
INFLUENCE OF TRAINING ON ORGANIZATIONAL PERFORMANCE OF CUSTOM AND BORDER ORGANIZATIONS IN KENYA

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Abstract

Effective training programs can significantly enhance organizational performance, employee productivity, and service delivery, enabling organizations to operate more efficiently and effectively. Despite the crucial role of training in improving performance, many organizations have yet to fully leverage its potential to optimize their operations. This paper sought to examine the influence of training on the organizational performance of customs and border organizations in Kenya. The study applied a descriptive research design. The study gathered data through questionnaires which were administered both physically and online. Data collected was analyzed through both descriptive and inferential analysis. Results revealed a β of 0.542 and a p-value of 0.001 between training and the organizational performance of customs and border organizations. The study concluded that training had a positive and significant influence on the organizational performance of customs and border organizations in Kenya. The study recommends that customs and border organizations in Kenya should continue and enhance in-service training programs. The study also recommends that customs and border organizations in Kenya should maintain and expand development programs. Additionally, the study recommends that customs and border organizations in Kenya should uphold stringent recruitment standards and comprehensive evaluations. Moreover, the study recommends sustained investment in training infrastructure and programs in Customs and border organizations in Kenya. Lastly, the study recommends that customs and border organizations in Kenya should prioritize continuous investment in training and development, ensure resources are efficiently allocated, and maintain rigorous recruitment and assessment processes to enhance overall organizational performance.

Key Words: *Training, Organizational Performance, Custom and Border, Organizations, Performance, Kenya*

INTRODUCTION

Performance refers to how well employees deliver their responsibilities, achieve targets, and support the organization's objectives. Organizational performance is critical in determining the stability and profitability of an organization since it is inextricably linked to employees' productivity, organizational revenue, and market share. Thus, the performance management

system provides the employees with the proper direction of their activities aimed at achieving the goals and objectives of the organization. It entails periodic evaluation, appraisal, and reinforcement aimed at ensuring that employees achieve and even transcend anticipated organizational performance (McKay, et al., 2021).

According to Anwar & Abdullah (2021), organizational performance is defined as the ability of an organization to accomplish the laid down objectives as well as meet the organizational mission. It is measured in terms of financial performance and productivity, customer feedback, and employee satisfaction. High organizational performance may be evidenced by strong leadership and strategic management, effective processes, and high employee skill and motivation. Guan and Frenkel (2019) further observed that high-performing firms experience greater competitive advantage, increased organizational growth, and sustainable development as well as a better capacity to respond to the ever-changing business environment. Sustained performance improvement is achieved by changes in management strategies, use of technology, and skills advancement. By so doing, organizations are in a position to ensure that they can continue delivering on the strategic objectives of the organization.

As observed by Karim, et al. (2019), training may be defined as a formal and systematic method of enhancing employee performance by acquiring certain skills or knowledge. This process covers both workplace learning as well as events like occupation education and training, which aim at improving human capital performance to achieve organizational goals. The modern business world is incredibly dynamic and training can no longer be just considered a mere addendum to employee skill development but rather an absolute necessity that can drive innovation, productivity, and employee satisfaction. Whyte (2019) noted that training enhances an organization's ability to manage technological developments and dynamic markets. By investing in training, organizations can improve efficiency, reduce turnover rates, and achieve better financial outcomes. Effective training programs align employee development with organizational goals, fostering a workforce that is capable, confident, and ready to meet future challenges.

Globally, training is regarded as one of the crucial strategies for organizational growth. In the United States, for instance, Google offers its personnel executive education programs such as "Google Guru" to improve the personnel's skills and prowess in innovation. In the case of Toyota Motor Corporation in Japan, the "Toyota Production System" provides professional training to its employees at the working hierarchy to maintain quality and effectiveness in production (Žalėnienė & Pereira, 2021). In Germany, Siemens has an effective apprenticeship program that incorporates theoretical training and practical years for the participants to produce an informed workforce. These examples show how top companies in various countries across the globe embrace training as a way of enhancing their competitiveness and organizational performance. It is noteworthy that such investments in the development of employees are not only improving individual skills but also contributing to the growth and stability of the organization (Amant, 2020).

