

## **Training and Development Practices and Employee Performance of Turkana County**

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### **Abstract**

*Changes in recent decades and increasing competition, dynamic and environment uncertainty lead organizations to flexibility and responding to market needs and innovations quickly in order to remain in competition scene. In this regard, the role of training and development in organizations becomes apparent more than ever. The absence of appropriate and sufficient staff development programmes or mechanisms may therefore account to a large extent for the poor employees' performance in organizations. The purpose of the study was to investigate the effect of training and development practices and employee performance of Turkana County Governance. The study was informed by the following objectives: to investigate how team building trainings influence employee performance at the Turkana County Government, to investigate how knowledge management influence employee performance at the Turkana County Government, to investigate the relationship between the evaluation of knowledge by employees and their performance in Turkana County Government and to assess the influence of promotions on the employee performance of the Turkana County Government staffs. The study adopted descriptive survey and cross sectional research design. To achieve this, the target population was 2070 respondents which incorporated all ten (10) County Executive Committee Members, fourteen (14) County Chief Officers, thirty (30) County Directors and Forty (40) Deputy County Directors. The study adopted a sample size of 96 respondents. Purposive sampling technique was used by the researcher to sample out the population basing on capacities, group characteristics and progressive records for all the respondents. Questionnaire was administered to the County Executive, County Chief Officers, County Directors and Deputy County Directors. Quantitative and qualitative data was analyzed descriptively using inferential statistics and presented in graphs, frequency tables and charts. The findings of the study were as follows: team building training influence employee performance, knowledge management influence employee performance, there was a relationship between the evaluation of knowledge and employee performance and finally, there was a relation between promotions practices and employee performance. The study recommended the following; the County Government to encourage and organize more forum on team building for interaction purposes between employees, the County Government of Turkana to facilitate employees to undertake knowledge management course/training, the County Government should emphasize on the training of the staff on evaluation of knowledge management and the County Government should only encourage promotion based on performance and merit. These recommendations if taken into consideration seriously, they can enhance employee performance.*

**Key Words:** *Training and Development Practices, Human Resource Management, Employee Performance, Turkana County*

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

According to Hawthorne studies and much other research work on productivity of workers highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Harrison, 2010). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. According to Leonard-Barton, (2012), an organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (2014) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 2013) The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches (McGill and Slocum, 2013). Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve more employee commitment towards the organizational goals (Huselid, 2015) mentioned that training should leads to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm.

The success of any organization in the contemporary business world depends on the quality of human resources available to it to initiate and implement its policies and programmes. According to Solkhe, and Chaudhary (2011), human resource is the most vital factor of production and labour productivity. They also maintained that a positive future-oriented human resource development is essential for the efficiency and effectiveness of public sector employees. In line with this, Appah, Coleman and Busine (2011) pointed out that organizations all over the world invest several millions of money on training and development of human resources for the performance of their respective organizations. This demonstrates the importance organizations attach to their human resource in the achievement of their corporate goals. According to Saraswathi (2010), human resource development in organizational context is a process by which the employees of an organization are aided in planning a way to: obtain or hone capabilities required to perform various functions associated with their present or expected functional roles; develop their general capabilities as individuals and discover and exploit their own inherent potentials for their own, and, or organizational development processes; develop an organizational culture in which supervisors-subordinate relationship is positive or strong; teamwork and collaborations among sub-units are strong and contribute to the professional well-being, motivation and the pride of employees.

Human resources include knowledge, skills, abilities and experience controlled by an organization that enables it to improve upon its performance, competitiveness, innovation, efficiency and effectiveness. This is because, employees skills, knowledge and abilities are among distinctive and renewable resources upon which an organization can draw their strategic management and comparative advantage. Development must embrace all employees in the organization and must

aim at challenging all to grow and self-development. Similarly, Nwuche and Awa (2009) argued that employee development improves the knowledge base of organization members, a precursor of organizational performance. Due to fast pace and technological development the firms are now facing new changes as well as challenges. Technological advancements have moulded the need of capabilities and competencies required to perform a particular tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporate. Effective training programs help in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2006). In the view of Ricardo and Wade (2001), performance measures could include result-oriented behaviour (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Hence, the term performance is a broader based concept which includes effectiveness, efficiency, economy, quality, consistency behaviour and normative measures. Organizational performance can also be defined as the organization's ability to attain its goals by using human resources in an effective and efficient manner. The emphasis on employee development in organizations reflects the the view that market value depends less on tangible resources, but rather on intangible one, p[particularly human resource. However, Bhatti and Quareshi (2007) stated that one of the leading challenges in management has been implementing effective employee development programmes to enhance performance. As a result researchers in Human Resource Management have stressed on effective employee development policies and programmes. According, Luthans et al. (2010) made the submission that, optimal use of human resource can be a key source of competitive advantage because it is difficult for competitors to replicate. This resource -based view has led to considerable attention in employee development focusing on performance. According to Rowden and Conine (2013), a large part of the workers sense of job satisfaction and performance can be attributed to workplace learning opportunities they benefit from. The absence of appropriate and sufficient staff development programmes or mechanisms may therefore accounts to a large extent for the poor performance of employees in organizations.

