
**INFLUENCE OF EMPLOYEE TRAINING AND DEVELOPMENT ON
PERFORMANCE OF GARISSA COUNTY GOVERNMENT KENYA.**

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ABSTRACT

Even though county governments in Kenya are not profit-making, they are supposed to be self-sustaining and with high customer satisfaction rate. As a result, this study sought to establish the influence of human resource management practices on organizational performance of Garissa County Government, Kenya. The study specifically sought to establish the influence of talent acquisition, training and development, HR engagements on organizational performance of Garissa County Government, Kenya. Built on the Resource Based Theory, Guest Model and Vroom's Expectancy Theory, this study adopted a descriptive survey design. The study's target population is 2632 employees from Garissa County Government's ten departments. The study used proportionate sampling of 339. Through structured questionnaires, quantitative data was collected and analysed through descriptive and inferential statistics to derive relationships between the variables. A statistical package for social sciences version 24 was used in the data analysis process. The findings were presented through tables and figures. The study concluded that selection of employees is not competitively done, employee placement is also not competitively done and the organization's recruitment culture discourages canvassing, there is not enough employee training programmes which followed, the organization do not conducts employee coaching on set practices as it's expected. From the study conditions, the organization should come up with elaborative and inclusive recruitment system, where selection of employees will be competitively done with frequent employee placement and also recruitment that will encourage culture canvassing. The organization should have an effective employee training programme, that will conduct employee coaching on set practices, and also conduct seminars from time to time to refresh skills. Also, employees should be given a chance to pursue further education and create a work-balance programmes career development courses. The study also would like to recommend communication channels that will ensure the flow of information and mentor exist organization programmes, that team building activities should be conducted to strengthen employee bond and encouraged social networking also the study would like to recommend organization participation in joint charity. The study recommends that a similar study should be done in entire Kenya, to cover a much larger area.

Keywords: Employee Training, Development, Performance, Garissa County, Resource Based Theory and Descriptive Survey Design.

INTRODUCTION

Even though it has been widely discussed in business administration literature, the human resource management practices concept has yet to be widely implemented in the commercial enterprise area, despite the fact that the cost chain model is one of the most commonly used models in the industry because it represents the daily framework of industry and other sectors (Al-Nsour, 2009). The need for organizations to perform and achieve their goals is not a local problem. Albrecht et al. (2015) argued that many organizations worldwide face the same mandate of performing better and achieving their goals. As a result, the majority are turning to their employees to deliver value. However, getting the best out of employees need effective human resource practices (Ait, 2011).

An interrogation by Razouk (2011) demonstrated that human resource management practices, a term used to indicate the importance of HR in delivering organizational goals, value and objectives, cannot be understated. In his argument, Armstrong (2011) documented that more often, the link between HR value chain practices such as resourcing, talent acquisition, training and engagements have been the antecedents for enhanced performance. Truong, Heijden and Rowley (2010) added that survival of firms strongly relied on world-class human resource. Effective HR strategy offers a path for creating value via the organization's employees, according to Diloitte (HR Value chain report 2009). To compete for fresh talent or to maintain current talent, the organization might use these recommendations. What skills and competences are most important for accomplishing future goals and objectives, how to source people (develop or purchase), how to establish and sustain a high-performance culture are only few of the topics covered by these recommendations. Human resource is the center of service delivery and performance in an organization. This is because their experience at work, both pleasing and displeasing, is the momentum and the cutting edge for good and bad service delivery which in turn reflects in the customer's satisfaction and loyalty (Lee 2012).

In the UK, Purcell et al. (2009) linked the delivery of value and better performance of most organizations in the public sector to effective HR management practices. The scholars noted that through that, employees were more committed and satisfied to deliver productively. The same has been linked to India and the Philippines where Singh et al. (2010) noted that more years of low delivery are now turning around to better service delivery thanks to the government's realization that HRM was the key. Malaysia on the other hand has leveraged better performance of the organizations in the public sector to e-strategy whereby human resource practices are being conducted through HRIS platforms. The issue of improving HR for service delivery by organizations in the public sector is not a local issue but cuts across the globe. Hill, Jones and Schilling (2014) contended that in the USA, the call for effective performance of organizations in the public sector saw a relook into the HR management practices. The public sector talent acquisition practices are thus undergoing a change and even recently, the US president asked for a relook into the hiring practices to rely more on skills than qualifications.

In order for Garissa County Government to accomplish its purpose of providing a conducive environment as well as participative resource management for effective in addition to efficient service provision for everyone, it requires exceptional staff working enthusiastically and are devoted to delivering their best when at work (Shuriye, & Wambua, 2020). Because of the high expectations and needs of Devolution, service delivery and effective employee performance are

critical. The public service department is the nerve center of public service delivery, and owing to high demand and expectations from the public, employees must work outside of their typical routines, multitask, and step outside of their comfort zone in order to perform.

