

## **Training and Development Factors and Employees' Performance in Non-Governmental Organizations Operating in Mandera County, Kenya**

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### **Abstract**

*Trained and well-developed human resource is the lifeblood of any type of organization. It is only through excellent-training and development of personnel that an organization can achieve its goals and objectives. Training and Development is distinct as learning that is provided to get better performance on the present job. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training. The general objective of the study was to investigate the influence of training and Development Factors and Employees' Performance in Non-Governmental Organizations Operating in Mandera County, Kenya. The specific objectives of the study were: To find out the effect of training and development techniques, training and development need assessment, training and development constraints and training and development evaluation affects employee performance. The study employed descriptive research study design and targeted 18 NGOs operating in Mandera County. The respondents were 333 staffs working in various NGOs in Mandera County. The study utilized stratified random sampling and simple random sampling to select 180 employees who were clustered into two strata based top management, and other staff/lower management. Questionnaires were used as data collection instrument. Quantitative data was analyzed using descriptive statistics. The study concludes that training techniques that are used by the NGOs in Mandera County are Interactive employee training techniques, Hands-on training, classroom room lecture method, group discussion method and E-Learning or Online-based Training Techniques. sources which can help managers to determine which desires evaluation is suitable for primarily based on the organizational want include organizational analysis, person analysis, work/challenge evaluation, overall performance analysis, content material analysis, education suitability analysis, value advantage analysis and many others. Growing and delivering excellent training applications takes effort and time, scheduling training or arranging for insurance at the same time as employees take break day to complete mandatory courses can be difficult, especially while all personnel do now not work inside the same location. Evaluation leads to govern this means that figuring out whether or no longer the schooling turned into worth the attempt and what enhancements are required to make it even more effective. The study recommends that that NGOs in Mandera County, Kenya should perform on-the-task and off-the-activity schooling strategies. Seminars and workshops have to be prepared for the human useful resource branch on the importance of systematic approach of training and right technique to comply with in identifying talent gaps in the various departments. The HR branch must make certain additionally that adequate schooling design, rich in content is used for employee schooling. The study also recommends that a mechanism need to be created for correct assessment and*

*assessment of worker performance after schooling. The HR branch ought to ensure additionally that adequate training design, wealthy in content is used for employee training.*

**Key Words:** *Training and Development, Human Resource Management, Employees' Performance, Non-Governmental Organizations, Mandera County*

## **1. BACKGROUND TO THE STUDY**

Consistent with Lundvall (2010), education and improvement is a method that tries to offer personnel with records, capabilities and expertise of the company and its desires. Furthermore education and improvement aids an employee to hold to make the critical nice contribution to the achievement of the use of corporation in phrases of his / her appropriate general overall performance on the interest. Training is a completely vital a part of the human resource development hobby of human beneficial aid management exercise. For personnel to perform their duties correctly and successfully they must have the relevant skills, expertise, values, attitudes and abilities and properly as apprehend their commercial enterprise corporation's subculture (Ajayi, 2010). Newly hired lack the required capabilities commonly required for a fulfillment or wonderful typical overall performance on their jobs (Kaveri & Prabakaran, 2013). Once more even as at the activity, personnel need to be up to date through training and development to gather skills they did now not have at the time of appointment. That is the reason why an enterprise would possibly require training and development department, frequently called human resource improvement. While suitable process applicants were decided on and appointed, they should take delivery of the proper orientation and further, they have to gain knowledge of and advanced to satisfy their career desires of the organisation (Mwendapole, 2013). Human resource management is nowadays measured as a strategic companion of the other purposeful areas of business employer, particularly; marketing, finance, manufacturing, purchasing, control data systems and administration. The human resource of any employer is that it is predicted to result in the competitive distinction, for the purpose that achievement or failure of an employer is depending at the notable of this useful resource as well as its orientation (Adeola & Ishaq, 2014). This is based totally at the belief that human aid is the aggressive gain a business enterprise corporation has. system, infrastructure, techniques of producing, packaging and distribution strategies may additionally need to all be copied by using other competitive groups, but the innate quality, innovativeness, understanding, abilities and abilities of the human resource cannot without issues be copied (Mwendapole, 2013).

