



INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AT COUNTY GOVERNMENT OF KIAMBU

¹Wachiuri Juliana Wambui, ²Dr. Makokha Elizabeth Nambuswa (PhD)

¹ Msc in Human Resource Management, Jomo Kenyatta University of Agriculture and Technology, Kenya

² Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT

The purpose of the study is to determine the influence of training and development on employee performance at the County Government of Kiambu. The study was guided by the following specific objectives: to determine the effect of training methods on performance of employees at the County Government of Kiambu; and to establish the effect of development programs on performance of employees at the County Government of Kiambu. This study adopted a descriptive research design to assess the effectiveness of the training and development on employee performance. The target population all the employees at supervisory level, middle managers of Kiambu county. The study adopted census since the target population was small. Data collection instrument was structured questionnaire. Pilot testing was done to test the validity and reliability of research instrument. Data was analyzed using descriptive and inferential statistics and presented in tabular form through the use of Statistical Package for Social Sciences (SPSS) version 24. Data was subjected to correlation and Multiple Regression Statistical Methods to test the significant levels of the independent over the dependent variables. The results also revealed that training methods has significant effect on employee performance at County governments of Kiambu. In addition, the results revealed that development programmes have significant effect on employee performance at County governments of Kiambu. Every organization and its management should come up with different training methods including the organization culture and structure, available resources allocated to employee training, the trainees characteristics such as individuals, teams of group, departmental training, general or technical training and the identified needs that precipitate the training activity. The study findings are useful for human resource management practice, policy formulation and research works. The study findings help counties in evaluating the importance of training and development on employee performance at County Governments in Kenya.

Key Words: Training and Development, training methods, development programs, performance of employees, County Government of Kiambu

Background of the Study

As the world becomes a global village due to emergence of new advanced technologies, organizations and its management are forced to reckon with these changes so as to survive, grow and have profitable operations. Increased instances of globalization and the search for high returns and competitiveness, has pushed organizations to seek a means of attracting, retaining skilled, committed and motivated workforce (Sung & Choi, 2014). In essence, due to the changing workloads, market needs, operational work adjustments and changing work tasks, creating a need to keep employees updated from time to time on the current happenings and changes at the workplace.

Training is the most basic function of human resources management. It is the systematic application of formal processes to help people to acquire the knowledge and skills necessary for them to perform their jobs satisfactorily (Armstrong, 2020). These activities have become widespread human resource management practices in organizations worldwide (Hughes et al., 2019). In today's business world, training is the main strategy to perform the institutional objectives. It helps to improve employee and employer performance (R. A. G. Khan et al., 2011; Rutledge & Cathcart, 2019). Employees are the most precious asset for any organization in building up or destroying its reputation and profitability (Elnaga & Imran, 2013). Some of the factors that determine the performance of employees are training of employees, organizational policies, working situations, job satisfaction, interactions with in the organization (Aktar et al., 2012;). Thus, training is one of the most effective tools to enhance the employee performance and to achieve the organizational objectives and goals effectively and efficiently (Afroz, Citation2018; Garavan et al., 2020).

According to Larsen (2017) organizations seeking chances of improving their workforce performance and productivity must then invest in training and re-training their employees. This means that well trained and equipped employees are able to push for the organizational agenda and meet the set strategic goals. Training is seen as a valuable tool and an investment in the organization that helps to improve profitability, reduce operational costs and increase employee motivation, commitment and effectiveness.

Training is very crucial in organizations because new employees are continuously recruited to fill positions left vacant or the newly created positions and they must therefore be trained to work in the specific organizational context. As such training and development activities increase the productivity at an individual level and also serves as a motivation method to improve performance (Sung & Choi, 2014). The main purpose of training is to eliminate performance discrepancies whether current or anticipated so that the employees are equipped with relevant skills to perform their job tasks. Kiruja and Mukuru (2018) mentions that training is particularly important for purposes of improving performance both at individual or organizational level and especially in organizations that report a decline in performance levels.

Training and development policies and programmes are essential components in the process of developing talent, ensuring that people acquire and enhance the skills and competencies they need which would translated into positive results. At the same time, training and development activities are important means of developing managers and gaining the engagement and commitment of talented staff by giving them opportunities to grow in their present roles and to progress to higher level roles.