Problem Statement

The human resources department should concentrate on operations that bring value to the organization and help it achieve its strategic and operational goals. Human resource managers are being asked increasingly regularly to evaluate and enhance the efficiency and effectiveness of their organization's human resources function. Understanding and controlling sources of cost and value generation, on the other hand, may be a difficult undertaking (Deloitte HR report 2009). According to Wall and Ive (2013), "it is the lack of quality management, plant operation, and maintenance at the intervals of the general public entities that leads in the deviation of the existing work structure and, in turn, to work quality concerns and poor service delivery." It follows that a significant amount of capacity development is required, ranging from managerial skills to sufficient plant operations and maintenance on the ground. As part of this effort, better information management and monitoring services, such as data gathering and processing on human resource quality, will be implemented. The results of a value analysis identify cost-saving potential that may be achieved by simplifying certain tasks. Despite the fact that County governments in Kenya are not profit-making enterprises, they are expected to be self-sustaining and to have a high level of customer satisfaction. According to the Garissa county integrated development plan (2018/2022) assessment, however, this seems to be lacking. The absence of financial incentives for long-term operations and maintenance has often resulted in malfunctioning work structures and lost investments in the past (Rodriguez 2012; Hilbig & Rudolph 2016). Without proper cost saving interventions in the human resource practices, talent acquisition training and human resource engagements, businesses lose the capacity to compete both broadly and universally, coming about in diminished financial victory (Bussler and Davis, 2012). Specifically, the County governments in Kenya have demonstrated poor performance in terms of high inefficiencies in the tune of up to 60 percent, high unaccounted for employee performance, financial unsustainability, low customer satisfaction (CIDP, 2018/2022).

Purpose of the Study

The general objective of the study was to examine the influence of employee training and development on performance of Garissa County Government Kenya.

Scope of the Study

The study sought to establish the influence of human resource management practices on organizational performance of Garissa County Government, Kenya with a focus on talent acquisition, training and development, HR engagements. The focus was on Garissa County government. The study sought to obtain information from the employees in all departments. The study was conducted in the year 2022 between May to December.

Theoretical Literature Review

Budget incremental theory

Advanced by Wernerfelt (1984), the theory links a firm's internal and unique resources to performance. The theory postulates that a firm characterized by exclusive, matchless and sustainable resources has a better chance of performing better compared to that which doesn't. According to Armstrong and Taylor (2014), these resources may be either physical or intangible. Some examples of tangible resources are human resources, assets, financial strengths, intellectual capacity, and technology. Intangible resources include intellectual capacity and technology. It was stated that the skills that may develop from human resource are the primary driver of how

productive other resources can be. This was considered to be the most important point. The organization's ability to gain a competitive advantage and create value to itself is directly correlated to the level of human skills and competences that the company has.

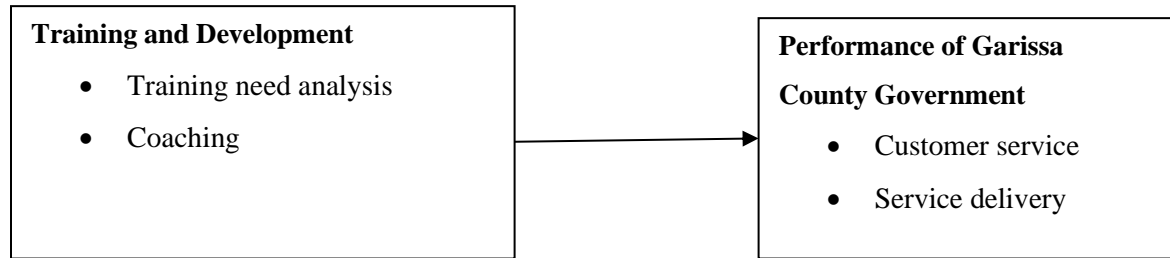
In their description, Medcof and Song (2013) termed human resources as more than just firm resources. This is because this resource was the main driver of organizational activities without which, the other resources cannot exist to deliver. Human resource is therefore a significant determinant of firm performance. As such, this theory provides a positive link between HR practices and county performance.

Conceptual framework

Using a conceptual framework is a diagrammatic research technique that aids the researcher in acquiring an understanding and awareness of the issue at hand. It is, in fact. Researchers often use conceptual frameworks as an aid in identifying potential research directions and laying out their preferred method of approaching a given problem.

Independent Variables

Dependent Variables



Source: Research Data (2022)

Figure 1: Conceptual Framework

Research Design

A research design indicates the approach or a plan for the achievement of objectives in a survey (Kumar, 2019). While many designs exist, such as explanatory, exploratory and descriptive, this study adopted a descriptive survey approach to have a chance of using a questionnaire to survey Garissa County. This design was thus suitable for this study since there is a need to survey all the employees of Garissa County through a questionnaire.