Thompson (2011) notes that education and advancing in career is faced by all the company, still despite the fact that education fine and depth performed may additionally from one employer to any other. He goes directly to listing the elements that is inclined to convince the great and amount of the training and improvement sports activities of diverse organizations as follows: that the diploma of change in the outside environment e. g. technology, rules and so on has affect on education and improvement; that diploma of internal alternate e. g. new strategies, new markets, new opposition, has an effect; the supply of appropriate abilities in the current body of employees; adaptability of current group of workers and the volume to which the organisation helps the idea of inner profession improvement; the dedication of senior manipulate to training as an crucial part of financial success; the extent to which control sees schooling as a motivating issue in work and finally know-how and capabilities of those answerable for sporting out the education. Due to fast track Vision 2030 and technological development in Kenya NGOs are now facing new adjustments in addition to demanding situations. Technological advancements have molded the need of talents and abilities required to carry out a specific obligations.

Therefore, addressing those demanding situations, greater improved and effective education applications are required via all NGOs. Powerful education applications allow in constructing a extra conducive gaining knowledge of environment for the personnel and educate them to cope with the upcoming demanding situations greater easily and in time (Visser, Matten, Pohl & Tolhurst, 2010).

According to Shaffer (2008) NGOs hire numerous techniques starting from insurance and advocacy to investigate and schooling, attention-elevating to data and conversation. NGOs in Kenya cover businesses with modest budgets of some thousand shillings to the ones coping with over a billion Kenya shillings per year. The positive impact of increased NGO activity cannot be undermined and indeed the sector is increasingly becoming a major player in the provision of basic services in many parts of the country. The sector has also become a major employer of thousands of people in Kenya. According to Amutabi (2006), managers are attempting their degree pleasant to develop the employee's abilities, ultimately creating appropriate working surroundings in the NGOs organisation. For the sake of capability building managers are worried in growing the powerful schooling applications for their employees to equip them with the desired records, abilities and talents to acquire company's objectives. This battle with the aid of the pinnacle control now not most effective improves the employee performance however additionally creates positive photograph of the organizations global, (Rugalema, Weigang & Mbwika, 2009).

## **2. PROBLEM STATEMENT**

Training is a systematic technique to enhance worker's talents, know-how and competency, important to carry out efficaciously on activity. Common, education affects organizational competitiveness, revenue and performance. Lamentably, most people of governmental, private agency and global businesses aren't spotting the significance of education to boom their worker's productiveness and while the economic system slows or whilst income decline, many corporations first are looking for cuts of their training budgets. This could end in high procedure turnover then growth the charge to lease new personnel which low down the organizational profitability. Worker performance, performed through education, refers to immediately upgrades inside the understanding, talents and abilities to perform process associated work, and as an end result collect greater worker dedication within the course of the organizational goals. Even though many NGOs are described as the premier organizations by their management and employees, it appears that most of them do not currently have training and development policy. Training and development is consequently extra or less unplanned and unsystematic.

Several studies have been carried out on training and employee performance. For example, Aroge (2012), sought to determine the contribution of Industrial Training Fund (ITF) to employee's training and development in Nigeria and found that extra budget ought to be made available to the business enterprise so it may additionally take care of students analyzing training in establishments of better getting to know via its repayment and supply scheme. Chris (2011), studied the Employee training and development in Nigerian Organizations and suggested that priority should be given to identifying specific and appropriate needs of employee, before venturing into training. Muhammad Farhan Akhtar, et al, (2011), sought to decide the impact of education and improvement on motivation and system involvement alongside what education techniques are extensively used within the banking region of Pakistan. They advise that with the useful resource of boosting the schooling and improvement activities within the banking area the personnel can be encouraged and get connected with their work. This study therefore, sought to

investigate the effects of training and development on employees' Performance in NGOs operating in Mandera County, Kenya.

### **3. RESEARCH OBJECTIVES**

The general objective of this study was to assess the effect of training and development on employees' Performance in Non-governmental organizations operating in Mandera County, Kenya.