## **2. STATEMENT OF THE PROBLEM**

Despite the increasing effects on training and development of employees by County Government, there is still limited literature on training and development issues in developing Countries ( Debrah & Ofori 2006) and increasing concerns on how quality service delivery in the telecommunications sector. It is further worth noting that while much is known about the Economics of training in the developed world, studies of issues associated with training in less- developed Countries are rarely found. The existing studies in this relation (Harvey 2002, Harvey, Matt & Milord 2002, Jackson 2002) have taken a general human resource management focus creating gap on issues such as the effect of training and development on performance of employees. This study will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management in general and training and development in particular in Kenya.

This study begins from the realization of the need to effectively administer the effect of training on employee performance. Training is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Overall training impacts organizational competitiveness, revenue and performance. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the

importance of training to increase their employee's productivity and when the economy or when profits decline, many organizations first seek cuts in their training budgets. This will lead to high job turnover then increase the cost to hire new employees which lowers down the organizational profitability. Studies examining employee development and organizational performance in Kenya's public sector are therefore rare, more so, human resource working with County Governments. Much of the success of these limited studies was on the private sector or profit making organizations. The Public sector is thus, neglected to a large extent. This means that there is a huge gap in the literature on the effect of employee development on organizational performance with respect to Kenya's Public sector, especially County Governments.

Past researchers proved positive link between training and employee performance, as training brings benefits for the employee along with for the firm by positively impacting employee performance through the enhancement of the employee's competencies and behaviour. Firms that focuses on shareholders and customers satisfaction realized the importance of investing in training, and thus recognizes the worth of employees' development (Evans and Lindsay, 1999). Indeed, various studies confirmed this assertion as shown by the overwhelming evidence of positive effect of employee development on performance they found. Unfortunately, majority of these studies were conducted in foreign Countries; in cultural and environmental contexts which are believed to be different from that of Kenya and her Public sector. It is against this backdrop that the researcher's interest is on training and development practices and employee performance in the County Government of Turkana.

### **3. OBJECTIVES OF THE STUDY**

To investigate the effect of training and development practices and employee performance of Turkana County.

The specific objectives were:

- i. To investigate how team building trainings influence employee performance at the Turkana County Government
- ii. To investigate how knowledge management and evaluation of knowledge by employees influence employee performance at the County Government of Turkana.
- iii. To investigate relationship of employee promotions and the employee performance of the Turkana County Government staffs.

### **4. THEORETICAL FRAMEWORK**

This study will be grounded on the theory of Human Resource and the psychological contract model. According to Arnoff (2011), the theory emphasizes on Human Resource objective of marching the organization's needs to the employee's skills and career objectives. This is sometimes called "workforce planning," because the business works to put the right person in the right job at the right time. This can be challenging in smaller businesses where one person might be asked to take on a number of different roles. However, effective recruitment to match the needs of the organization can normally work to solve this problem. If the company needs someone with skills in technology, customer service and accounting, then it must recruit such as person or otherwise be willing to train someone on those diverse areas. Indeed, training programs, both on - and off-site, can help to cover skill's gaps and to educate employees on new trends and technologies.

