
**TRAINING NEEDS ANALYSIS AND EMPLOYEE PERFORMANCE OF SELECTED
MANUFACTURING INDUSTRY IN NAIROBI CITY COUNTY, KENYA**

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Abstract

This study aimed to examine the effect of training needs analysis on employees' performance on selected manufacturing industry in Nairobi City County, Kenya. To determine the effect of organization analysis on employees' Performance in the selected manufacturing industry; to establish the effect of task analysis on employees' performance in the selected manufacturing industry; to determine effect of person analysis on employees' Performance selected manufacturing industry; to examine the effect of performance analysis on employees' Performance selected manufacturing industry. The study was descriptive design. 594 manufacturing companies in Nairobi County were targeted. The sample for the study was selected using simple random sampling. The sample size used was 76 manufacturing firms. Data collection tool was structured questionnaires which collected both qualitative and quantitative data. Piloting was done to determine the validity and reliability of the study instrument. Analysis was done using SPSS (Version 20). Qualitative data was tested using content analysis. Additional information was provided using secondary data collected from documented data and reports. Descriptive statistics such as mean, std. dev. and percentages were used in analyzing collected data and the information was presented in tables and graphs. The relationship between the study's variables was determined using correlation analysis. The study found that Organizational Needs Analysis positively relate with employees' Performance in the selected manufacturing industry; Person Analysis positively relate with employees' Performance in the selected manufacturing industry in Kenya; Work/Task Analysis positively relate with employees' Performance in the selected manufacturing industry and Performance Analysis positively relate with employees' Performance in the selected manufacturing industry. The study therefore recommends that the management of the organization should conduct organizational need analysis since it will enable the organization to identify problems or inefficiencies in the organization and therefore enable it to resolve the issues in the organization. The organization should conduct person analysis to help them identify individuals in the organization who should receive training and also determine the knowledge skills and abilities of employees to establish where their performance will be best in the organization. Management of the organization should also characterize workloads that result to interference of performance in order to attain general maximum utilization.

Keywords: Employee performance, Manufacturing companies, Organization analysis, Performance Analysis, Person analysis, Task analysis, Training needs analysis.

Background of the Study

In the current business environment, employees are advanced as key sources of competitive advantage enabling firms to react appropriately in the face of competition and meet its objectives. The human resource asset as currently referred to, play a critical role and their reaction and perceptions on the working environment determines firm's success or failure. Mendez and Stander (2015), aver that it is important to evaluate employee attitudes in the midst of the changes in the work life. They further assert that organizations' reward strategies should be flexible enough to adjust to the multiple changes inherent in the environment. For instance, with the expanding global economy and evolution of technology, companies face a continuous need to train and develop their employees (Ferdinand, 2012). Competitive advantage can also be attained by having knowledge which has become a major factor in productivity. Researchers have pointed out to the fact that it is not easy to copy human capital as they gain unique expertise, necessary skills and knowledge to perform their work. Training has gained growing importance as a source of competitive edge for firms among competitors (Armstrong, 2016).

Training and development that is effective is based on knowing the needs of the individual, the company and the department. Because of limited budgets and the requirement of having solutions that are cost effective, it is important for the company to make sure that their investment in training target areas of need and that it guarantees positive ROI. It is very important to have TNA that is effective especially in this environment that is constantly changing and revolutionizing in technology and world practices becoming common which leads to changes in skills as well as abilities required (Ivancevich, 2016).

For any training program to be effective, it is important to analyze what training needs are. Providing random training to individuals could fail the priority needs or prioritize on areas that aren't important. Through TNA a company is able to channel their resources in areas that would lead to development of their employees, improve their morale and improve the general performance of the company. TNA is a system of appraisal and is a major requirement for awarding investors in individual (Wasilu, 2015). Not only specialists can conduct analysis on the needs for training. Today, it is the responsibility of managers to undertake different forms of management that include training and development of teams, and this makes it important for them understand the needs for training and have the ability of successfully implementing it (Wasilu, 2015).

TNA is said to be effective if it is systematically planned, and coordinated in the entire organization to make sure that the priorities of the company are put into consideration and avoid duplicating efforts and achieving economies of scale. Potential employees need to be involved in the process and not depend on subjective evaluation of managers. Managers should also receive training on TNA process in order to clarify to them what they're aiming at and the approach they should take (Asare, 2016).

In the entire world, companies have come to realize that developing their HR is the key to business success and also to ensure business survival. There is no alternative to training and

development because they are not efficient and effective since they are not long term (Appiah, 2017). For newly employed and ones in routine work, training is very important. The process of training and development is continuous and will allow the objectives and aspirations of the company to be achieved using its workforce. Money is well invested if it is invested in training and development of employees. TNA process is very important as a pre-requisite in any training event. Through TNA a company is able to channel resources into area contributing most to development of employees, boost their morale and performance of the company. TNA is an appraisal system and is an important requirement for any training program for employees (Appiah, 2017).