Specific objectives were:

- i. To find out the effect of training and development techniques on employee performance in NGOs operating in Mandera County.
- ii. To explore how training and development need assessment affects employees' performance in NGOs operating in Mandera County.
- iii. To assess the constraints of training and development of employees in NGOs operating in Mandera County.
- iv. To establish how training and development evaluation affects employees' performance in NGOs operating in Mandera County.

### **4. THEORETICAL FRAMEWORK**

This study was based on two theories of training and Learning; Operant Conditioning by B.F. Skinner; (1968) and Social learning theory of Albert Bandura. The study also employed two performance theories; The Expectancy theory propounded by Victor Vroom (1964) and the Goal setting theory by Edwin Locke (1968) respectively. The two theories are classified as motivation theories and they underline the concept of performance management. The study will focus on theories of training and performance.

#### **4.1 Theory of Operant Conditioning**

The theory of B.F. Skinner is based upon the concept that studying is a feature of trade in overt conduct. Changes in behavior are the result of a character's response to events (stimuli) that occur inside the environment. In keeping with Skinner, voluntary or automated conduct is both strengthened or weakened via way of the instant presence of a praise or punishment (Skinner: 1968). The maximum critical thing of Skinner's contribution to education is the significance connected to the organism, which is essentially energetic in the surroundings inside the emitting behavior. In step with Skinner, the technique of the trainer is to ensure the proper conduct is bolstered. As a result, the trainer clear concept approximately the terminal conduct of the trainees, and the trainer ought to intently comply with the trainees to correctly improve accurate responses. This is the purpose of programmed coaching. Operant Conditioning deals with operants - intentional actions that have an effect on the surrounding environment. Skinner set out to identify the processes which made certain operant behaviors more or less likely to occur. The major influence on human behavior is learning from our environment.

#### **4.2 Social Learning Theory**

Social learning theory plays an essential function in schooling and improvement. First, the supervisor, through becoming a function version for his/her coworkers, can beautify their conduct. Employees are more likely to imitate their superiors than their peers because of their popularity, enjoy and praise power. Secondly, modeling has a significant function to play in

implementing a self-controlled method via self-observation and self-tracking (Davis & Luthans, 1980). Thirdly, for boosting the effectiveness of education, a vicarious or modeling principle has been proposed to be used in four levels, specifically, 1) presentation of fashions displaying the desired behaviors, 2) imitation or rehearsal by way of the observer of the modeling behaviors; 3) social reinforcement or favorable recognition for adoption of the modeled behaviors by using the observer; and four) transfer of education to encourage the usage of found out behaviors once more at the task (Goldstein & Sorcher, 1974; Manz & Sims, 1981). The theory is relevant to the study as it posits that people learn from one another, via observation, imitation, and modeling. The theory has often been called a bridge between behaviorist and cognitive learning theories because it encompasses attention, memory, and motivation. Social learning theory explains human behavior in terms of continuous reciprocal interaction between cognitive, behavioral, and environmental influence

### **4.3 Goal-Setting Theory**

Goal-setting theory proposed by Edwin Locke in 1968 shows that the person goals set up with the aid of a worker play an important position in motivating the employee for advanced performance. This is due to the truth personnel keep following their dreams and if the ones desires are not carried out, they both enhance their normal overall performance or modify the dreams and reason them to more practical. So, anyhow the overall performance is advanced and that is what the overall performance control device goals at Salaman et al, (2005).

