



**FACTORS AFFECTING EFFECTIVENESS OF TRAINING ON PERFORMANCE OF
EMPLOYEES IN THE PUBLIC SECTOR, IN NYAMIRA COUNTY GOVERNMENT,
KENYA**

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Abstract

In this research the training practices of employees in the public sector were examined to determine their effects on employee performance. The research sought to find out; the effect of training needs assessment, training commitment and training contents on employee performance. The study concludes that the concerned authorities should address issues such as insufficient funds, lack of commitment from employer, lack of training due to age and job group, proper/appropriate program in place among other factors so as to enhance efficient and effective training to effectively manage this issue of employee training and performance. The study recommends the following; The county governments should embrace employee training, this helps in boosting employee performance in their various sectors; The county government should give training opportunities to junior staff members, the illiterate and the casuals to equip them with relevant skills, attitudes which motivate them to boost their performance and To increase the frequency of trainings the organization should include the upward mobility courses.

Keywords: employee performance, public sector

I. INTRODUCTION

Investment Pullavi (2013) concurs with Khawaja et al (2013) by asserting that Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. Further, Pullavi (2013) emphasizes that every organization needs to research the role, importance and advantages of training and its positive impact on development for the growth of the organization.

There is therefore a continual need for the process of staff development, and that training fulfills an important part of this process. Training should be viewed therefore as an integral part of the process of Total Quality Management. The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Patricia, 2014). Literature reviewed indicates that technology that relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. Many organizations meet their needs for training in an ad hoc and haphazard way. Training in these organizations is more or less unplanned and unsystematic .Other organizations however set about identifying their training needs, then design and implement training activities in a rational manner, and finally assess results of training.

Since the inception of the Devolved System of governance, the delivery of services in the Public sector of Nyamira County has been less desirable, with key services such as health, education, environmental hygiene and proper planning remaining dismal. There is need to design its human resource management in ways that fit into the County’s structure as this make the County achieve its goals and objectives. Moreover, it is also important for the County government to assist its workforce in obtaining the necessary skills needed and, increase commitment.

II. OBJECTIVES

The study was guided by the following specific objectives;

1. To establish the effects of training needs assessment on employee performance in the public sector.
2. To establish training commitment on employee performance in the public sector.
3. To determine the training contents on employee performance in the public sector in Nyamira County government.

These objectives were expressed in a conceptual framework as in figure 1 next.

Independent Variables

© Training Need Assessment <ul style="list-style-type: none">• Low performance.• Change of technology• New Government policy

Dependent Variable

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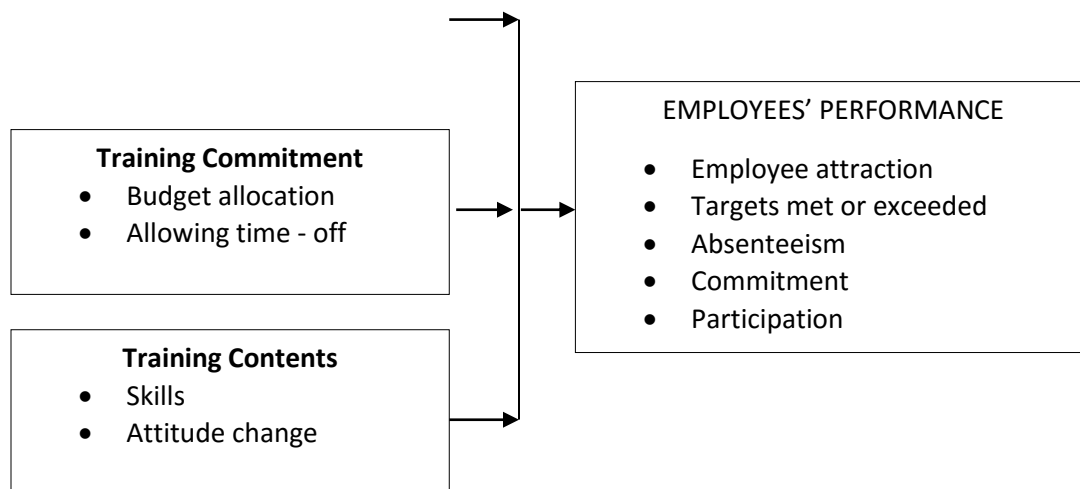


Figure 1: conceptual framework

III. RESEARCH METHODOLOGY

The target population of the study was the 1523 employees in the executive side of the County Government of Nyamira County government. Firstly, simple random sampling technique was used to employ one-third of the target population as units of analysis. Secondly, the researcher employed proportional stratified sampling to get a sample size of 20% giving 304 respondents as the units of analysis. The data was collected through administration of questionnaires.

IV. RESEARCH RESULTS

Table 1: Training needs assessment

Training needs assessment	Frequency	Percentage
Agree	25	26.6%
Disagree	60	60.2%
Not sure	12	12.8%
Total	94	100%

Majority of the respondents disagree that the organization does not undertake training needs assessment consisting 60.2% while 26.6% agree that the training needs assessment was undertaken and 12.8% were not sure whether the training needs assessment was undertaken.