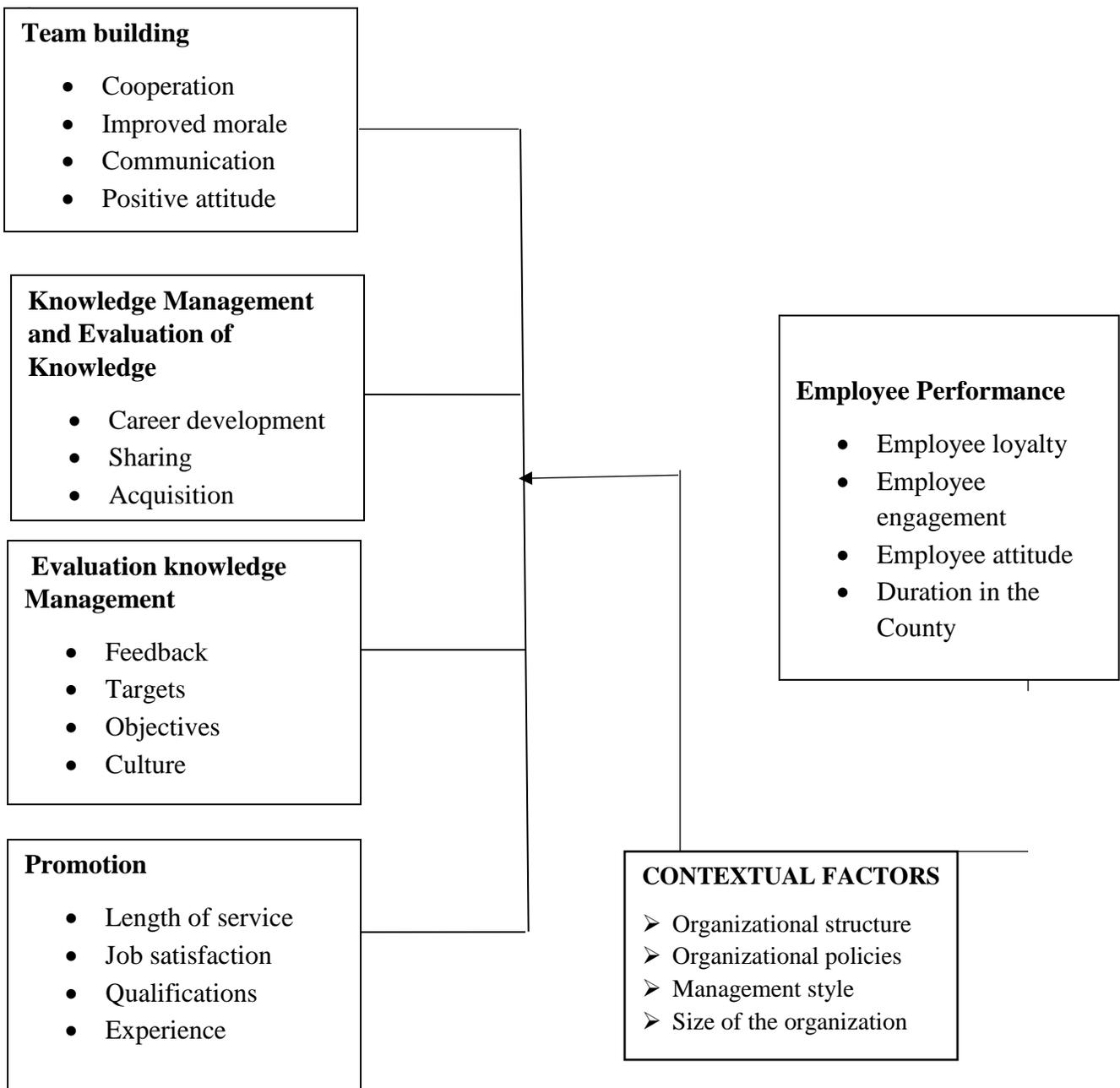
On the other hand, a basic definition of the psychological contract appears in Michael Armstrong's excellent Handbook of Human Resource Management Practice (10th Ed., 2006): "...the

employment relationship consists of a unique combination of beliefs held by an individual and his employer about what they expect of one another. In management and organizational theory many employee attitudes such as trust, faith, commitment, enthusiasm, and satisfaction depends heavily on a fair and balanced psychological Contract. Where the contract is regarded by employees to be broken or unfair, these vital yet largely intangible ingredients of goods organizational performance can evaporate very quickly. According to (Bartel 2014), psychological contract is regarded by employees to be right and fair, these positive attitudes can thrive. Employee feelings and attitudes are strongly influenced by their treatment at work (an aspect of the psychological Contract), while at the same time, 2) Employee feelings and attitudes strongly influence how they see themselves and their relationships with the employer, and their behavior towards the employer (also an aspect of the psychological contract).

Scarborough and Elias (2002) believes that: The concept of human capital is most usefully viewed as abridging concept-between human resource practices and business performance in terms of assets rather than business processes. They point out that human capital is to a large extent non-standardized, tacit, dynamic, context dependent and embodied in people. Human Capital is crucial to firm performance flexibility and creativity of individuals, their ability to develop skills over time and to respond in a motivated way to different contexts. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent. Davenport (1999) expresses that people possess innate abilities behaviours and personal energy and these elements make the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a none-way exploitation of an asset by its owner. Human capital theory add value that people contribute to an organization as assets and stresses investment by organizations in people to generate worthwhile returns. Human theory is associated with the resource-based view to the firms as developed by Barney (1991).