In Africa, capacity building and training are progressively recognized as crucial to improve organizational outcomes. In South Africa for instance Standard Bank provides advanced training opportunities to enhance leadership skills and service provision. In Nigeria, Dangote Group has provided training academies to enhance its competent personnel with an adequate technical and managerial skill base (Christopher, et al., 2022). In Egypt, another example is the Egyptian Electricity Holding Company which aims at constant training programs to enhance the

effectiveness of operations and customer satisfaction. These organizations show the significance of training in enhancing performance to ensure that organizations are effective and relevant in the markets. The training interventions have resulted in better service provisions, increased employee satisfaction, and enhanced financial performance, pointing to the significance of training in organizational performance (Elsafty & Oraby, 2022).

In Kenya, training is crucial for organizational development and performance. Safaricom, a leading telecommunications company, offers robust training programs focusing on technological skills and customer service excellence. East African Breweries Limited (EABL) has implemented extensive training and development initiatives aimed at enhancing employee skills in production, marketing, and leadership, which have contributed significantly to its market dominance (Osewe & Gindicha, 2021). Equity Bank, another major player in Kenya's banking sector, invests in continuous professional development through its Equity Leadership Program, designed to build future leaders within the organization. Another example is the Kenya Power and Lighting Company (KPLC), which provides specialized technical training to ensure the reliability and efficiency of its power distribution network. These organizations highlight the importance of continuous learning and development in achieving high performance and maintaining a competitive edge in the market. By implementing effective training programs, Kenyan organizations can ensure their employees are well-prepared to meet the demands of their roles, adapt to changes, and contribute to the overall success of the organization (Kuria & Mose, 2019).

Customs and border organizations in Kenya play an important role in national security and economic regulation. However, these organizations face significant challenges related to training. According to a report by the World Customs Organization (WCO), inadequate training in modern customs procedures and technologies has led to inefficiencies in customs clearance processes. For instance, delays in cargo clearance at Mombasa Port can take up to 10 days longer than the global average, resulting in substantial economic costs and decreased competitiveness. Additionally, a survey by the Kenya Institute for Public Policy Research and Analysis (KIPPRA) found that over 60% of customs officers felt they needed more training to effectively perform their duties. This lack of training contributes to issues such as increased clearance times, higher rates of non-compliance, and reduced effectiveness in combating smuggling and fraud.

Although the role of training in organizational performance is well-documented (Njuguna & Mailu, 2021; Mwiti, 2017), few studies have sought to examine the role of training on the performance of public entities, especially in customs and border organizations in Kenya. Most studies have focused on formal education programs and performance in general. For instance, (Were & Gitonga, 2019) examined the role of training in strategy implementation in small and medium enterprises in Kenya posing both contextual and conceptual gaps in the role of training in the performance of public entities in the Kenyan context. It is against this backdrop that this study seeks to explore the influence of training on the organizational performance of customs and border organizations in Kenya. The conclusions from this study will offer recommendations on the various strategies that can be implemented to enable customs and border organizations in Kenya to achieve their strategic goals of public service delivery.

LITERATURE AND THEORY

The Human Capital Theory

Human Capital Theory, developed by Gary Becker in the 1960s, posits that investments in education, training, and development significantly enhance the economic value of individuals, thereby boosting organizational productivity. Becker's pioneering work, "Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education" (1964), highlighted the crucial role of human skills and knowledge in economic growth and individual earnings. The theory likens human capital to physical capital, suggesting that it can be cultivated and invested in to improve performance and economic outcomes. Becker's insights fundamentally changed labor economics by focusing on the importance of skilled and knowledgeable workers as vital assets (Nadezhina & Avduevskaia, 2021).

According to Faggian et al. (2019), the core of Human Capital Theory argues that investments in human capital yield substantial returns, such as higher productivity, improved job performance, and increased economic output. It suggests that individuals who receive education and training are more likely to achieve higher earnings and job performance due to superior skills and knowledge. Organizations that invest in workforce training and development are expected to see enhanced productivity, innovation, and competitive advantage. Moreover, White (2021) noted that the theory suggests that these benefits extend beyond individual workers to organizations and the broader economy, promoting economic growth and social development.

Despite its influence, Human Capital Theory has faced criticisms. Critics argue that it assumes uniform returns on all human capital investments, ignoring variations in the quality and relevance of different types of training and education. It also tends to underestimate the social and cultural dimensions of education, failing to consider factors like inequality, access to opportunities, and informal learning (Kuzminov et al., 2019). Additionally, some scholars believe the theory overemphasizes economic returns while neglecting the intrinsic value of learning and personal development. Another critique is its simplistic view of the labor market, which overlooks the fact that not all workers have equal access to training opportunities and assumes a perfectly competitive labor market (Goldin, 2024).

