential statistics was used in this study to analyze data. Standard deviations, means, percentages and frequencies were used as the statistical tools for analyzing data. Data collected was examined thoroughly and checked for comprehensiveness. Data affirmed was coded as well as entered into the STATA version 17. The processed data was then presented in form of tables.

## 4.0 DATA ANALYSIS AND PRESENTATION

### 4.1 Introduction

A total of 156 questionnaires were distributed to Machakos County employees categorized into top level employees, middle level employees and lower level employees. Out of the questionnaires distributed, 126 were collected leading to a representation of 81 percent. Only two were found not properly filled and therefore, were

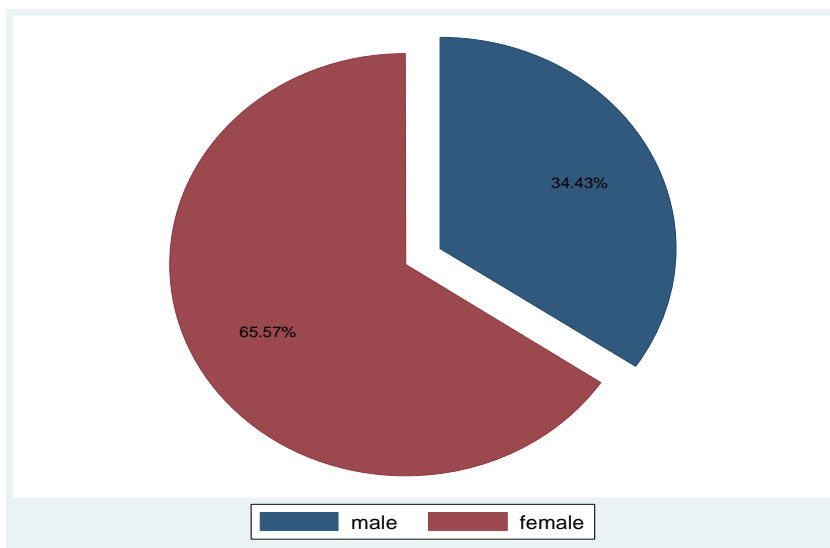
dropped. This represented an overall successful response rate of 79 percent. Mugenda and Mugenda (2013) avers that a response rate of 50% or more is acceptable for conducting estimation. Maxfield (2015) corroborates Mugenda and Mugenda (2013) assertion by showing that return rates of 50 percent are acceptable for analysis and publication.

## 4.2 Demographic Characteristics

This section consists of information that describes basic respondent's characteristics. They include level of education, gender, period of continuous service with the Machakos County Government.

### 4.2.1 Gender

Figure 1 presents findings concerning the gender of the respondents.



*Figure 1: Gender of the Respondents*

The results showed that majority of the respondents, that is 65.57 were female while male were 34.43 percent of the respondents. This shows that in the study both gender was represented though, there was percentage difference in terms of gender.

### 4.2.2 Highest Level of Education

A question was posed to respondents to indicate their highest level of education. The results are shown in Figure 2.

