

# **EFFECTS OF TRAINING AND DEVELOPMENT ON PERFORMANCE IN REGIONAL DEVELOPMENT AUTHORITIES IN KENYA: CASE OF EWASONGIRO SOUTH DEVELOPMENT AUTHORITY IN NAROK COUNTY, KENYA**

**Everlyne Seleina Tipis**

Master of Arts in Public Policy and Administration, Kenyatta University, Kenya

**Dr. Jane Njoroge**

Lecturer, Kenyatta University, Kenya

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## **ABSTRACT**

Employee performance looks at both behavior and results of individuals in an organization. Career progress was not a destination; at the workplace it was a continuous journey. When there is progresses of the employees the benefits are achieved for the organization too. The study purposed to examine employee performance in relation to training and development in Ewaso Ngiro South Development Authority (ENSDA). Descriptive and explanatory research designs was used in this study and the employees of EwasoNgiro South Development Authority was the target. Stratified and simple random sampling techniques was used in this study to get the sample required from the targeted population. From the population of 120 employees, 91 of the population was drawn

as the sample using Sekaran (2003) and was confidence level of 95%.To collect primary data, self-administered questionnaires were used whereas secondary data was collected from published journal articles and government statistical abstracts. Analysis of data was done using statistical programme for social sciences (SPSS). Multiple regressions was used to test the study hypothesis at five percent significance level. The findings showed employee performance in relation to training and Development is directly proportional by one unit is to 0.702.The study recommended to the management of EwasoNgiro South Development Authority to regularly train the employees to improve their skills for current and future duties and responsibilities

**Key Words:** *training, development, performance*

## **INTRODUCTION**

Employee performance is a measure that is defined through a variety of ways. It looks at both behavior and results or output that needs to be well managed in an organization. It is basically the outcome of individuals in an organization (Armstrong, 2000). Performance is influenced by both personal behavior and external factors within or without the organization. In terms of behavior, a performer is able to translate abstraction into action. Communication, work culture and how the organization is managed influences performance. The skills and experience of the employees mostly determines Performance. The developed and advanced employees always feels more satisfied and even performs better in their organizations, (Lynn, 1994).

Onwe and Chibuzor (2015) evaluated the Local Government System productivity of workers in Nigeria. Herzberg Two Factor Theory guided this study. Results indicated that job evaluation was significant in helping workers improve on their jobs. The study recommended for regular job evaluations and also staffs to be seminared in order to be able to deal with various challenges and to increase productivity in the Local Government system in Nigeria. Training and development are tools to empower employee therefore organizations allocate resources for these activities for their employees. Empowering employees is not an easy task that requires a supportive management team. The management should create an environment that allows

employees have self-confidence and empower them to achieve both organizational goals and their personal goals, (Hammunda et al, 1997).

Under specific acts of parliament Regional development Authorities were established with an aim of coming up with regional balance in development through complementing some projects and multi sectorial programmes. These Authorities include EwasoNgiro North Development Authority, Kerio Valley Development Authority, Tana River and Athi Development Authority Lake Basin Development Authority, EwasoNgiro South Development Authority, and Coast Development Authority. (Regional development policy 2007) one of the six Regional Development Authorities in Kenya being EwasoNgiro South Development Authority (ENSDA). Its operations started in 1991 by an Act of Parliament (Act No. 12) Cap 447 of laws of Kenya and was established in (1989). The four (4) Counties of Narok, parts of Nyandarua and Nakuru, Kajiado, is covered by the Authority constituting 47,094sq km.

As a government corporate body, ENSDA is its mandate to initiate, make plans, implementations and co-coordinating development projects and programmes within its jurisdiction. They are all geared towards an integrated and coordinated development agenda as outlined in the Regional Development Authority Policy and as envisaged in the Vision 2030. (ENSDA Strategic plan 2007). The ENSDA region is subdivided into three sub regions according to its agricultural potential – the high potential, the medium potential and the low potential. The high potential area lies at an elevation ranging from 1200 to 1800 m above sea level (a.s.l). It largely covers the Mau escarpment, the Aberdare Ranges and some parts of Transmara ENSDA'S vision is to be a leading agency in promotion of integrated, sustainable and equitable social economic development in its area of jurisdiction with a Mission of promoting implement and coordinate integrated multi sectorial socio economic development in EwasoNgiro South River Basin. ENSDA'S core values are Transparency, Accountability, honesty, integrity and equity which with career progression, staff performance may be enhanced.