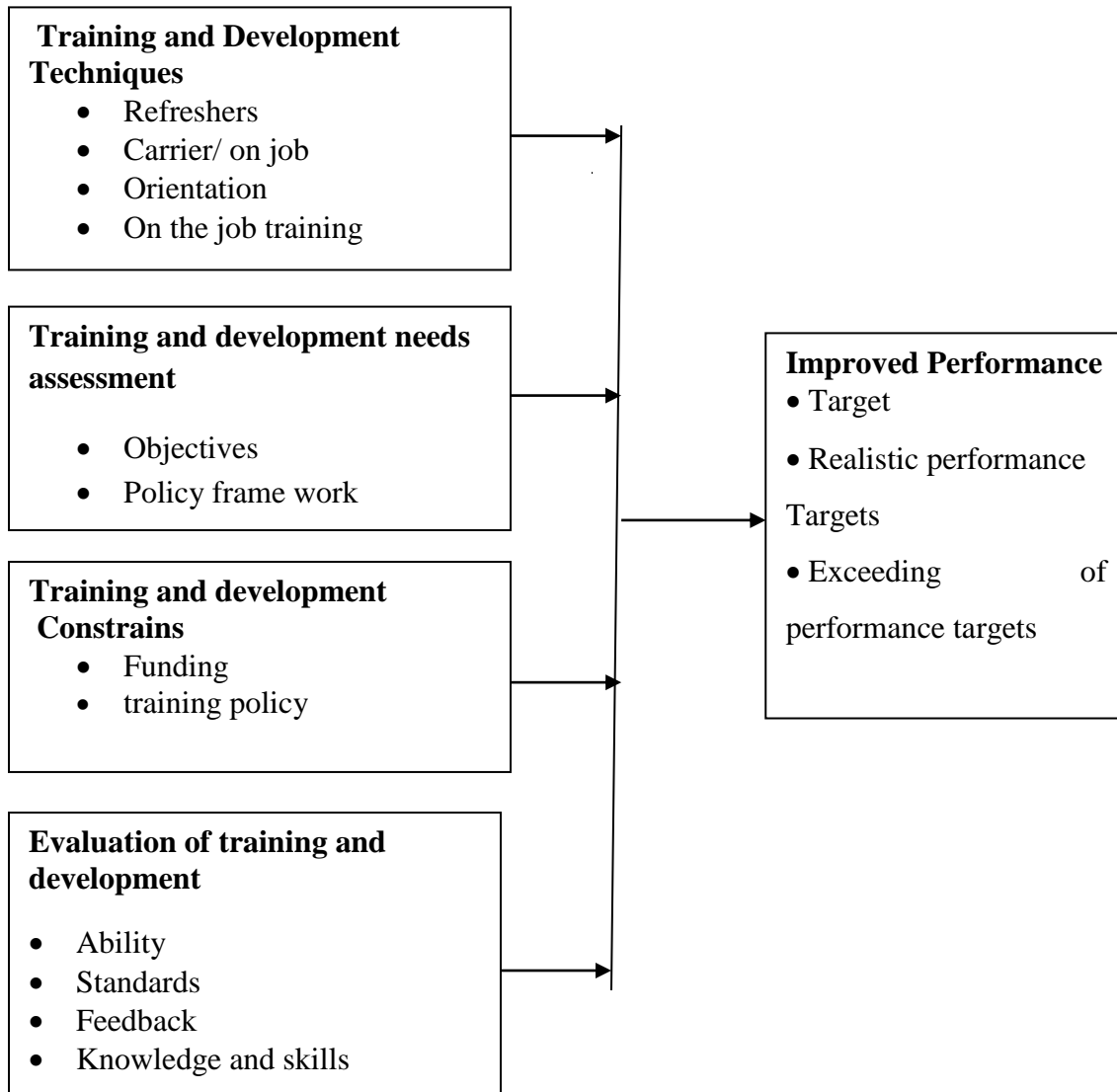
The theory was relevant to the study as it shows the willingness to work towards attainment of goal is main source of job motivation. Clear, particular and difficult goals are greater motivating factors than easy, general and vague goals. Goal setting theory is a technique used to raise incentives for employees to complete work quickly and effectively and also leads to better performance by increasing motivation and efforts, but also through increasing and improving the feedback quality.