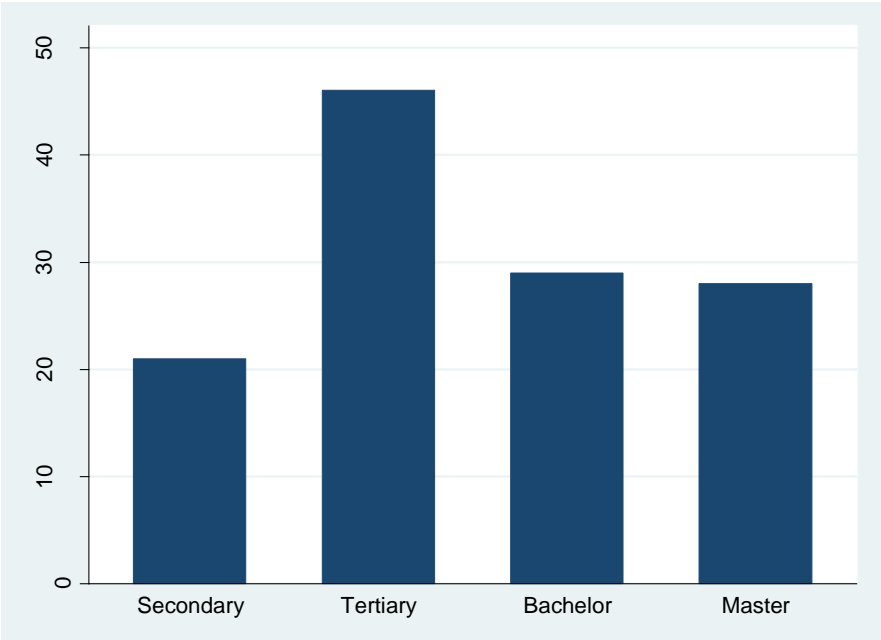


Figure 2: Highest Level of Education

The results shown in Figure 2 revealed that 46 of the respondents possessed tertiary/diploma qualification. The respondents who had attained Bachelor degree were 29 of the respondents. Those with master degree qualification were 28 of the total respondents. This meant that most of the respondents had tertiary/diploma qualification and therefore could easily comprehend the importance and meaning of training.

### 4.2.3 Age of the Respondents

A question was posed to respondents to indicate their ages. The results obtained are shown in Figure 3.

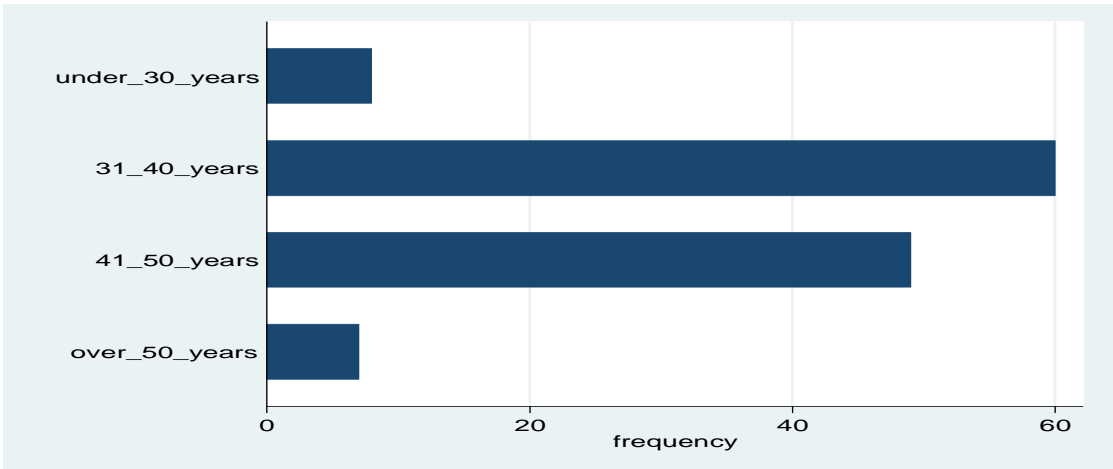


Figure 3: Age of the Respondents

The results revealed that majority of the respondents were between the age of 31 and 40 years. They accounted for 48.39 percent of the respondents. The respondents between the age of 41 and 50 accounted for 39.52 percent of the total respondents. Those over 50 years accounted for 5.65 percent of the total respondents.

4.2.4 Period of Continuous Service with Machakos County

The respondents were asked to record the number of years they had been continuously serving in Machakos County government. The results obtained are shown in Figure 4.