Trained employees perform well which may lead to their promotion. By matching the size and skills of the workforce to the productive requirements of the organization, and by raising the quality of individual employee' contributions to production, organizations there would be a significant improvement on employee performance (Kiruja & Mukuru, 2018). Successful

organizations set training and development as a priority by assessing the employees training needs through measuring the acquired skill set versus job requirements. The organization then comes up with a training program considering the method that would be adopted either on-job or off-job, classroom setting or practical experiments in enhancing the knowledge and information employees possess.

Hafeez and Akbar (2015) mentions that the training scope and content is a measure of how successful a county would be and using valuable development programs including mentorship programs. The more experienced employees' coach, mentor and train new staffs in handling workplace activities. Putting in place all these elements increases the probability of having a successful training and development programs that improves the employee performance.

Statement of the Problem

The Kenya Vision 2030, the nation's development blueprint, aims at having a well-trained, developed and globally competitive workforce, to provide quality services to all. Training and development is important in equipping employees with work-related skills and building their competencies for improved performance. Trainings also prepare employees for holding positions of authority in future, solve current and future work problems and overcome workplace deficiencies (Amadi, 2014). In a nutshell, training should aim at addressing identified performance gaps and hence training activities must be based on the need to close performance gaps and raise effectiveness and quality of service. It is an important investment that management should undertake to improve organizational performance in aspects like time management, punctuality, and morale and customer service. County governments has invested heavily training and development programs for its employees, and since the employees are busy all the time, it is of value to design training programs that link needs versus job requirements and also find out the effect that training and development has on employee performance.

As per Tune, et.al.,(2020), workers ought to be the most esteemed and basic resource in any area as they exclusively and all in all add to accomplishment of Province goals. Worker execution in the Area has been falling apart since devolution in 2013 with 43% of the representatives in 2014, 41% of the workers in 2015, 47% of the workers in 2016, 48% of the workers in 2017 and 51% of the representatives in 2018 working in TransNzoia Region government didn't accomplish the set individual and departmental targets. A few examinations have taken a gander at preparing and improvement and representative execution, as in Pakistan Hafeez and Akbar (2015) on preparing and worker execution in drug organizations uncovered that preparing firmly impacted representative execution, yet the review covered the drug organizations consequently discoveries might be area explicit. Falola, Osibanjo and Ojo (2014) in the Nigerian financial area and connected preparing and improvement to authoritative seriousness. The discoveries show a cosy connection among preparing and improvement and seriousness, yet the review neglects to interface preparing and improvement to representative execution. Valentine (2017) examined on the impact that preparation and improvement has on Kakamega Area Clinic representatives' exhibition uncovering that preparation and 6 advancement is significant in further developing execution. The review took a gander at medical care and discoveries might apply just on that area. Mburu (2017) viewed at execution of ventures as affected by initiative, the review neglects to make reference to impacts of preparing and advancement. None of these examinations have connected preparing and improvement on worker execution, this study looks to fill that information hole by surveying the impact that preparation and advancement has on representative execution at District states of Kiambu.

Objectives of the study

The study will be guided by the following objectives:

- i. To determine the effect of training methods on performance of employees at County Government of Kiambu
- ii. To establish the effect of development programs on performance of employees at County Government of Kiambu

LITERATURE REVIEW

Theoretical Review

Social Learning Theory

Social learning theory, developed by Albert Bandura, amalgamates cognitive learning theory, which posits that learning is influenced by psychological factors, and behavioral learning theory, which suggests that learning is a response to environmental stimuli (Bandura, 1977). Social Learning Theories, particularly emphasizing imitation and environmental modeling processes, are at the forefront of attention within this theory. Bandura's social learning theory underscores that individuals learn by observing credible and knowledgeable models, with behaviors that are reinforced or rewarded being more likely to be repeated (Bandura, 1977). Bandura emphasizes the importance of observing and modeling behaviors, attitudes, and emotional reactions of others, suggesting that most human behavior is acquired through modeling and observation of others (Bandura, 1977). The theory posits that an individual's behavior is shaped through interactions among situational, personal, and environmental components.