Human Capital Theory is particularly relevant to this study since it helps explore how investments in training programs enhance the skills, knowledge, and competencies of customs and border personnel, leading to improved operational efficiency, compliance with international standards, and effective risk management. By focusing on human capital development, these organizations can build a skilled, knowledgeable, and adaptable workforce capable of meeting the challenges of a dynamic global trade environment. Thus, Human Capital Theory provides a robust framework for investigating the impact of training on the performance of customs and border organizations in Kenya, emphasizing the value of continuous investment in human resources.

Empirical Literature

Kim et al. (2022) performed a meta-analysis to examine the link between training and organizational performance, aiming to (a) assess the strength of this relationship, (b) investigate a range of factors that may influence it, and (c) propose directions for future studies. The analysis, which included 613 correlations ($N = 328,635$), revealed a positive and significant relationship between training and organizational performance ($\rho = .12$). Notably, the strength of this relationship varied significantly depending on several factors, such as the type of training, the dimensions of the outcomes measured, the methods used to evaluate outcomes, the sequence of cause and effect, the industry, and the region. Additionally, a meta-analytic path analysis

supported a serial mediation model, showing that the direct effects of training were stronger for outcomes closer in time to the training than for those more distant. A post-hoc analysis also highlighted the moderating role of national culture in this relationship. These findings have important implications and provide a basis for future research directions. The study was a general one lacking a specific investigation into how various types of training, contextual factors, and cultural differences uniquely impact the performance outcomes in these organizations. As such, the results from this research will be very critical in offering recommendations to customs and border organizations in Kenya.

Garavan, et al. (2021) conducted a moderated meta-analysis of the relationship between training and organizational performance, analyzing 119 primary studies. This research investigated how the quality versus quantity of training, temporal factors, and various institutional and organizational contexts influence this relationship. Our results indicate a positive direct link between training and organizational performance, with no significant differences between the impacts of training quality and quantity. The relationship strengthened over time, and we identified that country-specific factors such as performance orientation and labor costs moderate this relationship. However, we found no evidence that industry sector, organizational size, or technology intensity moderate the relationship. Additionally, the type of training, whether general or firm-specific, did not significantly affect the relationship between training and organizational performance. The main research gap in this study was that it lacked specific insights into how geographical-specific factors such as performance orientation and labor costs, were found to moderate the relationship between training and organizational performance.

Patky and Pandey (2020) explored the intricate relationship between organizational training and development (OTD) programs and overall organizational performance. By conducting a comprehensive literature review, we can theoretically grasp the effects of OTD on organizational outcomes. The study employs various theoretical frameworks, including the resource-based view, social exchange theory, and human capital theory, to elucidate this connection. Furthermore, the conceptual framework of the study is shaped by synthesizing empirical evidence from prior research, revealing trends and patterns in the literature. A central focus of the analysis is to examine the critical mediating factors between OTD initiatives and organizational performance outcomes. Employee engagement emerges as a key mediator, as training and development programs enhance employees' commitment, enthusiasm, and discretionary effort toward organizational goals. Additionally, job satisfaction is identified as a crucial intermediary variable; training interventions increase employee satisfaction, leading to reduced turnover costs and higher retention rates. The study however did not focus on specific empirical research addressing how training and development programs impact the unique operational and strategic challenges faced by customs and border organizations in Kenya.

Panagiotakopoulos (2020) investigated the effect of management training on the performance of small businesses with the main focus on how formal management learning initiatives benefit these enterprises. A qualitative methodology was used, involving 100 interviews with owners/managers and employees from 50 small Greek enterprises in the manufacturing and services sectors. The sample included 25 small enterprises (9 in manufacturing and 16 in services) whose owners/managers had completed formal training programs such as accredited seminars, workshops, and business courses, and 25 enterprises (16 in manufacturing and 9 in services) whose owners/managers had not undertaken any formal business training. The results indicated that management training positively influenced organizational performance in small