Target Population

According to Trimmer (2020), a population is the whole set of analytical units from which a sample may be drawn to take part in a survey. Respondents, therefore, were drawn from a total population of 2632 employees working in the ten departments of Garissa County government according to the county's HR Management Information System as shown in table 1. Since the study problem rotates around them, these employees were the key source of information.

Table 1: Staff to be interviewed

| Department | Target Population | Percentage |
|--------------------------------------|-------------------|------------|
| Agriculture and Fisheries | 201 | 7.64 |
| Education, Youth and Social Sciences | 117 | 4.45 |
| Finance and Economic Planning | 159 | 6.04 |
| Health Services | 521 | 19.79 |
| Information and E-government | 93 | 3.53 |
| Land, Housing and Physical Planning | 225 | 8.55 |
| Public Service Management | 327 | 12.42 |

| | | |
|-------------------------------------|-------------|------------|
| Public Works, Road and Transport | 421 | 16.00 |
| Trade and Industrialization | 136 | 5.17 |
| Water, Energy and Natural Resources | 432 | 16.41 |
| Total | 2632 | 100 |

Source: Human Resource Department (2022)

Sampling Procedures and Sample Size

A sample size according to Zawacki-Richter et al. (2020) is a smaller proportion of the entire unit arrived at either scientifically or non-scientifically. While various approaches to determining a sample size have been recommended (Mugenda & Mugenda, 2009). The study used proportionate sampling.

Table 1: Sample Size

| Department | Target Population | % Proportionate | Sample size |
|--------------------------------------|-------------------|-----------------|-------------|
| Agriculture and Fisheries | 201 | 7.64 | 15 |
| Education, Youth and Social Sciences | 117 | 4.45 | 5 |
| Finance and Economic Planning | 159 | 6.04 | 9 |
| Health Services | 521 | 19.79 | 103 |
| Information and E-government | 93 | 3.53 | 4 |
| Land, Housing and Physical Planning | 225 | 8.55 | 19 |
| Public Service Management | 327 | 12.42 | 40 |
| Public Works, Road and Transport | 421 | 16.00 | 67 |
| Trade and Industrialization | 136 | 5.17 | 7 |
| Water, Energy and Natural Resources | 432 | 16.41 | 70 |
| Total | 2632 | 100 | 339 |

Source: Researcher (2022)

Construction of research instruments

A research instrument, according to Shahar et al. (2019) is a tool which can be used to gather the intended data in a survey. Since this study is quantitative research, a structured questionnaire was used. This type of questionnaire ensured that the data gathered was quantitative which can make it easier for quantitative analysis that can test relationships. A scale categorized into 5 was adopted

Data Analysis Methods

Being largely quantitative data, it was analysed through such methods as descriptive, correlation and regression methods. While descriptive analysis dispersion and central tendency, it cannot establish a relationship thus inferential methods will analyze the relationship. A multiple regression model as shown was suitable.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y = Organizational Performance

X₁ = Training needs analysis

X₂ = Employee Training and Development

X₃ = Coaching

e = Error term

α = constant

Response Rate

The study respondent rate was 154 (76.23%) from a total of 202 (100%) in sample size. this means 48 (23.77) of the respondents did not participate in this study.

According to Patten (2016), a response rate of sixty percent or above is adequate in the field of research while completing a questionnaire. On the other hand, according to the findings of the Pew Research Center 2021, a response rate of fifty percent or higher on a questionnaire is considered to be very good, a response rate of sixty percent to seventy percent is considered to be good and a response rate of seventy percent or higher is considered to be excellent. According to the findings of the research, a response rate of ninety-eight-point one percent is enough and even great for the analysis.

Descriptive Statistics

The information was collected on a five-point Likert scale. The data was analyzed through mean and standard deviation using a 5-point Likert scale which is as illustrated in the table below.

Table 3: Response on Effects of Budget Resources on Performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|----------------|
| There is effective employee training programmes which followed | 280 | 1.00 | 5.00 | 3.2179 | 1.25540 |
| Organization conducts employee coaching on set practices | 280 | 1.00 | 5.00 | 2.8714 | 1.37485 |
| Seminars are organized from time to timeto refresh skills | 280 | 1.00 | 5.00 | 2.7857 | 1.37194 |
| Employees are given a chance to pursue further reeducation | 280 | 1.00 | 5.00 | 3.3857 | 1.49112 |
| Work balance programmes exist career development courses | 280 | 1.00 | 5.00 | 3.7821 | 1.43148 |
| Valid N (listwise) | 280 | | | | |

Source: Research Data (2022)

The objective of the study was to examine the influence of employee training and development on the performance of Garissa County Government Kenya. The study found out that (M = 3.2179, STD = 1.25540) indicated that there exist effective employee training programmes which are followed while (M = 2.8714, STD = 1.37485) of the respondents indicated that the organization conducts employee coaching based on set practices, while (M = 2.7857, STD = 1.37194) said that seminars and workshops are organized from time to time to refresh employees' skills. (M = 3.3857, STD= 1.49112) of them indicated that employees have been given a chance to pursue further reeducation in their fields while (M = 3.7821, STD = 1.43148) of the respondents indicated that work life balance programmes exist for those pursuing career development courses.