Performance of employees is very important in an organization because they determine whether the organization will achieve its goals or not. Employees form part of organization resources needed for the firm to succeed. Therefore training employee to acquire knowledge and skills on the current technology is very essential in boosting their performance. Acquired skills improve employee effectiveness and efficiency. Hence, organizations should focus on developing their employees (Albeiti, 2015).

According to Agyemang and Ofei (2016) assessment of needs refers to the process of establishing the needs of training in a company and trying to find solutions to questions on the needs of the company, objectives and issues that can be addressed through training. In this context, assessment of needs is a process that involves three steps consisting of analysis of the organization (e.g. the goals that can be attained through training of employees; areas of the organization that require training). Task analysis (e.g. what areas should be trained on to improve the performance of employees in performing their tasks? Areas covered in the training). Person analysis (e.g. employees need training and the reason for it).

In Kenya, there was a growth of 3.2% in 2014 and 3.5% in 2015 witnessed in the manufacturing industry and it contributed 10.3% to the country's GDP (KNBS, 2016). The average growth in the manufacturing sector has been slower compared to the growth of the economy and it expanded by 5.6% in the year 2015. This suggests that the contribution of manufacturing industries to the country's GDP has been declining as time passes. It can therefore be argued that Kenya is undergoing premature deindustrialization, in the context that the manufacturing sector isn't yet fully developed. The peaking point of Kenya is much lower compared to that of Asia (Phillips, 2017).

Statement of the Problem

The role that is played by TNA is very important in skills and knowledge acquisition and in modifying attitude of the staff members. Nonetheless, the interventions of training on increasing the level of skills and knowledge of the beneficiaries have been facing several challenges. Some of the challenges include inadequate financial resources and lack of the ability by the trainees to utilize fully the resources they are provided with. Poor skills of managing business, ineffective training on entrepreneurship and lack of home-grown solutions to challenges in the business have been associated with lack of abilities by the trainees to fully make use of the resources they

are provided with (Myers, 2015). The manufacturing industry in Kenya has been experiencing poor employee performance. This is mainly due to lack of proper training methods. The organizations provide training without understanding what the employees need to improve performance. Sometimes the organizations may provide training unrelated to employee's tasks. This is not helpful to the employees hence their poor performance. In some organization's employees are never trained. With the changing technologies it is important to train employees to adopt new ways of conducting their tasks so as to enhance their performance.

Empirical studies done include; Guyo *et al* (2015), did a study on impacts of Business TNA on Competency of Trainees in Kenya, Jacob and Venkataiah (2015) did a research on The Doom of Employees' Training in Public Service – A Case Study of Ministry of Education in Kenya; Ndivo (2015) did a study on TNA practices among the large commercial banks in Kenya while Peter *et al* (2015) did a study on Assessing the Extent to Which Staff Training Needs are Analyzed at Kenya Polytechnic University College. The studies reviewed focused on Training Need Analysis (TNA) in different industries which include the service industry. The studies were mainly conducted in the education sector. The studies failed to address the determinants of Training Needs Analysis on employee performance. The current study focused on manufacturing companies. This study sought to investigate training needs analysis on employees' performance on selected manufacturing industry in Kenya.

Objectives of the Study

The general objective of the study was to investigate training needs analysis on employees' performance on selected manufacturing industry in Nairobi City County, Kenya.

The study was guided by the following objectives

- i. To determine the effect of organization, need analysis on employees' Performance in the selected manufacturing industry Nairobi City County.
- ii. To establish the effect of task analysis on employees' performance in the selected manufacturing industry Nairobi City County.
- iii. To determine the effect of person analysis on employees' Performance in selected manufacturing industry Nairobi City County.
- iv. To examine the effect of performance analysis on employees' Performance selected manufacturing industry Nairobi City County.