businesses. Specifically, those who had undergone formal training reported higher profitability in 2017 and 2018, increased staff productivity, lower staff turnover, and greater employee satisfaction and motivation compared to their less-trained counterparts. Respondents noted that their formal education in business and management emphasized the importance of employee development and job design for motivation and enabled them to manage change more effectively. These findings suggest that small business owners/managers should consider investing in their development, as there is a demonstrated link between management training and enhanced organizational performance. This study fills a gap in the existing literature, which predominantly focuses on large organizations and uses quantitative methods, by providing in-depth qualitative insights into how formal management training can improve performance in smaller enterprises. The main research gap in this study was methodological since it lacked specific qualitative research that explores how formal training interventions impact these organizations' operational outcomes. Therefore, the results from this study cannot be generalized to show how training impacts the performance of customs and border organizations in Kenya.

Paliszkiewicz and Cusumano (2023) explored how training and development affect organizational performance, with a focus on the mediating role of employee performance. Recognizing the crucial role of Human Resource Management (HRM) practices in driving organizational success, it is evident that many organizations still hesitate to fully adopt these practices due to concerns about cost, apprehensions, or a lack of awareness of their benefits. The primary goal of HRM is to foster organizational success through a competitive, skilled, and motivated workforce, with training and development being essential to achieving this goal. Extensive research has demonstrated a positive link between HRM practices and organizational performance. This study focused on how training and development influence organizational performance and examined how employee performance mediates this relationship. The findings enrich the existing body of knowledge on HRM practices and their impact on organizational outcomes, providing valuable insights into the role of training and development in enhancing employee performance and driving organizational success. By understanding the connections between training, employee performance, and organizational performance, organizations can make better decisions about implementing and enhancing HRM practices. Ultimately, this study highlighted the importance of effective HRM practices, particularly training and development, in achieving organizational success in today's competitive business environment.

DATA AND METHODS

Research Design: This study applied a descriptive research approach aimed to provide a causal depiction of organizations, people's activities, events, and settings. Applying a descriptive research design, the researcher integrated the aspects of what, when, where, which, how, and also the question of why in a compulsory expedition to observe and describe the behaviors of a particular phenomenon. This approach enabled the researcher to investigate the influence of training on the organizational performance of Customs and Border Organizations in Kenya. The target population was drawn from the Kenya Revenue Authority, the Kenya Ports Authority, and the Kenya Airports Authority, where the unit of analysis comprised 45 individuals in top executive positions, 152 individuals in middle management positions, and 284 individuals in lower management positions.

Sample and Sampling Methods: This study applied the stratified random sampling method and Taro Yamane's formula to come up with the desired sample size. The formula is as given below:

$$n = N / [1 + N(e)^2] \dots\dots\dots \text{Equation (i)}$$

Where;

n= Sample Size

N= Population Size (481)

e= Level of Precision (0.05).

The sample size was therefore implemented as follows:

$$n = 481 / [1 + 481(0.05^2)] = 281.39, \text{ which was determined as 281 to the nearest whole number.}$$

Data Collection Instruments and Methods: The study utilized questionnaires that incorporated closed-ended questions that were administered due to their convenience and cost-effectiveness in comparison to other methods of data collection. The questionnaires were administered both physically and online to gather data for the study. To ensure that the study collects reliable, error-free data, the instrument was subjected to pilot tests to establish its validity and reliability. The questionnaire was structured into sections to enhance construct validity outcomes and the Cronbach's Alpha (r) Coefficient was employed to evaluate the reliability of these measurements and guarantee uniformity across different sections of the questionnaire ranging from -1 to +1.

Data Analysis: Primary data gathered was organized, edited, analyzed, and interpreted through both descriptive and inferential statistics. Descriptive statistics encompassed measures such as standard deviation, means, frequencies, and percentages. Inferential statistics encompassed several key measures, including correlation, coefficient of determination, analysis of variance, and regression analyses with a significance level set at 0.05 to determine the influence of training on the organizational performance of Customs and Border Organizations in Kenya.

$$Y = B_0 + B_1 + e \dots\dots\dots \text{equation (ii).}$$

Where Y was the Organizational Performance of Customs and Border Organizations in Kenya, *B₀* was the constant, *B₁* was the coefficient for training and *e* was the error term.

RESULTS AND DISCUSSIONS

Response Rate: From a total of 218 questionnaires that were distributed both physically and online, 176 questionnaires were returned and used in coming up with the report, representing a response rate of 80.73%.