## **STATEMENT OF THE PROBLEM**

Poor employee's performance in Kenya more so in the public sector is a concern. The RDAs have more ability especially in investments attraction to have sustenance and complementing the efforts of the government in creation of employment and wealth. In this concern, challenges facing development authorities in Kenya by Arumonyang (2015) a survey of strategy implementation noted that a number of challenges hinders RDAs from reaching their goals. Some of these constraints include; low employee performance, the exchequer dependancy for their capital and recurrent requirements, very poor staff payments; lack of regional development policy and lack of autonomy. These authorities focus on how to get resources for rural development and they look little on training and development for their employees. EwasoNgiro South Development Authority is not left out in these challenges. It is one of the six regional authorities established by the government as a way to achieve equitable distribution and utilization of resources for rural development. For performance of employees to be improved, it

is key that managers look at the cause of action and plans and make it a point to empower employees so that solutions are communicated upfront, (Cardy et al, and 2010). Matters of job satisfaction, commitment and the ability of employees to perform all affect the performance of an organization. For an organization where strategies, goals, objectives and internal operations are aligned, it's easier for employees to perform well and have a high tendency of retaining those employees. It has therefore been seen that organizations have come up with thresholds to manage employee performance and emphasize on the continuous improvement, learning and development of employees. This ultimately creates a highly performed workforce that attracts employees to continue working for a successful organization. This research purpose was to establish the relationship between the employee performance and training and development in EwasoNgiro South Development Authority (ENSDA).

## **RESEARCH OBJECTIVE**

The study's objective was to examine the effect of training and development on the performance of employees in EwasoNgiro South Development Authority.

## **STUDY HYPOTHESIS**

**H01:** Training and development has no significant effect on employee performance in EwasoNgiro south development authority

## **THEORETICAL FRAMEWORK**

Improvement in productivity, capability and efficiency is enhanced through the process of known as Training which allows for building personal employee competencies (Hammer, 2000.) Training aim at building relevant competencies that are in line with the mission and vision of an organization. Organizational change has been known to trigger the need for training and development, further on new recruitment of employees training need arises to allow proper running of an Organisation (Cole, 2011). In organizations in order to offer promotions for their employees training is one of the element used. Yeo & Li (2011) found that organization training and development opportunities depicted high value for employees which led in their job satisfaction, devotion and commitment. . Researchers come into terms that employees like getting new skills to make them more competitive and to get future opportunities whether within the organization or outside Armstrong (2010). Most organizations in South Africa were found to have staff stay long and with no history of staff turnover which is said to have been contributed by available opportunity for training and development, promotion of innovation, conducive work environment and job security (Samuel and Chipunza, 2009). A study by Pinnington indicates that knowledge retention, positive attitude all gained through training leads to positive productivity and performance of employees (Pinnington, 2011).

### **Maslow's Hierarchy of Needs Theory**

Abraham Maslow developed a widely recognized theory that is based on needs of individuals (Maslow, 1943). In his theory, he presented five needs that are quite fundamental in life. These are; physiological needs, security, affiliation, esteem and self-actualization. Physiological needs include the basic ones of food, shelter, clothing, comfortable and reasonable pay. These are the basic needs that are met through wages and salaries. Security needs look at protection against threats, safety at the workplace, fair treatment in all sectors, matters of job security, pension plans among others. Affiliation or better called association and socialization are needs of being loved and be accepted in a social group, having a sense of belonging. Achieving social needs prompts ego and self-esteem to be the next motivating factor, (Maslow, 1968).

The final set of needs is self-actualization which looks at one attaining their maximum potential or developing themselves. Respect and recognition by others and a sense of self accomplishment encompass self-actualization. These needs are the hardest to satisfy and are dependent on individual goals. In the theory, once an individual attains a certain need, it no longer becomes a motivation therefore the next level of needs in the hierarchy comes into play. Maslow puts great emphasis on the importance of non-monetary incentives in motivating employees. Recognition of employee performance by employers is a motivation and boosts self-esteem. This can be done through issuance of letters of appreciation, promotions or awarding honors. In this regard, employee's performance is improved and they work to grow and develop themselves more that impact on the organization's effectiveness and efficiency, (Maslow, 1968).

### **Krumboltz's Theory**

This is a social learning theory in classical behaviorism formulated by Krumboltz in 1979. The theory combines ideas from self-efficacy theory by Bandura and the cognitive-behavioral theory by Beck. It looks at different aspects that affect one's career decision making. One is genetic endowment which includes factors such as race, sex and developmental disabilities and inborn talents that affect one's decision to develop. Environmental conditions too and other occasions beyond the control of an individual affect career decisions. These include cultural norms and the current economy. Learning is another factor that affects career decisions which can occur instrumentally i.e. in writing or associatively.

The theory also cites self-observation in career development. In this case, individuals make a comparison of their performance, skills and abilities to others and therefore are able to decide on their competence and worth. In this observation, one is able to make decisions that make them perform better and improve themselves. By incorporating the Krumboltz's theory of training and development, it will guide to determine how training and development affect the performance of employees at ENSDA.

## **EMPIRICAL REVIEW**

The performance of employees shows that the organizational performance is directly linked non-financial or financial of employee .various studies indicates that focusing on employee engagement is a way of enhancing employee performance is to (Nasomboon, 2014; Hoole & Bonnema, 2015). Studies by Yoerger, Crowe and Allen (2015) and Al-Emadi, Schwabenland and Wei (2015) .Success or failure of a firm highly depends on the employees. Their performance is directly translated to the performance of an organization. This performance can be seen in elements of improved production, ease in use of technology and highly motivated staff. In studies conducted, they reveal that human resource practices are highly correlated with employee performance. This performance can be improved through training where teamwork is built and financial skills of employees developed.