Theoretical Review

Human Resource Development (HRD) Theory

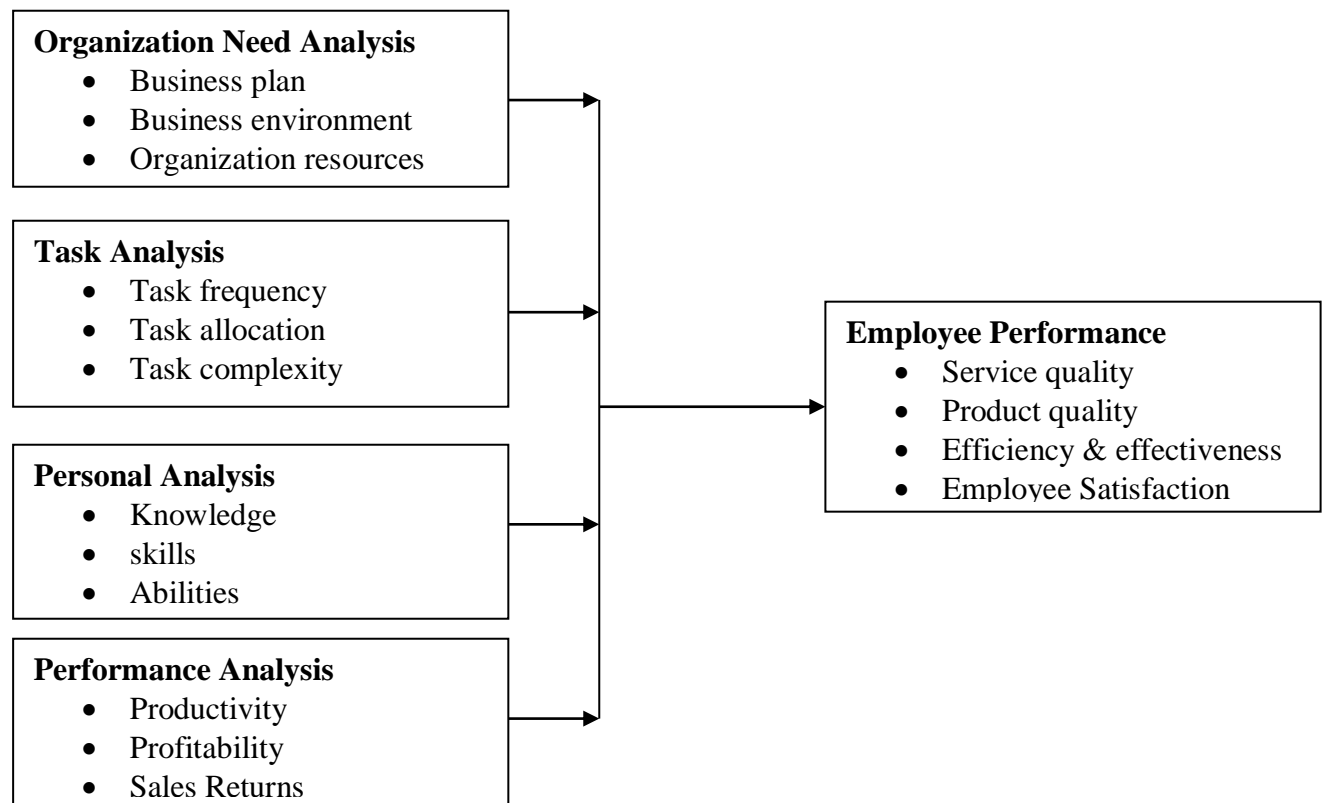
This theory was founded at the Academy of HRD Symposium in by Holton, Rouna, Swanson and Torraco (1998). The theory advances the belief that organizations, work process, group and individual performances are mediated through human expertise and effort. The theory believes that most decision makers in organizations pursue performance and improvements, with little regard to performance Human Resource Development interventions. Human Resource

Development theory draws from multiple theories and integrates them in a unique manner for the purposes of HRD frame-work upon the contributions from several respected theoretical domains.

McGehee and Thayer’s Three Level Theories

The three (3) layer theory was advanced by McGehee and Thayers (1961). Several other authors have given their in-put on the theory. Holton, *et al* .(2010) indicated that the theory is considered to be a key framework in assessment of needs and from that time, other models emerging are founded on the same 3 level framework. Also, Clarke (2013) indicated that the model of O-T-P does integrate macro to micro analysis, emerging from investigation of needs of training to meet the needs of an organization, the job and the needs of an individual. Brown (2012) emphasized that thorough analysis of needs examines the needs of training in three levels: Organizational, Tasks, and Individual.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Research Methodology

Research design that was adopted in the study was descriptive research design. Cooper and Schindler (2014) contend that the concern of a descriptive research is to establish who, what, where, when and how much. The unit of analysis was the manufacturing companies in Nairobi

County and the unit of observation was the employees of manufacturing companies. Employees working in the manufacturing companies in Nairobi County were the targeted population. Manufacturing companies in Kenya are categorized into 12 categories based on the products manufactured by the company or the raw materials imported by the company (KMA, 2016). Out of a total of 700 manufacturing companies in Kenya, 594 are located in Nairobi (KAM, 2016). Therefore, Nairobi was most suitable because most of the manufacturing companies are situated in Nairobi County.

The study used a sample of 76 manufacturing companies in Nairobi County which were selected using simple random sampling technique. Patton (2002) indicated that a sample is considered to be adequate if it represents at least 10% of the target population. Data collection tool for this study were questionnaire which were applied in collecting qualitative data. Open ended questions were used to collect qualitative data. Sources of secondary data were published material including annual reports by the companies. The study administered questionnaires to the selected sample of respondents. In order to improve the data collection tool, it was tested with a small group of individuals selected from the target population. The aim of this process was to improve validity and accuracy of information to be gathered.

Analysis of quantitative data collected was done using SPSS (Version 20) and presentation was done using percentages, frequencies, means, and std. dev. Information was displayed using charts, graphs and in prose-form. To achieve this, responses were tallied, percentages of variation computed, and data described and interpreted in line with study's objectives and assumptions using SPSS. Qualitative data was tested using content analysis. Multiple regression analysis was conducted to determine the association of the study variables. The multiple regression equation was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where; Y = employee performance

β_0 = Constant (coefficient of intercept) $\beta_1 \dots \beta_3$ = regression coefficient of three variables.