Regarding training methods, social learning theory suggests that interactive and participatory approaches, such as role-playing, group discussions, and on-the-job training, are more effective in facilitating learning and skill acquisition compared to passive methods like lectures or reading materials (Bandura, 1977). Therefore, by incorporating training methods grounded in social learning theory, the county government of Kiambu can enhance employee performance by providing opportunities for active learning and skill development. According to this theory, the employee's motivations, behaviors, and the environment collectively influence their actions, including their attitudes toward performance appraisal processes and their performance within the organization.

In an effort to improve employee performance, County governments need to comprehend the impact of social structure and its implications in training and development programs (Bandura, 1977). The social setting can foster learning through mentorship, partnership, teamwork, and adequate socialization time, enabling experienced employees to impart knowledge to newer ones. Social learning theory underscores the value of training and learning in enhancing employee performance within organizations, emphasizing the significance of the social context in facilitating learning and skill development (Bandura, 1977).

Conceptual Framework

The conceptual framework consists of the independent and dependent variables. Below is a figurative illustration of dependent and independent variables in the study as shown in the conceptual framework 2.1 below;

Independent Variables

Dependent Variable

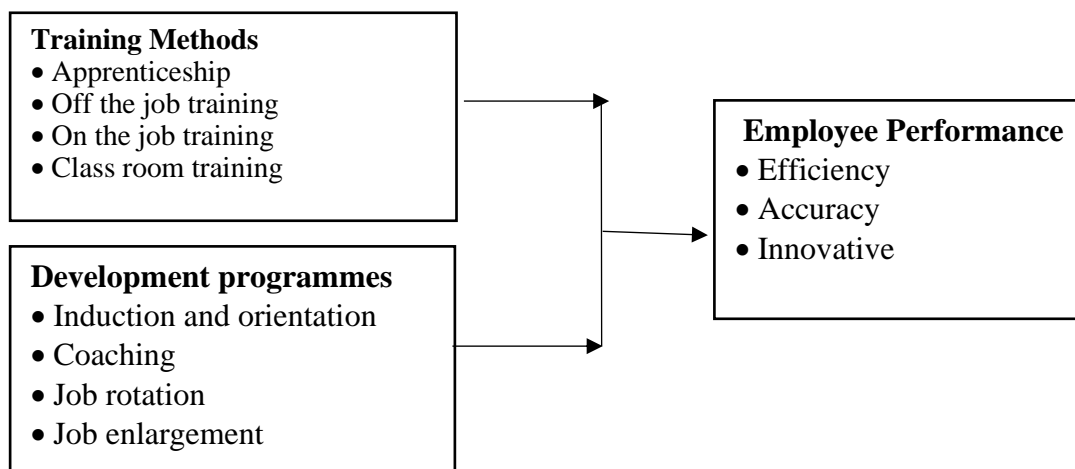


Figure 2.1 Conceptual Framework

Training Methods and Employee Performance

An effective training program is one that has adopted the usage of advanced methods and techniques of training the employees. Every organization and its management or leaders choose different training methods as dependent on several reasons including the organization culture and structure, available resources allocated to employee training, the trainees characteristics such as individuals, teams of group, departmental training, general or technical training and the identified needs that precipitate the training activity. According to Githinji (2014) on training and employee performance sharing that any method adopted should be feasibility and affordable, thus evaluated in terms of its practicality and cost effectiveness. In addition, the trainers should be competent and having vast number of years in practical training so as to share the content in a manner that would easily be digested by the trainees.

Training new and old personnel has been important in attaining efficiency in devolved units. Institutions that do not identify and reward the employee's performance end up losing them to the competing organizations, institutions and countries (Sousa, et al, 2014). This affects the growth and profitability of the organizations and institutions in the long run, it increases the cost of recruiting new staff, training and development. If organizations want to be successful, they should treat employees equally and competitively for the purposes of retaining them. Very few organizations consider employees as assets which are capable of delivering positive results in the organization if managed well (Lalli, 2015). This is also true for devolved systems. Employee performance is the process of achieving a particular objective within an organization based on the predetermined standards and measures such as time spent, accuracy and the incurred expenses (Sultana, 2012). There are many expectations contact concerning employee's performance and when this anticipation levels are meant the performance of the employees are deemed to be good. Development of workers skills and Performance have been connected with human resource management practices (Akbar & Hafeez, 2015). There is need to create a conducive environment to enable the employees perform the assigned task with the name

of achieving the set targets. According to Shadareet (2009) an employee supposed to be motivated which helps him to achieve the set specific goals by creating enabling and environment.