Correlations Analysis

Table 4: Correlation of the study variables

| | Performance |
|--|-------------|
|--|-------------|

| | | |
|-----------------------------------|---------------------|--------|
| Training analysis | Pearson Correlation | -.030 |
| | Sig. (2-tailed) | .617 |
| | N | 280 |
| Employee training and development | Pearson Correlation | .615** |
| | Sig. (2-tailed) | .000 |
| | N | 280 |
| Coaching | Pearson Correlation | .430** |
| | Sig. (2-tailed) | .000 |
| | N | 280 |
| Performance | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 280 |

** . Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2022)

Table 4 shows A **. Correlation with a significance at 0.01 level (2-tailed) that was done on the study. The study then did a correlation analysis of the three objectives and their variable against the dependent variable. On the matter of the 1st objectives independent variable (Training analysis, Pearson Correlation was -.030, with a Sig. (2-tailed) of .617. when it comes to the second objective, which was employee training and development Pearson Correlation was .615** with a 0.00 Sig. (2-tailed). The 3rd objective was employee engagement the study found out that the Coaching was a Pearson correlation of 0.430** with a 0.00 Sig. (2-tailed) between them.

Regression Analysis

A Model Summary regression analysis done on the study found out that (R = .618a) while (R Square = 0.381) the study analysis also found out that (Adjusted R Square = 0.37) while Std. Error of the Estimate was 3.46028, the Change Statistics in R Square Change was 0.381 while statistical F Change of the study was found out to be 56.739.

Table 5: Regression Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|
| | | | | | R Square Change | F Change |
| 1 | .618 ^a | .381 | .375 | 3.46028 | .381 | 56.739 |

Source: Research Data 2022

Table 6: ANOVAa

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 2038.087 | 3 | 679.362 | 56.739 | .000 ^b |
| | Residual | 3304.699 | 276 | 11.974 | | |
| | Total | 5342.786 | 279 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Coaching, Training analysis, Employee training and development

Source: Research Data 2022

Table 12 shows the findings of an analysis done on variables (ANOVAa) in terms of Regression against (Sum of Squares = 2038.087) while (df =3) while the (Mean Square = 679.362) the (F= 56.739) while (Sig. = 0.000b). the analysis was done on variables concerning residual found out that (Sum of Squares = 3304.699) while the (df = 276). The a. Dependent Variable: Performance b. Predictors: (Constant), Employee engagements, Talent Acquisition, Employee training and development

Table 7: Coefficients

| Model | | Unstandardized Coefficients | | Standardized | t |
|-------|-----------------------------------|-----------------------------|------------|--------------|--------|
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 8.173 | .878 | | 9.307 |
| | Training analysis | -.032 | .030 | -.050 | -1.063 |
| | Employee training and development | .548 | .059 | .591 | 9.356 |
| | Coaching | .029 | .047 | .038 | .607 |

Source: Research Data 2022

Coefficients analysis done on the study found out that (Constant) (Unstandardized Coefficients B = 8.173) (Unstandardized Coefficients Std. Error= 0.878) the Beta = 0) while (t= 9.307) a coefficient for the 1st objective Training analysis found out that (Unstandardized Coefficients B = -0.32) (Unstandardized Coefficients Std. Error= 0.030) the Beta = -0.050) while (t= -1.063). a coefficient for the 2nd objective Employee training and development found out that (Unstandardized Coefficients B = 0.548) (Unstandardized Coefficients Std. Error= 0.059) the Beta = -0.591) while (t= -9.356). while a coefficient for the 3rd objective coaching found out that (Unstandardized Coefficients B = 0.29) (Unstandardized Coefficients Std. Error= 0.047) the Beta = 0.038) while (t= 0.607).

Conclusion

The study also concluded that there is a lack of adequate employee training programmes which followed, that organizations do not conduct employee coaching on set practices as expected, there are no enough seminars that are organized from time to time to refresh skills, that employees are not given enough chance to pursue further reeducation that there is no a nice work balance programmes exist career development courses.

Recommendations

The study recommends that the organization should have an effective employee training programme, that will conduct employee coaching on set practices, and also conduct seminars from time to time to refresh skills. Also, employees should be given a chance to pursue further education and create a work-balance programmes and career development courses.

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