X_1 = organizational analysis

X_2 = task analysis

X_3 = person analysis

X_4 = Performance analysis

ε = Error term

Data Analysis, Presentation and Interpretation

The study targeted a total of 76 manufacturing companies in Nairobi County and they were all issued with questionnaires but only 68 filled and returned, forming a response rate of 89.5%. According to Mugenda and Mugenda (2008), a rate of response of 50% is adequate, 60% is good and 70% and above is excellent. Therefore, our response rate of 89.5% is considered excellent.

In order to establish how reliable, the questionnaire was, the study computed reliability analysis using Cronbach’s Alpha. The findings presented in Table 3 show that Organizational Needs Analysis, as an alpha of 0.814, Person Analysis as an alpha of 0.838, Work Task Analysis as an alpha of 0.821, Performance Analysis an alpha of 0.834 and Employee Performance an alpha of 0.791. Since all the Cronbach’s alpha values were greater than 0.7, it was concluded that all the variables were reliable.

Table 1: Reliability Test

Variables	Alpha
Organizational Needs Analysis	0.814
Person Analysis	0.838
Work / Task Analysis	0.821
Performance Analysis	0.834
Employee Performance	0.791

Source: (Author, 2019)

Descriptive Statistics

Organizational Needs Analysis

Respondents were requested to indicate whether their organization has ever performed organizational need analysis. The results were as presented in Figure 2

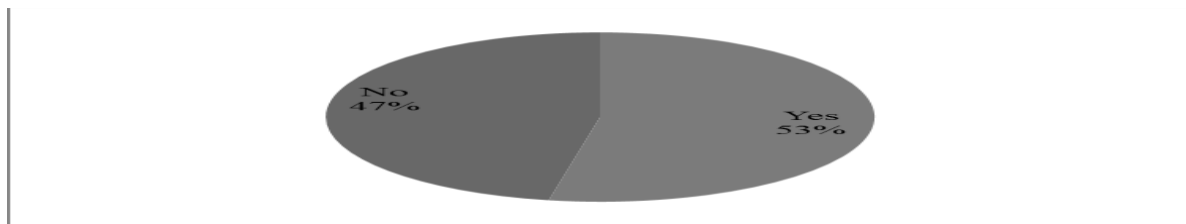


Figure 2: Performance of Organization Needs Analysis by Organizations

Source: (Author, 2019)

From the findings presented in figure 2, 53% of the respondents indicated that their organization performed Organization Needs Analysis while 47% indicated that their organization has never performed Organization Needs Analysis. This is an indication that majority of the organizations have performed Organization Needs Analysis.

Respondents were requested to also indicate whether the findings were implemented after their organization performed Organization Needs Analysis. The results were as shown in Figure 3

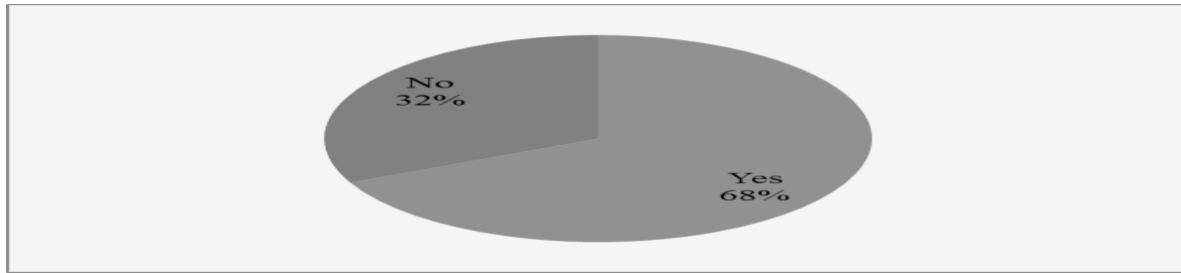


Figure 3: Implementation of Organization Needs Analysis Findings by Organizations

From the findings presented in figure 4.7, 68% of the respondents indicated that their organization have implemented the findings from organizational need analysis while 32% indicated that their organization haven't implemented the findings yet. This showed that majority of the organizations implemented the findings from organizational need analysis.

Respondents were requested to indicate the extent to which they agree or disagree with the following statements relating to the effect of organization needs analysis on employee performance. (5-Strongly Agree, 4-Agree, 3-Moderate, 2-Disagree,1- strongly disagree). The findings were as presented in Table 2

Table 2: Effect of Organization Needs Analysis

Statements	Mean	Std. Dev.
Organizational analysis was a useful way for management to identify problems or inefficiencies in the organization	3.926	1.272
Organizational analysis helped in developing strategies for resolving Problems in the organization.	3.853	1.260
The organizational analysis served as an evaluation of the operations and management of the business.	3.941	1.408

From the findings, the respondents were in agreement that the organizational analysis served as an evaluation of the operations and management of the business as shown by a mean of 3.941, organizational analysis was a useful way for management to identify problems or inefficiencies in the organization as shown by a mean of 3.926 and that organizational analysis helped in developing strategies for resolving Problems in the organization as shown by a mean of 3.853. The findings are in agreement with Whitney (2013) did a study on analysis of an organization and how it is applied in improving performance and indicated that the company can determine if the structure of the organization is appropriate in regard to the activity that needs to be performed. Operations of companies need challenging by the management to make sure it applies innovative thinking in sustaining and nurturing growth.