According to Akbar (2012) the many factors which influence the employee's performance are; development training, work conditions, policies in the organization and employer-employee relationship. Performance of the employees can be measured in many ways; number of units produced, achieving the set targets support the management, professionalism an ability to play in a team. Performance of the employees is a vital role for any company to outperform its competitors which leads to a great success with the stakeholders (Osunde, 2015). Training entails improving the skills and knowledge of employees. Choi and Hong (2016) argued that there are two possible training methods that organizations can use to improve the skills and knowledge of its employees.

According to Mondy and Martocchio (2016); Noe and Hollenbeck (2019); Mathis and Jackson (2016) and Lussier and Hendon (2020) and Abu Daqar and Constantinovits, (2021), training methods as include instructor-led training, e-learning, case study, behavior modelling, role-playing, training games, in-basket training, on-the-job training, and apprenticeship training.

Wenzel (2014) mentions that those person/persons selected to conduct the training, either outside or in-house trainers, it is important that the company's goals and values be carefully explained. Tahir, et al (2014) investigated the impact of training and development on employees' performance and productivity and concluded that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives.

There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the on-the-job training include but are not limited to job rotations and transfers, coaching and/or mentoring. On the other hand, off-the-job training examples include conferences, role playing, and many more as explained below in detail.

Whenever the organizational leadership is planning training activities for its employees, it is important to consider the level of expertise that the trainees possess. This can be done by assessing the tacit knowledge in their possession and figure out methods that can be adopted to increase their knowledge base. Methods such as apprenticeship which involves an expert or more experience employee sharing work duties and assigning new tasks to newer employees with less experience so as to train them.

According to Rusinovci (2015) there are two main broad and different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training and off-the-job training. On-the-job training is given to organizational employees while conducting the irregular work at the same working venues while off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. On-the-job training, Adongo (2013) while assessing the job training effect on performance at County governments that their county train their employees to improve their performance and the company's performance in general, the policy at Telkom orange has been formulated to act as guidance and for the purpose of training to increase performance, the respondents shared that they have been participating in training since the company was established to date and many of the employees feel motivated by the training offered, and indeed many have

participated in training programs. The company conducts its training by effecting staff job rotations in different departments and in the branches spread out across the country. After every two or three years employees are transferred to other working positions so as to learn all the activities and operations of the county. At the same time, organizations can adopt off-the-job training method where they plan and execute workshops and seminars, lectures, films, conferences, discussions, case studies, role playing, simulation and programmed instruction.

According to Bhat (2013) class room training, company classrooms educational institutions are used and staff are taught through audio visual aids. Most of the off-the-job training is used in teaching of new concepts and problem-solving skills. In case study analysis, an account of a real or fictional situation is given, and students are asked to suggest answers to a number of practical and theoretical issues raised by the account. The method is useful for giving participants an opportunity to experience problem solving in a relevant context and in what they would experience during their daily work life.

Sila (2014) reveals that sometimes lectures can be used especially when the training group is very big ranging in the thousands since this method is the least expensive and efficient in transmitting large amounts of information in an organized manner. However, lectures tend to lack participant involvement, feedback and meaningful connection to the work environment- all of which inhibit learning and transfer of training.

Coaching is a training method where a manager through direct discussion and guided activity, helps a colleague to learn to solve a problem, or to do a task better. Role playing involves assigning trainers roles to act out specific characters and re-enact situations so as to learn from it and learn on their duties and how to solve problems. At the end of the role play, debriefing is critical which helps trainees understand the experience and discuss their insights with each other (Mbiya, et al, 2014). Downey, et al (2015) in assessing apprenticeship as method of learning. The paper reveals that apprenticeship is a work study training method with both on the job and classroom training. Apprenticeships can be sponsored by individual companies or by groups of companies cooperating with a union. Majority of apprenticeship programs are in the skilled trades like plumbing, carpentry, electrical work, and brick laying. First, the employer verifies that the trainee has the required knowledge of the operation or process. Next, the trainer demonstrates each step of the process, emphasizing safety issues and key steps. The senior employee provides the apprentice with the opportunity to perform the process until all are satisfied that the apprentice can perform it properly and safely. A major advantage of apprenticeship programs is that learners can earn an income during the learning phase.