## **5. CONCEPTUAL FRAMEWORK**

A conceptual framework is a diagrammatic representation of the relationship between variables in the study. It helps the researcher to see the proposed relationship between variables easily. It is used in research to outline possible courses of action or present a preferred approach to an idea or thought. This research has considered human resource training and development activities such as training on knowledge management, team building and promotions as the independent variables. On the other hand, employee performance has formed the dependent variable in this study. The relationship between these variables is illustrated in the figure below;



**Figure1: Conceptual Framework**

## **6. RESEARCH METHODOLOGY**

This study adopted a descriptive and cross-sectional survey research design. The choice of the descriptive survey research design was based on the fact that in the study, the research is interested on the state of affairs already existing in the field and no variable would be manipulated. The study was carried out in departments of the Turkana County Government where our population of interest were all the employees. Purposeful method of sampling was used in the selection of the sample units to be interviewed. The decision to interview a specific unit was influenced by researcher's judgement or perception of about unit's knowledge of the desired information. purposive The study targeted ten (10) County Executive Committee Members, fourteen (14) County Chief Officers, thirty (30) County Directors and Forty (40) Deputy County Directors. The data was collected by use of questionnaires and data was analysed descriptively both quantitatively and qualitatively. The sample size has been calculated using the normal approximation to the binomial because the population of is large.

The data collection instrument was employed in form of a well-structured questionnaire because of the advantages it has for the study including, time savings, upholding of confidentiality and for being the best source of primary data. The researcher prepared both closed and open ended questionnaire. Closed questionnaire are expected to offer uniformity in answering the questions while open ended questionnaire was objectivity to respondents by allowing them to provide their personal and unbiased views. For the objectives of this study to be realized, data will be displayed in a variety of visual formats that make it easy to observe patterns and identify differences among the results set, e.g. Bar and pie charts. This will make it easy for the readers to interpret the findings. Statistical analysis, computation of correlation coefficient method will be used to establish the relationship between variables. This analysis will help in determination of factors that lead to a particular outcome. The regression means will be working backwards from the result to find out why a person answered the way that they did.

On receipt of the completed questionnaires, the collected data was checked for errors in responses, omissions, exaggerations and biases. The data was then be integrated into experience and perception indexes for challenges posed by the issue of insurance penetration and then checked for eventually emerging correlations suggesting cause-consequence relations. All analyses was done using SPSS. For easy management and longevity of the data, it was captured in Ms-Excel 2007. All data was entered and verified after effective coding. Data was then scrutinized in relation to the objective of the study, otherwise with a potential abundance data; vast numbers of irrelevant summaries would be produced. Checking of inconsistencies, anomalies, missing values, outliers (say data cleaning) was done in SPSS syntax. Analysis was descriptive in nature. Results for each item were based upon the number of eases which was valid data for that item. The adopted descriptive statistics to analyze the results of this study and draw conclusions. Descriptive statistics was aimed at identifying the pattern of the data and consistency of the responses in each of the hypothesized factors influencing the indicators (i.e. challenges posed). Results was then be presented in tables, charts and graphs with emphasis on graph analysis.

## **7. DATA ANALYSIS RESULTS**

A Pearson correlation coefficient used to establish the influence team building and employee performance had on County employees. There was a positive relation between team building and employee performance on the Turkana County Performance ( $r=.796$ ,  $n=89$ ,  $p<.05$ ) as summarized

in Table 1. This indicated that an increase in teamwork and employee performance of the Turkana County Performance improved.

**Table 1: Regression Analysis for Team Building**

		Performance	Team building and employee performance
Employee Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Team building	Pearson Correlation	0.796	1
	Sig. (2-tailed)	0.000	

This shows that the more the employees have team building the higher the employee performance of Turkana County Performance. The findings agree with Ashour, and Bontis (2007) agree that team building had a positive influence on employee performance. Training can contribute to the effective use of the organization's resources, but only if approached systematically. The study sought to investigate how knowledge management influences employee performance at Turkana County Government. On whether the county government trained its employees on importance of knowledge management, it was revealed that 90.8% of the respondents agreed that the county government trained its employees on the importance of knowledge management practice. The study further established that training on knowledge management influenced employee performance, majority of respondents at 87.7% agreed with the idea that training on knowledge management influenced employee performance. This findings relates with the findings of Obi-Anike and Ekwe (2014) found out that there is positive relationship between Knowledge management practice and employee performance. This findings corresponds with the findings by Bartel (1994) who affirmed that there was a positive correlation between effective training program and employee performance.