Person Analysis

Respondents were requested to indicate whether their organization has ever performed Personal Analysis in regard to improving employee performance. The results were as shown in Figure 4

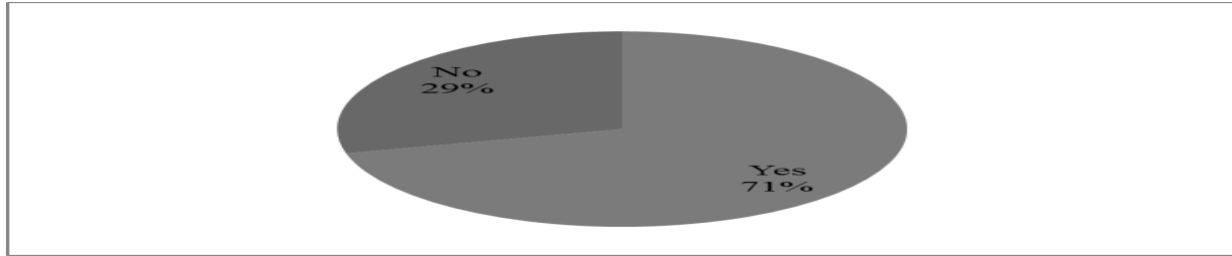


Figure 4: Performance of Personal Analysis by Organizations

Source: (Author, 2019)

From the findings, 71% of the respondents indicated that their organization has ever performed Personal Analysis in regard to improving employee performance while 29% indicated that their organization hasn't. This is an indication that majority of the organizations have ever performed Personal Analysis in regard to improving employee performance.

Respondents were requested to indicate whether the findings from Personal Analysis have been implemented. The findings were as shown in Figure 5

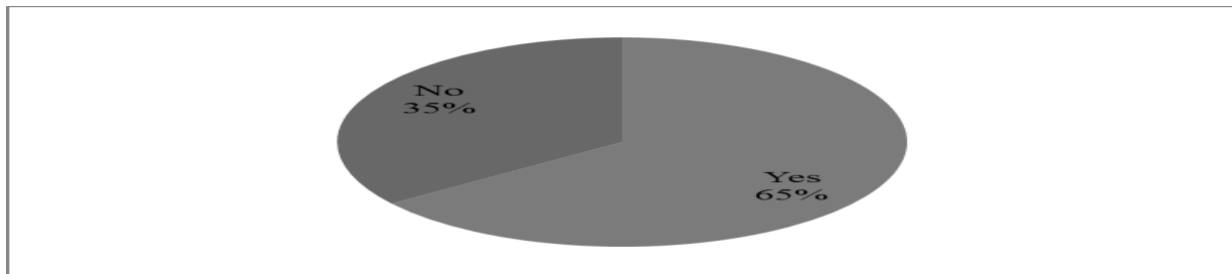


Figure 5: Implementation of Personal Analysis Findings by Organizations

From the findings, 65% of the respondents were in agreement that their organization has implemented the findings from Personal Analysis have been implemented while 35% indicated that they haven't implemented. This showed that majority of the organizations had implemented the findings from Personal Analysis.

Table 3: Person Analysis

Statements	Mean	Std. Dev.
Person analysis conducted helped in identifying which individuals within the organization should receive training.	3.779	1.326
Personal analysis conducted was used in examining how well an employee performs critical tasks and their knowledge, skills, and abilities to perform it.	3.721	1.331
Personal analysis conducted helped in identifying the areas where training should be focused.	3.926	1.206

From the findings, the respondents agreed that personal analysis conducted helped in identifying the areas where training should be focused as shown by a mean of 3.926, person analysis conducted helped in identifying which individuals within the organization should receive

training as shown by a mean of 3.779, and personal analysis conducted was used in examining how well an employee performs critical tasks and their knowledge, skills, and abilities to perform it as shown by a mean of 3.721. These findings concur with Barrick and Mount (2011) who did a study on the big five dimensions of personality and performance of job: a meta-analysis and found that personality, conscientiousness, had a consistent association with all performance of job criteria in all groups.