Development Programs and Employee Performance

Development programs are conducted to affect the performance of employees at the present moment and even in future times. The development programs can be achieved using coaching and mentorship programs which aims at passing the information to other employees. Mentoring improves employee job satisfaction and increases their work output leading to higher chances of retaining such employees. For organizations and employers who mentor new hires find that they acclimatize more quickly to the organization's culture and work processes which translate to return on recruiting investment. This mentoring during the on boarding process can also lower turnover and help identify high-potential employees early on (Dhar, 2015).

Development includes the use of job experiences, formal education, relationships and assessment of abilities and personality which assist employees to prepare for the future. It involves learning abilities not necessarily related to employees' immediate job but even future managerial roles they may take. It enables employees to prepare for different positions in the organization and prepares them to move to jobs which may currently not exist. It helps employees to be ready for changes in

their current jobs as a result of new customers, work designs, new technology or new product markets (Hyland, et al 2015). Several activities are involved in employee development and include: job experience which involves enlarging duties and responsibilities that one undertakes, job rotation to different organizational department or branches, transfers and promotions.

Mentorship may be taken through formal education or informally as a local arrangement amongst employees in an organization (Sung & Choi, 2014). Merrick and O'Brian (2014) orated that today's mentoring programs come in all shapes and sizes: one-on-one mentoring, e-mentoring, formal mentoring and informal mentoring. In one-on-one mentoring, a mentor and mentee are paired. This one-on one pairing allows the duo to focus on specific, identified competencies that the mentee would like to further develop.

E-mentoring allows organizations to expand mentoring programs beyond one location. It uses social media platforms, email, or specialized software to facilitate communication and to allow the mentee to learn from the mentor's experience regardless of physical location. This type of mentoring can build organizational relationships across locations and can help match more mentees with mentors. Formal mentoring on the other hand is more structured and focuses on career development where employees are matched with more experienced employees. Developing programs also involve job rotation and transfers which enhance the skills of employees so as to ensure the people can take more responsibilities. It involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. The transfers maybe from one country to another for organizations with global operations and presence (Gagliardi et al, 2014). These rotations and transfers facilitate employees acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization and increase its productivity and market presence.

Employee performance

Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019). Armstrong(2020), stated that employee performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people (Armstrong,2020). Some of the main performance measurements are productivity, efficiency, effectiveness, quality and profitability (Aidan, 2013; Armstrong, 2020). Employee performance demonstrated the improvement in production by perfect use of new technology with the help of highly aggravated employees (Al-Omari et al., Citation2020). Manger used to set high standards for individual in order to measure the performance of employees for the betterment of organization (Buchanan. & Badham, 2020).

According to Landa (2018), training has a significant positive relationship with employee performance. Training is considered as a fundamental tool in the organizational capacity building to improve its performance and achieving its goals (Sasidaran, 2018). As cited in Afroz (2018), training and development is the organization's strategic instrument to improve employee performance by acquiring and equipping employees with the cutting-edge skills and knowledge along with the right organization attitude by the best practice to do their tasks within the planned goals and objectives. Training is the main pillar that is significantly predicting employees'

performance, it enhances their capabilities, capacities, competencies, and their recognition for their works and duties (Kenny & Nnamdi,2019).

Some studies indicate that training and the employee's performance are inter-connected with several variables. For instance, Luo et al. (2021) investigated the relationship among training, supervisory mentoring, job satisfaction, and task performance, with the consideration of interpersonal helping's moderating role. The results show that training and supervisory mentoring have significant effects on job satisfaction and task performance; job satisfaction has a positive effect on task performance and along with supervisory mentoring, interpersonal helping has a moderating effect on task performance. As stated by Melian Gonzalez and Bulchand Gidumal (2018) on the investigation of the relationship among front office employee performance, information technologies (IT), service encounter, and critical incidents, IT takes part heavily in the task performance of front office workers, who rely on IT to get their job done. On the other hand, in service encounters, the value of the human presence is still high, and in most critical incidents IT do not participate. Sendawula et al. (2018) in the investigation of training and employee engagement on employee performance using evidence from Uganda's health sector considered the relationship among training, employee engagement, and employee performance. Therefore, training and the employee's performance are inter-connected with several variables.