Table 2: Opportunity for undertake training

Opportunity to undertake training	Strongly agree (%)	Disagree (%)
	66	28
Percentage	70.2%	29.8%
Total	94	100%

A high number of respondents strongly agreed that they were given opportunity to undertake training which consist of 70.2% and 29.8% of the respondent were in disagreement

Table 3: Rate extent and selection for training

Extent and selection for training	Frequency	Percentage
Very good	29	30.9%
Good	21	22.3%
Average	23	24.5%
Poor	21	22.3%
Total	94	100%

30.9% percent rated the training undertaken to be very good, 22.3% rated it to be good, 24.5 rate it to be average while 22.3% rated it as poor.

Table 4: The training undertaken impacts performance

The training undertaken impacts performance	Frequency	Percentage
Positively	70	74.5%
Negatively	12	12.8%
No impact	8	8.5%
Not sure	4	4.25%
Total	94	100%

74.5% of the respondents recorded a positive impact on the training they undertook. 12.8% recorded a negative impact, 8.5% of the respondents had no impact while 4.2% were not sure of the impact of the training.

Table 5: Training content undertaken was based on

Training content	Frequency	Percentage
Skill based	40	42.5%
Knowledge based	30	32%
Attitude change	24	25.5%
Total	94	100%

42.5% of the respondents were of the view that the training content was skill based, 32% was knowledge based while the remaining 25.5% was attitude change.

Table 6: Problems faced with regard to training within an organization

Problems faced	Frequency	Degrees
Insufficient funds	12	12.7%
Lack of commitment from employer	22	23.4%
Lack of training due to age and job group	9	9.5%
No proper/appropriate program in place	15	16%
Other factors	36	38.2%
Total	94	100%

Most employees cited existence of an enormous challenge in regard to training. 12.7% said that their experience with training was a setback due to Insufficient funds, they thought poor funding from the national government caused acute shortage of funds on County governments, 23.4% cited Lack of commitment from employer, 9.5% were of the opinion that they were not given opportunity to train because of age and job group, 16% believed that there was no proper/appropriate program in place for them, and 38.2% cited Other factors.

V. DISCUSSIONS

Genders of the Respondents

69.1% of the participants were male and 30.9% of the participants were female. In the research results it indicated that there were more male participants than female.

Age of the Respondents

Findings indicates that 8.5% of the respondents were below 30 years, 13.8% between 31-35 years, 21.3% were between 36-40 years, 33% were between 41-45 years, 23.4% were above 46 years.

Level of Education of the Respondents

6.4% of the respondents were of diploma holders, 61.7% of the respondents held bachelors degree, 30.9% of the respondents held masters then 1% doctorates.

Duration of work in the current station

8.5% of the respondents had been in the workstation for four year, 37.2% between 5-8 years, 52.1% between 9-15years and 2.2% above 15 years

Contribution of the employer towards realization of performance of employees through employee training.

Contributions of the employer towards realization of performance of employees through employee training on a greater extent depended on who you work for. Different employees with different frequencies of employees training.

Training needs assessment

Majority of the respondents disagreed the organization undertook training needs assessments consisting of 60.2%, while 23.6% were in agreement that the training needs assessment was undertaken and 12.8% of the respondents were not sure whether the training needs assessment was undertaken.

Opportunity to undertake training

A high number of respondents strongly agreed that they were given opportunity to undertake training which consist of 70.2% and 29.8% of the respondent were in disagreement.

Rate extent and selection for training

39% of the respondents rated the training they undertook to be very good 22.3% rated it to be good, 24.5% rated it to be average while 22.3% rated it as poor.

How training undertaken impacted on performance

74.5% of the respondents cited the training had a positive impact, 12.8% cited the training impacted negatively, 8.5% the training had no impact on performance while 4.2% of the respondents were unsure of the impact.

The training content was based on

42% of the respondents cited that the training was skill based, 32% knowledge based and 25% attitude change.

Problems faced with regard to training with an organization

12.7% of the respondents were of the opinion that money for training was insufficient, 23.45% cited lack of commitment from employer, 9.5% cited age and job group, 16% cited that there was no proper/appropriate program in place, 38.2% cited other factors.

VI. SUMMARY OF THE FINDINGS

The study aimed at assessing the factors affecting effectiveness of training on performance of employees in the public sector in Nyamira county government. The objective of the study was to establish the effects of the training needs assessment on employee performance, to establish training commitment on employee performance and to determine the training contents on employee performance in the public sector in Nyamira County Government.

The research found out that there was no enough training due to the various factors that underlined the inefficient nature of training. Most respondents cited existence of a big challenge in regard to training to help them boost their productivity. 12.7% cited that their experience with training was a setback due to Insufficient funds, they thought poor funding from the national government caused acute shortage of funds on County governments, 23.4% cited Lack of commitment from employer, 9.5% cited there was Lack of training due to age and job group, 16% believed that there was no proper/appropriate program in place 9.5% saw that there was Lack of training due to age and job group and 28.7% cited other factors.

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