Work analysis/Task Analysis

Respondents were requested to indicate whether their organization has ever performed work/task analysis in order to improving employee performance. The results were as shown in Figure 6

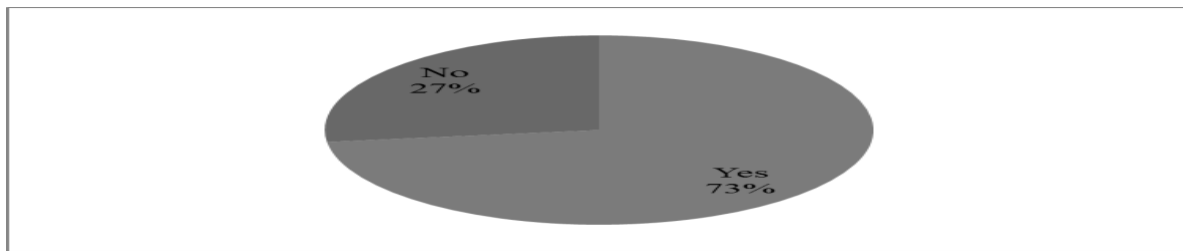


Figure 6: Performance of Work/Task analysis by Organizations

From the findings, 73% of the respondents agreed that their organization has ever performed work/task analysis in order to improve employee performance while 27% indicated that their organization hasn't performed work/task analysis. This showed that majority of the organizations have ever performed work/task analysis in order to improve employee performance.

Respondents were also asked to indicate whether their organization have implemented the finding from work/task analysis in order to improve employee performance. The results were as shown in Figure 7

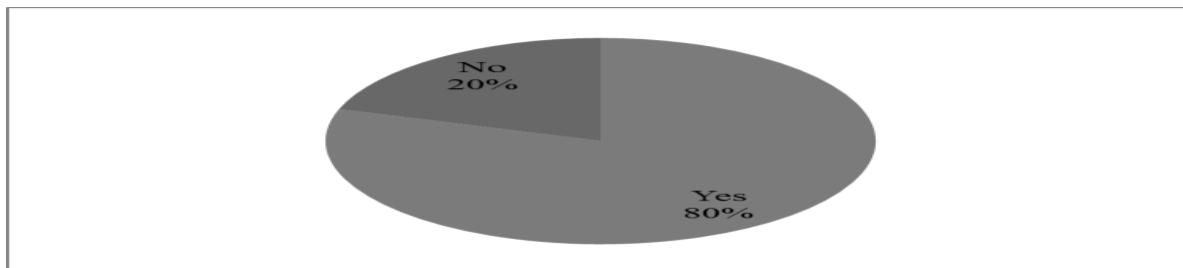


Figure 7: Implementation of work/task analysis Findings by Organizations

From the findings, 80% of the respondents indicated that their organization has implemented the findings from work/task analysis while 20% indicated that their organization has not implemented the findings yet. This is an indication that majority of the organizations have implemented the findings they obtained from performing work/task analysis.

Table 4: Task Analysis

Statements	Mean	Std. Dev.
Task analysis was the analysis of how a task is accomplished.	3.824	1.322
Task analysis was a detailed description of both manual and mental activities, task complexity and environmental conditions.	3.956	1.206
Information from the task analysis was used for personnel selection and training.	3.897	1.321

From the findings, the respondents agreed that task analysis was a detailed description of both manual and mental activities, task complexity and environmental conditions as shown by a mean of 3.956, information from the task analysis was used for personnel selection and training as shown by a mean of 3.897, and task analysis was the analysis of how a task is accomplished as shown by a mean of 3.824. Hoffman and Medsker (2015) studied instructional analysis, the missing link between task analysis and objectives and indicated that the processes of instructional analysis are the key functions that are included are illustrated and described using examples. The advantage of this approach is that efficiency and effectiveness is achieved on the instructions.

Performance Analysis

Respondents were asked to indicate whether their organization has ever performed performance analysis in regard to improving employee performance. The results were as shown in Figure 7

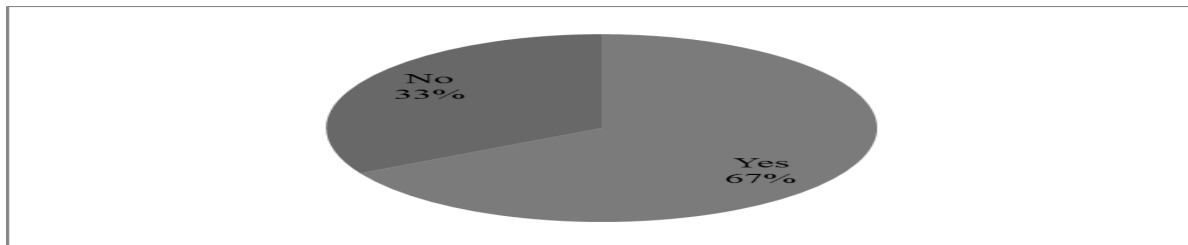


Table 5: Performance of performance analysis by Organizations

From the findings, 67% of the respondents indicated that their organization has ever performed performance analysis in regard to improving employee performance while 33% indicate that their organization has never. This showed that majority of the organizations have has ever performed performance analysis in regard to improving employee performance.