### **4.4 Expectancy Theory**

Victor Vroom proposed expectancy theory in 1964. This concept is based totally completely on the hypothesis that individuals adjust their behavior in the enterprise based totally on expected satisfaction of valued desires set via the use of them. The people regulate their behavior in any such way that is maximum probable to steer them to attain those desires. this concept underlines the idea of performance manipulate, as it's miles believed that general overall performance is caused by the expectations concerning future sports Salaman et al, (2005). Mitchell et al, (2000) recommend that assuming purpose reputation, developing the assignment or trouble of desires effects in expanded motivation and increases in performance. Expectancy concept hypothesizes that people exchange their conduct in step with their predicted satisfaction in achieving positive desires vroom (1964). The two theories have implications for the design of overall performance manipulate strategies and worker ordinary performance and the overall companies standard overall performance. Each aim setting and expectancy principle is primarily based at the concept that people think in a rational, calculative and individualistic manner Clark (1998). Through expectancy theory, it is clear that organizational managers need to realize that staff work well only when they expect their efforts to produce good outcomes. Managers should seek to give appropriate rewards for individual performance; attempt to establish a clear relationship between effort-performance and rewards as seen by the individual; establish clear procedures for

evaluating levels of performance; take cognizance of intervening variables like abilities, traits, organizational procedures and support facilities which may affect performance.

## 5. CONCEPTUAL FRAMEWORK



*Figure 2.1: Conceptual Framework*

## 6. RESEARCH METHODOLOGY

The study adopted descriptive studies layout. This study design was put into consideration suitable as it enabled collection of data approximately the respondents' critiques and perspectives at the situation matter the way it is and how it's far. The target population on this examine therefore will include of the eighteen (18) NGOs operating in Mandera County. Using that criterion; the total target respondents for this study will be three hundred and thirty three (333). The research adopted stratified sampling technique and purposive sampling approach to achieve sample units. Yamane's formula (Yumane, 1973) guided in the selection of the appropriate sample size for the participants that will be respondent. The researcher used a questionnaire to

acquire data. The questionnaire consisted of open and close ended questions for series of primary statistics.

## 7. DATA ANALYSIS RESULTS

The study conducted a multiple regression analysis to test the relationship between independent variables and dependent variable. The findings of the regression analysis are presented in Table 1.

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.512a	0.695	0.719	2.101	0.12	4.15	4	145	0.001

Adjusted R square is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in Table 4.5 the value of adjusted r squared was 0.719 (71.9%) an indication that there was variation of 71.9% on Employees' Performance In Non-Governmental Organizations Operating in Mandera County, Kenya was due to changes in training and development techniques, training and development need assessment, constraints of training and development, training and development evaluation at 95% confidence interval. Additionally, this therefore means that factors not studied in this research contribute 28.1% and a further research should be conducted to investigate the other factors (10.9%) that affect employee performance in NGOs in Mandera County, Kenya.

**Table 2: Analysis of Variance (ANOVA)**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.228	4	5.307	25.15	.001a
Residual	156.031	141	3.279		
Total	177.26	145	9.586		

The significance value is 0.001<sup>a</sup> much less than 0.05 as a result the model is statistically significance in predicting how different factors affect employee performance. The f critical at 5% degree of importance was 9.586. Considering the fact that f calculated is more than the f crucial (value = 25.150), this shows that the general model was big. The relationship ( $p < 0.05$ ) indicated a linear dating some of the variables below the have a look at that means there was 95% chance that the connection some of the variables turned into now not due to risk.

**Table 3: Determination of Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1(Constant)	.411	1.010		6.160	.000	4.215	8.228
training and development techniques	.754	.152	3.562	1.502	.001	.550	.955
training and development need assessment	.831	.116	5.035	2.241	.003	.383	.878
constraints of training and development	.579	.112	1.945	3.961	.000	.184	.974
training and development evaluation	.664	.109	2.678	4.006	.004	.476	.852

*a. employee performance*

$Y = 0.411 + 0.754 X_1 + 0.831 X_2 + 0.579 X_3 + 0.664 X_4$ , Where Y= Employee performance,  $X_1$ = Training and development techniques,  $X_2$ = Training and development need assessment,  $X_3$ = Constraints of training and development,  $X_4$ = Training and development evaluation.