Descriptive Statistics

Descriptive Statistics on Training

Table 1 revealed that participants agreed with the statement that employees in their organization had undergone in-service training as indicated by a mean of 3.57. Moreover, participants agreed with the statement that their employees were exposed to career growth opportunities as a result of development as shown by a mean of 3.94. Respondents also agreed to the statement that their employees had undertaken skill development training indicated by a mean of 3.63. Furthermore, respondents agreed with the statement that their employees were able to accomplish tasks on time and their tasks were more relevant to them indicated by a mean of 3.98. Additionally, respondents agreed with the statement that their organization employed only qualified employees as shown by a mean of 4.01. Also, respondents agreed with the statement that resources had been allocated adequately to facilitate training as shown by a mean of 3.87. Likewise, respondents agreed with the statement that their organization had attracted talented employees through training and development indicated by a mean of 3.78. Lastly, respondents agreed with the statement that employees were effectively assessed on their abilities during recruitment as indicated by a mean of 4.12.

Table 1: Descriptive Statistics on Training

Statement on Training	SD	D	N	A	SA	M	Std. Dev
Employees in our organization have undergone in-service training	4.3%	17.8%	24.2%	24.6%	29.2%	3.57	1.203
Our employees have been exposed to career growth opportunities as a result of the development	1.1%	8.5%	14.2%	47.3%	28.8%	3.94	0.932
Our employees have undertaken skill development training.	9.6%	8.2%	7.5%	58.7%	16.0%	3.63	1.139
Our employees can accomplish tasks promptly and their tasks as now more relevant.	5.3%	2.1%	10.3%	53.4%	28.8%	3.98	0.980
Our organization employs only qualified employees	3.2%	9.6%	6.0%	45.2%	35.9%	4.01	1.047
Resources have been allocated adequately to facilitate training	3.2%	6.8%	16.7%	46.3%	27.0%	3.87	0.992
Our organization has attracted talented employees through training and development	3.6%	10.7%	13.9%	48.0%	23.8%	3.78	1.039
Employees are effectively assessed on their abilities during recruitment	0%	1.4%	16.4%	51.2%	31.0%	4.12	0.720

Descriptive statistics on Organizational Performance

Findings as presented in Table 2 revealed that respondents agreed with the statement that their institution collected the majority of the taxes owed to them efficiently as shown by a mean of 4.12. Additionally, respondents agreed with the statement that their institution effectively ensured that taxpayers filed and paid their taxes on time as shown by a mean of 3.54. Moreover, participants agreed with the statement that the cost incurred to collect taxes was reasonable and indicated efficient operations as indicated by a mean of 3.97. Further, respondents agreed that participants agreed that tax audits conducted by their institution led to significant additional revenue and deterred non-compliance as indicated by a mean of 3.64. Respondents also agreed with the statement that taxpayers were generally satisfied with the services provided by their institution, including the ease of filing and customer service as indicated by a mean of 3.99. Lastly, participants agreed with the statement that their institution was effective in recovering outstanding tax debts as indicated by a mean of 4.02.

Table 2: Descriptive Statistics on Organizational Performance

Statement on Organization	SD	D	N	A	SA	M	Std. Dev
Our institution collects the majority of taxes owed efficiently.	0.0%	1.8%	16.4%	50.2%	31.7%	4.12	0.735
Our institution effectively ensures that taxpayers file and pay their taxes on time.	5.7%	18.5%	21.7%	24.2%	29.9%	3.54	1.250
The cost incurred to collect taxes is reasonable and indicates efficient	1.1%	8.5%	13.5%	45.9%	31.0%	3.97	0.941

operations.

Tax audits conducted by our institution lead to significant additional revenue and deter non-compliance. 9.3% 8.9% 7.8% 56.9% 17.1% 3.64 1.145

Taxpayers are generally satisfied with the services provided by our institution, including the ease of filing and customer service. 5.0% 2.5% 10.0% 53.4% 29.2% 3.99 0.971

Our institution is effective in recovering outstanding tax debts. 3.6% 9.6% 4.6% 45.6% 36.7% 4.02 1.059

Inferential Statistics

Correlation Analysis

Table 3 revealed a Correlation (r) value score of 0.497 and a p-value of 0.001 between training and organizational performance implying that training and organizational performance had a positive and statistically significant relationship at 0.001 significant level.