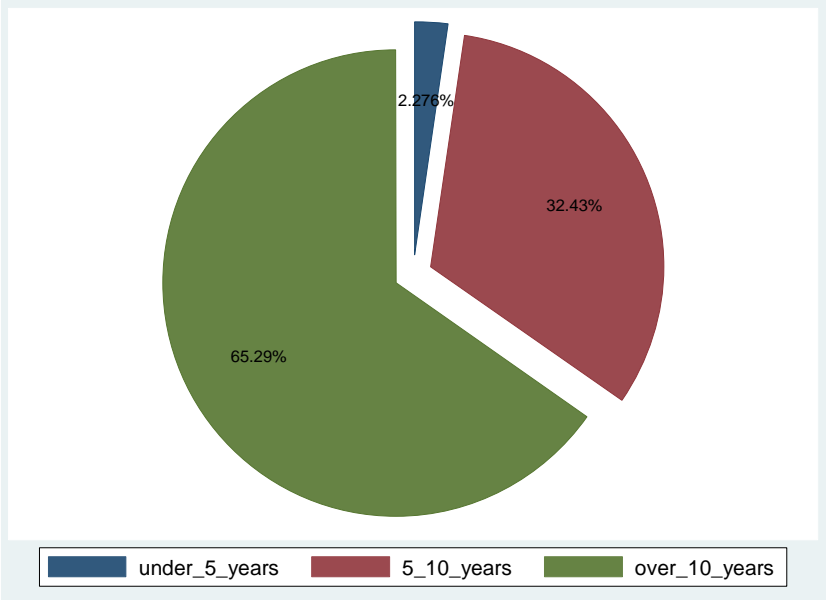


Figure 4: Period of Continuous Service

The results showed that majority of the respondents had worked for Machakos County for over 10 years and this revealed that they were familiar with the non monetary incentives offered and its benefits. They accounted for 65.29 percent of the respondents. Those that had worked for the county for between 5 and 10 years were 32.43 percent of the total respondents.

4.3 Descriptive Statistics

The study sought to establish whether providing training opportunities to employees affect their performance in Machakos County government. The responses were rated on a Likert scale and the results are as presented in Table 2.

Table 2: Effects of Training on Employee performance

			Percentage (%)						
Training			Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	SD
Supporting personal improves performance	attainment of development employee		35.48	49.19	3.23	10.48	1.61	4.06	0.98



Off the job training organized at Machakos County Government has helped me improve on performance of my work	55.65	28.23	6.45	8.06	1.61	4.28	1.09
Workshops held at Machakos County Government has increased my performance	33.06	36.29	8.87	16.13	5.65	3.75	1.23
On the job training offered in the institution has helped me improve on my performance	37.90	41.13	4.84	12.90	3.23	3.98	1.12
<b>Average</b>						<b>4.02</b>	<b>1.08</b>

Regarding to whether supporting attainment of personal development improves employee performance, 49.19 percent were in agreement while only 1.61 strongly disagreed. On probing whether off the job training organized by Machakos County government has helped them to improve their performance, about 56 percent agreed strongly while 6.45 percent of respondents were not sure. The respondents were also asked on whether workshops organized by Machakos County government have helped them improve their performance. Their responses showed that 36.29 percent were in agreement while 5.65 percent strongly disagreed. On probing whether on the job training offered by Machakos County government has helped employees improve their performance, about 41 percent were in agreement.

Further, the study established that training is a key determinant of employee performance as evidenced by average response of 4.02 with standard deviation 1.08. This suggests that majority of the respondents were in agreement that training improves employee performance.

#### 4.4 Regression Analysis and Hypothesis Testing

Regression analysis was conducted so as to quantify the influence of training on the employee performance of Machakos County government. The effect of the variable on training was assessed by conducting bivariate regression analyses. Finding out the isolated effect of training on employee performance was crucial given the fact that the effectiveness of the variable in influencing employee performance of Machakos county was quite different. In this case, the mean of responses for employee performance of Machakos County government for all respondents were regressed against the mean of responses for employee training for all the respondents as well. The following hypothesis was formulated and tested;

H<sub>03</sub>: training of employee for their good work has no significant influence the Machakos county government employee performance. From the bivariate regression analysis conducted, three outputs were generated as shown in Table 3.