RESEARCH METHODOLOGY

This study adopted a descriptive research design. This study was conducted in Kiambu County. The target population of this study was staff from the Kiambu county administration and specifically Middle Management System. Since the study population was small, the study worked with entire population which is census. Data collection instrument was questionnaire. A pilot group of ten (10) percent of respondents was targeted which is 8 respondents. The findings of the pilot study was used to improve the data collection instruments. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was then coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SSPS 23). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent. The multiple linear regressions model was. The finding from the analysis was presented in form of figures, graphs, tables and narrations.

DATA ANALYSIS AND DISCUSSIONS

From the 110 questionnaires 90 were completely filled and returned hence a response rate of 82.0%. The response rate was considered as suitable for making inferences from the data collected. As indicated by Metsamuuronen (2017), a response rate that is above fifty percent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

Effect of Training Methods on Employee Performance at County Governments of Kiambu

The first specific objective of the study was to determine the effect of training methods on employee performance at County governments of Kiambu. The respondents were requested to indicate their level of agreement on the statements relating to the effect of training methods on employee performance at County governments of Kiambu. The results were as shown in Table 1.

From the results, the respondents agreed that an effective training program is one that has adopted the usage of advanced methods and techniques of training the employees. This is supported by a mean of 3.674 (std. dv = 0.855). In addition, as shown by a mean of 3.839 (std. dv = 0.975), the respondents agreed that Every organization and its management or leaders choose different training methods as dependent on several reasons including the organization culture and structure, available resources allocated to employee training, the trainees characteristics such as individuals, teams of group, departmental training, general or technical training and the identified needs that precipitate the training activity. This is shown by a mean of 3.919 (std. dv = 0.942). The respondents also agreed that Effective training design considers the learners and instructional strategies, as well as how to maximize the transfer of training from class to the job site. This is shown by a mean of 3.898 (std. dv = 0.711). With a mean of 3.831 (std. dv = 0.916), the respondents agreed that off the job and on the on the job training enhance employee performance.

Table 1: Effect of Training Methods on Employee Performance

	Mean	Std. Deviation
An effective training program is one that has adopted the usage of advanced methods and techniques of training the employees	3.674	0.855
Every organization and its management or leaders choose different training methods as dependent on several reasons including the organization culture and structure, available resources allocated to employee training, the trainees characteristics such as individuals, teams of group, departmental training, general or technical training and the identified needs that precipitate the training activity.	3.839	0.975
Effective training design considers the learners and instructional strategies, as well as how to maximize the transfer of training from class to the job site.	3.898	0.711
Off the job and on the on the job training enhance employee performance.	3.831	0.916
Aggregate	3.881	0.895

Effects of Development Programs on Employee Performance at County Government of Kiambu

The second specific objective of the study was to establish the effect of development programs on employee performance at County governments of Kiambu. The respondents were requested to indicate their level of agreement on various statements relating to the effect of development programs on employee performance at County governments of Kiambu. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the development programs can be achieved using coaching and mentorship programs which aims at passing the information to other employees. This is supported by a mean of 3.168 (std. dv = 0.805). In addition, as shown by a mean of 3.859 (std. dv = 0.785), the respondents agreed that Mentoring improves employee job satisfaction and increases their work output leading to higher chances of retaining such employees. Further, the respondents agreed that mentoring during the on boarding process can also lower turnover and help identify high-potential employees early on. This is shown by a mean of 3.921 (std. dv = 0.615). With a mean of 3.815 (std. dv = 0.981), the respondents agreed that effective development program enhances employee performance.