Respondents were further requested to indicate whether their organization has implemented the findings from performance analysis in regard to improving employee performance. The results were as shown in Figure 8

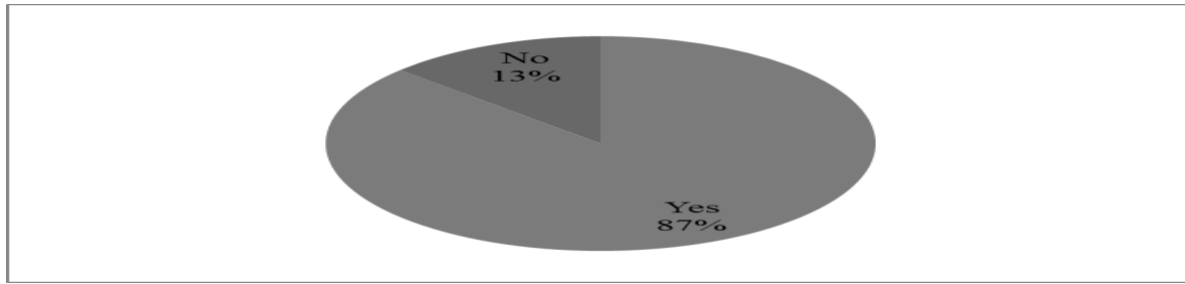


Figure 8: Implementation of performance analysis Findings by Organizations

From the findings, 87% of the respondents indicated that their organization implemented the findings obtained from performing performance analyses while 13% indicated that their organization hasn't implemented the findings. This is an indication that majority of the organizations have implemented the findings they obtained from conducting performance analysis with the aim of improving employee's performance.

Table 6: Performance Analysis

Statements	Mean	Std. Dev.
Performance Analysis conducted involved systematic observations to enhance performance.	3.941	1.473
Performance Analysis helps to improve organization decision making.	3.765	1.487
Performance analysis was important in ensuring that the employees meet their set goals.	3.971	1.412

From the findings the respondents were in agreement that performance analysis was important in ensuring that the employees meet their set goals as shown by a mean of 3.971, performance analysis conducted involved systematic observations to enhance performance as shown by a mean of 3.941, and that performance analysis helps to improve organization decision making as shown by a mean of 3.765. THE findings are in a agreement with Koh, Knauerhase , Brett, Bowman , Wen and Pu (2013) who analyzed impacts of performance interference on virtual environments and indicated that in order to have maximum utilization overall, it is important to characterize workloads that result to interference of performance.

Employee Performance

Table 7: Employee Performance

Statements	Mean	Std. dev.
Employee performance is measured in terms of organization productivity.	3.926	1.475
Employee performance is measured in terms of efficiency of organizational activities.	3.853	1.417
Employee performance is measured in terms of employee effectiveness in their area of work.	3.941	1.270
Employee performance is measured in terms of quality of products and services the company produces.	3.794	1.420
Employee performance can be measured in terms of organization profitability.	3.941	1.473

The findings presented in table 7 shows that the respondents were in agreement that employee performance can be measured in terms of organization profitability as shown by a mean of 3.941, employee performance is measured in terms of employee effectiveness in their area of work as shown by a mean of 3.941, employee performance is measured in terms of organization productivity as shown by a mean of 3.926, employee performance is measured in terms of efficiency of organizational activities as shown by a mean of 3.853, and that employee performance is measured in terms of quality of products and services the company produces as shown by a mean of 3.794. Angela (2014) indicated that through training, the engagement of employees in change process in the organization is enhanced. He also found that training enhances motivation of employees since it allowed for recognition of employees in the company. Training was also found to improve the association between employees, supervisors and customers.

Correlation Analysis

The association between independent and dependent variables was analysed using correlation analysis. The study used PMC analysis (Pearson Moment Correlation analysis) to determine the relationship between the variables under study. Table 8 illustrates the results

Table 8: Correlation Coefficient

		Employee Performance	Organizational Needs Analysis	Person Analysis	Work analysis/	Performance Analysis
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	68				
Organizational Needs Analysis	Pearson Correlation	.872**	1			
	Sig. (2-tailed)	.004				
	N	68	68			
Person Analysis	Pearson Correlation	.888**	.279**	1		
	Sig. (2-tailed)	.003	.000			
	N	68	68	68		
Work analysis	Pearson Correlation	.884**	.272**	.289**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	68	68	68	68	
Performance Analysis	Pearson Correlation	.880**	.263**	.279**	.249**	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	68	68	68	68	68

The results established that a strong positive correlation existed between Organizational Needs Analysis and employees' Performance in the selected manufacturing industries, as shown by $r=0.872$, Person Analysis and employees' Performance in the selected manufacturing industry were found to be strongly and positively correlated as shown by $r = 0.888$; Work/Task Analysis and employees' Performance in the selected manufacturing industry were strongly and positively correlated as shown by $r = 0.884$; Performance Analysis and employees' Performance in the selected manufacturing industry were found to be strongly and positively correlated in Kenya as shown by $r = 0.880$. This implies that Organizational Needs Analysis, Person Analysis, Work/Task Analysis, and Performance Analysis with employees' Performance in the selected manufacturing industry were related.

Multiple Regression Analysis

The outputs for multiple regression analysis were presented in 3 tables as shown below. The independent variables were: Organizational Needs Analysis, Person Analysis, Work/Task Analysis, and Performance Analysis; the dependent variable was Employee Performance. The study used significance level of 0.05.