According to the regression equation established, taking all the independent variables into constant at zero, employee performance will be 41.1%. The data findings analyzed also showed that all the independent variables had a positive and significant effect on the employee performance in NGOs in Mandera County, Kenya as indicated by beta values. The relationships ( $p < 0.05$ ) are all significant with training and development techniques (3.562,  $p < 0.05$ ), Training and development need assessment (5.035,  $p < 0.05$ ), Constraints of training and development (1.945,  $p < 0.05$ ) and training and development evaluation ( $t = 2.678$ ,  $p < 0.05$ ). Training and development need assessment was found to be the most (0.831%) significant among the four variables.

Mcghee (2010) suggested that an agency should dedicate its assets to a training interest best if, in the high-quality judgment of managers, the education may be predicted to gain some results apart from enhancing employee conduct. It has to assist a few organizational desires, along with extra green manufacturing or distribution of products and offerings, product working charges, progressed pleasant or extra efficient personal members of the family is the change of personnel conduct affected thru training must be aimed at assisting agency objectives. Boxall and Purcell (2012) advocate that 'human useful resource benefit may be traced to higher human beings hired



in businesses with better techniques.’ this echoes the aid based totally view of the company, which states that particular human useful resource practices assist to create the specific competences that determine how companies compete. Adeniyi (2015) found that workforce education and development is a piece hobby that can make a very sizeable contribution to the overall effectiveness and profitability of an enterprise. He therefore, offers a scientific technique to training which encases the main elements of education.

## **8. CONCLUSION**

On training and development techniques, the study concludes that on-the-job training stays one of the most famous worker education techniques, in spite of the several technological advances within the education enterprise. The other training techniques that are used by the NGOs in Mander County are Interactive employee training techniques, Hands-on training, classroom room lecture method, group discussion method and E-Learning or Online-based Training Techniques. On training and development need assessment, the study concludes that many needs exams are to be had to be used in distinct employment contexts in the NGO sector. Sources which could assist managers to decide which wishes analysis is suitable for based totally at the organizational want include organizational evaluation, man or woman analysis, work/undertaking evaluation, performance analysis, content evaluation, education suitability analysis, value benefit evaluation etc. On constraints of training and development, the study concludes that developing and delivering fine training applications takes effort and time, scheduling training instructions or arranging for insurance even as employees take time off to complete mandatory publications may be hard, particularly whilst all employees do no longer paintings inside the identical vicinity. Younger workers especially anticipate awesome options at paintings, as properly, and no longer tolerate poorly constructed schooling materials. Developing powerful education calls for time and effort. To broaden training, these tasks require investment like some other undertaking. Skilled employees, which include educational designers and multimedia developers, typically make contributions to these kinds of efforts. But, specialized sources price money. On training and development evaluation, the study concludes that assessment leads to manipulate which means determining whether or not or not the schooling became really worth the effort and what upgrades are required to make it even more powerful. Training assessment is of vital significance due to the fact tracking the education feature and its activities is necessary so that it will set up its social and financial blessings and fees. Evaluation of training inside work settings can help an instructor/business enterprise in learning greater about the effect of schooling. It is vital to recognize the motive of assessment earlier than planning it and selecting techniques to do it.

## **9. RECOMMENDATIONS**

On training and development techniques, the study recommends that NGOs in Mander County, Kenya should carry out on-the-job and off-the-job training methods. Seminars and workshops should be organized for the Human Resource department on the significance of systematic method of training and proper technique to observe in figuring out skill gaps within the diverse departments. On training and development need assessment, the study recommends that the HR department ought to ensure also that ok education design, rich in content is used for worker training. the content material need to be capable of consist of all of the identified skill gaps, at the same time as making sure that a trainer who's informed and skilled in that region is shrunk for the training shipping. Employees should not see training opportunities as pay back opportunities for their loyalists.

On constraints training and development, the study recommends that employees for training based on favoritism should be discouraged by the management. The organization should consider instructor availability, time availability, training quality, budget constraints etc when offering training opportunities to their employees. On training and development evaluation, the study recommends that a mechanism need to be created for proper assessment and assessment of worker performance after schooling. The HR branch ought to make certain additionally that adequate training design, wealthy in content is used for employee schooling. the content material should be capable of consist of all the recognized ability gaps, even as making sure that a trainer who's informed and skilled in that region is reduced in size for the training delivery.


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