Table 2: Effect of Development Programs on Employee Performance

	Mean	Std. Dev.
The development programs can be achieved using coaching and mentorship programs which aims at passing the information to other employees	3.168	0.805
Mentoring improves employee job satisfaction and increases their work output leading to higher chances of retaining such employees	3.859	0.785
mentoring during the on boarding process can also lower turnover and help identify high-potential employees early on	3.921	0.615
Effective development program enhances employee performance	3.815	0.981
Aggregate	3.890	0.867

Effect of Employee Performance at County Government of Kiambu

The respondents were requested to indicate their level of agreement on various statements relating to the effect of employee performance at County governments of Kiambu. The results were as presented in Table 3. From the results, the respondents agreed that employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives. This is supported by a mean of 4.084 (std. dv = 0.997). In addition, as shown by a mean of 3.917 (std. dv = 0.831), the respondents agreed that employee performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people. Further, the respondents agreed that the main performance measurements are productivity, efficiency, effectiveness, quality and profitability. This is shown by a mean of 3.858 (std. dv = 0.563). The respondents also agreed that training is considered as a fundamental tool in the organizational capacity building to improve its performance and achieving its goals. This is shown by a mean of 3.831 (std. dv = 0.851). Lastly, the results shows that training is the main pillar that is significantly predicting employees' performance, it enhances their capabilities, capacities, competencies, and their recognition for their works and duties. This was supported by a mean of 3.411 (std. dv = 0.644).

Table 3: Effect of Employee Performance

	Mean	Std. Dev.
Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives	4.084	0.997
employee performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people	3.917	0.831
the main performance measurements are productivity, efficiency, effectiveness, quality and profitability	3.858	0.563
Training is considered as a fundamental tool in the organizational capacity building to improve its performance and achieving its goals	3.831	0.851
Training is the main pillar that is significantly predicting employees' performance, it enhances their capabilities, capacities, competencies, and their recognition for their works and duties	3.411	0.644
Aggregate	3.835	0.868

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (training method, and development programs) and the dependent variable (employee performance at County governments of Kiambu) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4: Correlation Coefficients

		Employee performance	Training methods	Development programmes
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	90		
Training methods	Pearson Correlation	.853**	1	
	Sig. (2-tailed)	.001		
	N	90	90	
Development programmes	Pearson Correlation	.916**	.186	1
	Sig. (2-tailed)	.000	.081	
	N	90	90	90

Moreover, the results revealed that there is a very strong relationship between training methods and employee performance at County governments of Kiambu ($r = .853$, p value =0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level).

The results also revealed that there was a very strong relationship between development programmes and employee performance at County governments of Kiambu ($r = .916$, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level).

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (training methods and development programmes) and the dependent variable (employee performance at County governments of Kiambu)

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923	.812	.843	.10341

a. Predictors: (Constant), training methods, and development programmes

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.812. This implied that 81.2% of the variation in the dependent variable (employee performance at County Government of Kiambu) could be explained by independent variables (training methods, and development programmes).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.023	4	3.024	48.35	.000 ^b
Residual	6.512	86	.036		
Total	28.535	90			

a. Dependent Variable: employee performance at County governments of Kiambu

b. Predictors: (Constant), training methods, and development programmes

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 48.35. The p value was 0.000. Therefore, the model can be used to predict the influence of training methods, and development programmes on employee performance at County governments of Kiambu.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.462	0.036		5.903	0.000
Training methods	0.718	0.109	0.499	4.544	0.001
Development programmes	0.687	0.102	0.467	4.762	0.000

a Dependent Variable: Employee Performance at County Governments of Kiambu

The regression model was as follows:

$$Y = 0.462 + 0.718X_1 + 0.687X_2 + \varepsilon$$

The results also revealed that training methods has significant effect on employee performance at County governments of Kiambu, $\beta_1=0.718$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05.

In addition, the results revealed that development programmes has significant effect on employee performance at County governments of Kiambu, $\beta_1=0.687$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

Conclusion

The results also revealed that training methods has significant effect on employee performance at County Government of Kiambu, $\beta_1=0.718$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05.

In addition, the results revealed that development programmes has significant effect on employee performance at County Government of Kiambu, $\beta_1=0.687$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

Recommendations

Every organization and its management should come up with different training methods including the organization culture and structure, available resources allocated to employee training, the trainees characteristics such as individuals, teams of group, departmental training, general or technical training and the identified needs that precipitate the training activity

Development programs should be achieved through coaching and mentorship programs which aims at passing the information to other employees and to improves employee job satisfaction and increase on work output to leading to higher chances of retaining such employee.

Areas for further research

The study focussed on establishing the influence of training and development on employee performance at County Government of Kiambu. A similar study should be done on all counties in Kenya to ascertain its influence on employee performance at County governments.

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