Model Summary

The study analyzed the variation of dependent variable as a result of change in independent variables by computing the model summary. The results were as presented in Table 9

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 ^a	.792	.781	.16286

Source: (Author, 2019)

The association between the variables under study is shown by R which is correlation coefficient. From the findings, results of correlation coefficient indicate a strong positive relationship between the predictor variables and Employee Performance ($r=0.890$). The adjusted r-square indicates that there was 78.1% variation of Employee Performance as a result of change in Organizational Needs Analysis, Person Analysis, Work/Task Analysis, and Performance Analysis. The remaining 20.8% implies that there are other factors that affect employee performance of selected manufacturing companies which were not discussed in the study.

Analysis of Variance

In order to establish whether the model was good fit, the study computed analysis of variance. The findings were as presented in Table 10

Table 10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.032	4	5.258	29.956	.001 ^b
	Residual	11.058	63	0.176		
	Total	32.09	67			

Source: (Author, 2019)

From the findings presented in Table 10 the p-value (0.001) is less than the selected level of significance (0.005). Therefore, it is evident that the model was a good fit. Hence, Organizational Needs Analysis, Person Analysis, Work/Task Analysis, and Performance Analysis significantly and collectively explain changes in employees' Performance in selected manufacturing industry.

Coefficients of the Study Variables

Table 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.514	.060		8.567	.000
Organizational Needs Analysis	.062	.054	.064	1.148	.003
Person Analysis	.257	.095	.491	2.705	.000
Work/Task Analysis	.219	.091	.192	2.407	.017
Performance Analysis	.270	.064	.250	4.219	.000

Source: (Author, 2019)

From the findings presented in Table 11 above, a regression function was extracted as presented below.

$$Y = 0.514 + 0.062 X_1 + 0.257 X_2 + 0.219 X_3 + 0.270 X_4$$

The equation above revealed that holding Organizational Needs Analysis, Person Analysis, Work/Task Analysis, and Performance Analysis variables to a constant zero, they will significantly influence employees' performance in selected manufacturing industries as shown by constant = 0.514

Employees' Performance in selected manufacturing industry is statistically and significantly explained by Organizational Needs Analysis as shown by ($\beta = 0.062$, $P = 0.003$). This indicates that Organizational Needs Analysis positively relate with employees' Performance in the selected manufacturing industry. Therefore, increasing Organizational Needs Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry by 0.062 units. Employees' Performance in the selected manufacturing industry is statistically and significantly explained by Person Analysis as shown by ($\beta = 0.257$, $P = 0.000$). Person Analysis positively relate with employees' Performance in the selected manufacturing industry in Kenya. Therefore, increasing Person Analysis by a single unit would lead to an

increase in employees' Performance in the selected manufacturing industry by 0.257. Employees' Performance in the selected manufacturing industry is statistically and significantly explained by Work/Task Analysis as shown by ($\beta = 0.219$, $P = 0.017$). Work/Task Analysis was positively related with employees' Performance in the selected manufacturing industry. Therefore, increasing Work/Task Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry by 0.219. Employees' Performance in the selected manufacturing industry is statistically and significantly explained by Performance Analysis as shown by ($\beta = 0.270$, $P = 0.000$). Performance Analysis positively relate with employees' Performance in the selected manufacturing industry. Therefore, increasing Performance Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry by 0.270.

Conclusions

Therefore, the study concluded that increasing Organizational Needs Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry. The findings of the study showed that employees' Performance in the selected manufacturing industry is statistically and significantly explained by Person Analysis. The study concludes that increasing Person Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry. Based on the findings of the study, the study concludes that increasing Work/Task Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry. The study concludes that increasing Performance Analysis by a single unit would lead to an increase in employees' Performance in the selected manufacturing industry.

Recommendations

The study found that organizational need analysis improves employees' performance. The study therefore recommends that the management of the organization should conduct organizational need analysis since it will enable the organization to identify problems or inefficiencies in the organization and therefore enable it to resolve the issues in the organization. The management of the organization should also challenge the operations of the organization to ensure that the organization applies innovative thinking in sustaining and nurturing growth. The study concluded that an increase in person analysis will lead to increase in employees' performance. The study therefore recommends that the organization should conduct person analysis to help them identify individuals in the organization who should receive training and also determine the knowledge skills and abilities of employees to establish where their performance will be best in the organization.

The study found that task analysis positively influences employees' performance. The study thus recommends that the organization should conduct task analysis, this will clarify on how tasks should be accomplished and therefore will aid in selection of personnel and training. This will ensure that the organization attains efficiency and effectiveness. Regarding performance analysis, the study established that it positively influences employees' performance. The study

therefore recommends that the organization should perform performance analysis which will help the organization in improving its decision-making process and ensure that employees meet the set goals this will in turn improve the performance of the organization. Management of the organization should also characterize workloads that result to interference of performance in order to attain general maximum utilization.

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