Table 3: Correlations

		Training	Organizational Performance
Training	Pearson Correlation	1	.497**
	Sig. (2-tailed)		.000
	N	281	281
Organizational Performance	Pearson Correlation	.497**	1
	Sig. (2-tailed)	.000	
	N	281	281

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

Regression Analysis

Table 4 revealed that 24.7% of the changes in the organizational performance of customs and border organizations were explained by training as indicated by an r-square of 0.247. Other variables that were not included in the study constituted 75.3% of the changes in the organizational performance of customs and border organizations in Kenya. Further, the results revealed an F-statistic value of 91.490 with an associated p-value of 0.001, which suggests that the linear regression model applied by the study was a significant fit in predicting the organizational performance of customs and border organizations in Kenya.

The table also indicates a beta coefficient of 1.858 and a p-value of 0.001 which indicates that the constant in the model was statistically significant in the prediction of the organizational performance of customs and border organizations in Kenya. Additionally, results revealed a beta value of 0.542 and a p-value of 0.001<0.05 between training and the organizational performance of customs and border organizations in Kenya which implied that training significantly influenced the organizational customs and border organizations in Kenya since the calculated p-value of 0.001 was less than critical chosen value of 0.05. The findings of the study concur with the previously conducted study by Paliszkievicz and Cusumano (2023) in an exploration of how training and development affect organizational performance, with a focus on the mediating role of employee performance. The findings enrich the existing body of knowledge on Human Resource Management (HRM) practices and their impact on organizational outcomes, providing valuable insights into the role of training and development in enhancing employee performance and driving organizational success. By understanding the connections between training,

employee performance, and organizational performance, organizations can make better decisions about implementing and enhancing HRM practices. Ultimately, the study highlighted the importance of effective HRM practices, particularly training and development, in achieving organizational success in today's competitive business environment.

Table 4: Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.497 ^a	.247	.244		.920	
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.509	1	77.509	91.490	.000 ^b
	Residual	236.363	279	.847		
	Total	313.872	280			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.858	.233		7.981	.000
	Training	.542	.057	.497	9.565	.000

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Training

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that customs and border organizations in Kenya had their employees undergo in-service training. Moreover, the study concluded that customs and border organizations' employees were exposed to career growth opportunities as a result of development. Additionally, the study concluded that customs and border organizations in Kenya had their employees undertake skill development training. Furthermore, the study concluded that customs and order organizations' employees were able to accomplish tasks promptly and that their tasks were more relevant to them. In addition, the study concluded that customs and border organizations in Kenya employed only qualified employees. Besides, the study concluded that customs and border organizations' resources had been allocated adequately to facilitate training. Likewise, the study concluded that customs and border organizations in Kenya attracted talented employees through training and development. Further, the study concluded that customs and border organizations' employees were effectively assessed on their abilities during recruitment. Lastly, the study concluded that training significantly and positively influenced the organizational performance of customs and border organizations in Kenya.

The conclusions of the study are therefore in support of the Human Capital Theory which highlights the crucial role of human skills and knowledge in economic growth and individual earnings. The theory, likening human capital to physical capital, suggests that it can be cultivated and invested in to improve performance and economic outcomes. Importantly, the theory argues that investments in human capital yield substantial returns, such as higher productivity, improved job performance, and increased economic output. It suggests that individuals who receive

education and training are more likely to achieve higher earnings and job performance due to superior skills and knowledge. Additionally, the theory posits that organizations that invest in workforce training and development are expected to see enhanced productivity, innovation, and competitive advantage. Moreover, the theory suggests that these benefits extend beyond individual workers to organizations and the broader economy, promoting economic growth and social development.

The study recommends that customs and border organizations in Kenya should continue and enhance in-service training programs to ensure employees remain up-to-date with the latest industry practices. The study also recommends that customs and border organizations in Kenya should maintain and expand development programs to further boost employee efficiency and relevance in their roles. Additionally, the study recommends that customs and border organizations in Kenya should uphold stringent recruitment standards and comprehensive evaluations. Moreover, the study recommends sustained investment in training infrastructure and programs in Customs and border organizations in Kenya. Lastly, the study recommends that customs and border organizations in Kenya should prioritize continuous investment in training and development, ensure resources are efficiently allocated, and maintain rigorous recruitment and assessment processes to enhance overall organizational performance.

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