In order to determine the relationship between knowledge management practices and employee performance, a multiple regression analysis was done as summarized in Table 2.

**Table 2: Regression Analysis for Knowledge Management Practice**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.957	3	6.319	39.555	0.000a
Residual	15.655	98	0.160		
Total	34.612	101			

- a. Predictors: (Constant), Knowledge Management Practice
- b. Dependent Variable: Employee Performance

Table 2 shows that the F value is 39.6 and is significant because the significance level is = .000 which is less than  $P \leq 0.05$ . This implies that overall regression model is statistically significant, valid and fit. The valid regression model implies that knowledge management practice is explaining that there is a positive and significant relationship with dependent variable (employee performance). This findings consistence with the study by Wu (2009) who suggested that the mechanism of knowledge management impacts on employee performance.

In order to determine the relationship between training and development practices and employee performance, a multiple regression analysis was done. The  $R^2$  and adjusted  $R^2$  are estimated in order to determine the goodness of fit. Table 3.

**Table 3: Model Summary for Evaluation of Knowledge Management <sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291 <sup>2b</sup>	.085	.082	7.618

*Predictors: (Constant), Evaluation of Knowledge Management*

*Dependent: Employee Performance*

The researcher conducted a regression analysis to determine the significance relationship of evaluation of knowledge management practices against the employee performance. The results in Table 3 show that the coefficient of determination ( $R^2$ ) was 0.082 which means that only 8.2% of the variance in employee performance in Turkana County Government is explained by evaluation of knowledge management practices. This though positive is a weak representation and therefore means there are equally other factors which determine employee performance in Turkana County Government.

In order to determine the relationship between promotion and development practices an employee performance, a multiple regression analysis was done. The  $R^2$  and adjusted  $R^2$  are estimated in order to determine the goodness of fit. Table 4, a summary of the regression Model.

**Table 4: Model Summary of Promotion Practices on Employee Performance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	257.950	4	64.488	120.140	.000 <sup>b</sup>
Residual					
Total	104.670	195	.537		
	362.620	199			

*Predictors: (Constant), Promotion Practice.*

*Dependent Variable: Employee Performance*

Table 4 shows that the F value is 120.140 and is significant because the significance level is = .000 which is less than  $P \leq 0.05$ . This implies that overall regression model is statistically significant,

valid and fit. The valid regression model implies that all independent variables are explaining that there is a positive and significant relationship with dependent variable.

## **8. CONCLUSION**

The study made the following conclusions: Team building of employees influenced employee performance. For instance, team building helps in improving staff performance and influenced employees positively. Team building had a great significance in that it encouraged the spirit of togetherness and employee relationship. As a matter of fact, it was further revealed that team building should be well organized and planned as well as encouraging and organizing more forum for interaction between employees. The study established that knowledge management practices influenced employee performance through the county government training its employees, which greatly influenced employee performance. At the same time, training on knowledge management was very high in the County. The main reasons for the County Government promoting knowledge management was for efficiency and effectiveness as well as having quality output performance by the employees. It was further established that training on knowledge management influenced employee performance. The significance of knowledge management is to build capacity in employees, and to enhance decision making which influences employee performance. Knowledge management as well promoted learning and improved employee performance. It was also revealed that that the County Government should facilitate the employees to undertake knowledge management course.

The study established that evaluation of knowledge management practice influenced employee performance in a number of ways. For instance, evaluation of knowledge management resulted to a positive impact on employee performance. It was also revealed that there was a positive relationship between evaluation of knowledge management and employee performance and that evaluation of knowledge practice gives feedback on training and development of employees. It was revealed further revealed that emphasizing on the training of the staff could improve evaluation of knowledge practice in the County Government of Turkana. The study established that there was a relationship between promotion practices and employee performance to a large extend as the employees progress from one position to another at the same time motivating employees. The employees were also positive about promotion practice. It was also revealed that other than promotion, there were other factors that influenced employee performance. This included; organizational leadership, incentives, limited resources and work environment. It was further noted that employees be promoted based on performance and merit.

## **9. RECOMMENDATION OF THE STUDY**

The study came up with following recommendations; The County Government to encourage and organize more forum on team building for interaction purposes between employees. The County Government of Turkana to facilitate employees to undertake knowledge management course/training. The County Government should emphasize on the training of the staff on evaluation of knowledge management. The County Government should only encourage promotion based on performance and merit.

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