Gichohi (2014) examined the importance of enhancing creativity and innovation through employee engagement at the places of work in Meru County-Kenya. To analyze data, Descriptive, regression, correlation, t-test and ANOVA were used. The study used cross-sectional survey design to examine three purposively selected libraries. The study found that employee engagement assumes a big role in creativity and innovation at the places of work. Facilitators and Central catalysts during the process of configuration are the library leaders. The processes work, environment, systems and patterns of thinking in library set-up need to be challenged in order to nurture empowering atmosphere. Also there has been a proposal of creativity and innovation on integrated model of employee engagement.

## **CONCEPTUAL FRAMEWORK**

The dependent variable for the study will be performance of employee while the independent variables will be based on different ways to achieve training and development i.e. on job training, conference/workshops and benchmarking trips. From the conceptual framework it was clear that the employees performance in Ewasngiro was determined by the type of training that they got.it was therefore the purpose of this study to examine the effects of employees training and development on performance.

## **RESEARCH METHODOLOGY**

The researcher used descriptive research design alongside explanatory research design .Descriptive research design uses administered questionnaire or scheduled interview to a sampled respondents (Orodho, 2003). Explanatory research design was critical in understanding the research consisting of variables in this case training and development and its effects on employee performance in Ewasongiro South Development Authority. The study targeted EwasoNgiro South Development Authority employees from different departments in the authority. The organisation had 120 employees placed in the five departments where sample size will be drawn. The researcher engaged two assistants to hand deliver the questionnaires to the respondents and collected them after two weeks.



## **RESEARCH RESULTS**

The sample size upon which the questionnaires were administered was 91 individuals. Out of the 91,84 individuals filled the questionnaires as required where the results showed that the rate of response was 92 percent. The gender, age, level of education, job category and length of service of the respondents were determined and the results showed that the 53.6% of the respondents were male and 46.4% female.

The results also showed that majority of the respondents (58.3) were holders of a bachelor's degree, about a fifth (21.4%) had post graduate qualification, 10.7% had high school education and 9.5% had diploma qualification. This indicates that the authority's has highly qualified personnel suitable for its performance and it also shows that the respondents had adequate understanding to respond to the questionnaires. About the time they have served, the results showed that half of the participants have work experience of six years and above and 45.2% had job experience of five years and below. This shows that EwasoNgiro South Development Authority has employees with sufficient experience to perform their jobs and were competent to provide the information that the study needed.

### **Training and Development and Employee Performance**

The first study objective of the study was to examine the effect of development and training on the performance of employees in EwasoNgiro South Development Authority. It was assessed using nine measures. The responses were rated using a likert scale on the level of 1 to 5 where 1 = Strongly Disagree (SA), 2 = Disagree (A), 3 = Neutral (N), 4 = Agree (D) and 5 = Strongly Agree (SA). Results indicated that the standard deviation (SD) and aggregate mean (M) of development and training and performance of employee at EwasoNgiro South Development Authority were 0.63 and 4.45 respectively. All the nine measures on which the effect of training and development on the performance of employees was assessed attained a mean score of at least 4.00 implying that on average the respondents agreed that the Authority provides regular training on all cadres to enhance their performance; the organization has policies on identification of the needs for career enhancement; career advancement is often used to close the gap between current performances and expected future performance; performance appraisals are used for identifying the importance for training and development; there is a well-designed and widely shared training policy in the Authority and finally they agreed that there is adequate emphasis to develop managerial capabilities through training.

### **Testing of Hypotheses**

A multiple linear regression was conducted for purposes of testing the study hypotheses. However before testing the hypotheses, the study also tested the usefulness of the model. The regression model was computed using regression results and also was used to test the hypotheses. Training and Development coefficient is positive and significant at 0.702 and P value = 0.000 < 0.05. The regression results indicated that increase of Training and

Development by one unit would have a corresponding increase in employee performance by 0.702

**H<sub>01</sub>: There is no relationship between Employee performance, Training and Development in EwasoNgiro South Development Authority**

The first null hypothesis was formulated to assume that there is no relationship between Training and Development employee performance. Regression output showed that coefficient of Training and Development was 0.422 with corresponding the t-statistic and P-value of 5.753 and 0.000 respectively. Therefore at five percent level of significance, the null hypothesis is rejected implying that Training and Development has a significant effect on employee performance in EwasoNgiro South Development Authority

## **CONCLUSIONS**

Employee performance looks at both behavior and results of individuals in an organization. Career management improves performance at both individual and organizational levels. From the summary of the findings, the study concludes that increase of Training and Development by one unit would have a corresponding increase in employee performance by 0.702.

## **RECOMMENDATIONS**

The management of Ewaso Ngiro South Development Authority should pay special attention to performance appraisal as they were found to play a significant role in improving performance of employees and should regularly train the employees to improve their skills for current and future duties and responsibilities as it was seen to positively affect performance of the employees.

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