**Table 3: Training of Employee and Employee Performance**

Model 3	R Squared	Adjusted R Squared	Root MSE
	0.1917	0.1851	0.89

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ANOVA						
Model 3		Sum of Squares	df	Mean Square	F	Sig.
	Regression	22.92	1	22.92	28.93	0.0000
	Residual	96.65	122	0.7922		
	Total	119.57	123			

Dependent Variable: Employee Performance  
Predictor: Employee Training

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Coefficients					
Model 3		coefficients	Std. Error	t	Sig.
	Constant	-2.29	0.0711	-0.00	1.00
	Employee training	0.396	0.0799	5.38	0.00

### Model Summary

The model summary results provided by the first output in Table 3 showed that employee training explained a considerable proportion of the variance in the employee performance of Machakos County government. This finding is supported by the coefficient of determination or adjusted R Squared of 0.1851 which implied that 18.51% of the changes in the employee performance of Machakos County government under study were attributed to changes in the training of the employees.

### Goodness of Fit

The model fitness results presented as the second output in Table 3 were also evaluated in order to determine the significance of the model that was used to show the relationship between the employee training and the employee performance of Machakos County government. The aim was to check whether the model fit the data used or how well it would predict a future set of observations. The calculated F statistic and its associated p value (significance value) were assessed where a p value less than 0.05 was an indication that the model was significant, otherwise insignificant. The findings obtained, therefore, showed that the model used was statistically significant in predicting the relationship between the two study variables given ( $F=28.93$ ,  $p=0.000$ ,  $p<0.05$ ).

## Regression Coefficient

The third output in Table 3 showed the regression estimate ( $\beta$  coefficient) computed that assisted in determining if employee training significantly influenced the Machakos county government employee performance by observing its associated t statistic and p value. The findings demonstrated that training of employee had a positive significant influence on the employee performance given ( $\beta = 0.396$ ,  $t = 8.29$ ,  $p = .000$ ,  $p < 0.05$ ). These results meant that a unit improvement in the employee training would result to improved employee performance of Machakos county government by 0.396 units when all other factors were held constant. Given that the calculated p value was 0.000 was less than 0.05, the null hypothesis ( $H_0$ ) was thus rejected and an inference made that the employee training had a significant influence on the employee performance of Machakos County government.

These findings compare with the sentiments of most of the respondents who noted that this employee training influenced their performance at work. With regards to previous studies, the findings were in support of the observation by Erixon & Wahlström (2016) and Huang & Jao (2016).

Based on the regression estimates generated, the following optimal model was fitted;

$$Y = -2.29 + 0.396X_3$$

Where Y = employee performance in Machakos County government and  $X_1$  is employee training.

## 5.0 CONCLUSION AND RECOMMENDATIONS

### 5.1 CONCLUSION

The study objective was to determine the influence of training on performance of employees in Machakos County Government. The study concluded that a higher level of organizational efficiency is realized when firms and organizations adopt employee training to boost their performance to a greater extent. Moreover, the study concluded that when workers undergo training, it enhances their understanding and skills required by the occupation and builds their confidence in their abilities. Furthermore, it gives employees a great knowledge of their responsibilities and the skills and understanding required to perform their tasks. This will improve their confidence levels, enhancing their overall performance.

### 5.2 RECOMMENDATIONS

Employers to capitalize on non-monetary benefits by offering training to their employees. Employee performance will likely increase significantly due to these incentive, which benefit the county. In addition, since many workers may view monetary compensation as the be-all and end-all of benefits, this study recommends that counties educate their staff on the value of non-monetary incentives like training opportunities to better compete for those roles within the county.

The study recommends that potential investors in the County help develop strategies for improved employee performance by taking into account the fact that workers may prefer to work for themselves and their advancement opportunities, rather than for their organizations alone.

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