THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN INSTITUTIONS OF HIGHER LEARNING: A CASE OF UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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A Research Project Submitted to the School of Business in partial fulfillment of the requirement for the Degree of Masters in Business Administration (MBA)

SUMMER 2018
DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: _____________________________ Date: __________________________

Gatakaa Gerald (ID: 649031)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed: _____________________________ Date: __________________________

Prof. Zachary Mosoti

Signed: _____________________________ Date: __________________________

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ABSTRACT
The purpose of this study was to examine the impact of employee training and development on employee performance in institutions of higher learning with reference to USIU-Africa. The study was guided by the following research questions: What is the impact of on job training on employee performance? What is the impact employee development on the employee performance? What is the impact of training and development on employee performance? The study employed a descriptive research design which helped in determining the impact of employee training and development on employee performance. The population of the study was 405 employees of USIU-Africa who included both staff and faculty. Stratified sampling method was used and a total of 123 respondents were picked. The researcher used a questionnaire as the data collection tool to obtain needed information from the respondents. Descriptive statistics was used to analyze data.

The results on the impact of on-the job training on employee performance showed that training employee received during work enhanced their performance. On-the job training had also enabled employees to get more knowledge of their job. It was also established that on-the job training had given employees practical experience. Further, on-the job training had increased employees working knowledge. On-the job training was also found to have enabled employees to achieve new technology and knowledge. Again on-the job training enabled employees to evolve and adapt to the new development. On-the job training helped employees to adapt to the changes and needs of the society.

The findings on the impact of training design on employee performance established that bad training design resulted to waste of resources. Again it was found out that good training design ensures that identified employee skill gaps are properly addressed in the training. Also training design that is in line with individual or organizational goals enhances employee performance. The study however failed to establish whether the training design used in the organization was significant in ensuring effective training. Results could also not establish whether the organization training activities use the most appropriate method. Further it was not established whether organization had a strategic training and development plan that match the training needs of the employee. Findings could not establish whether organizations training activities were designed according to the need of the time to make sure employees to perform well.
Findings on the impact of employee training and development on their performance showed that training of employee is very important in ensuring they improve their performance. Again it was found out that development practices in the organization were able to meet the training and development needs of the employee. Results also showed that effectiveness of development practices in the organization greatly determine the performance of the organization. Again results showed that development practices in the organization ensured that the objective of employee training is achieved. It was also establish that lack of development activities in the organization affected organizational performance negatively. Additionally findings showed that appropriate employee development policy draws the interest of the employee and this ensured they gain the skill being delivered. It was however not establish whether development practices in the organization were impressive and effective to enhance performance of employee.

In relation to the findings of this study it is concluded that, on-the job training, training design and training and development had all a significant effect on the performance of employee in the organization. This study recommends that organizations and specifically human resources management should develop on-the job training practices in the organization to improve employee performance. This study recommends for organization to ensure that training programs in the organization are correctly design to ensure training is effectively delivered. This will enable the employees to gain the most from the training offered and make them better in their work. This study recommends for organization to ensure that training programs in the organization are correctly design to ensure training is effectively delivered. This will enable the employees to gain the most from the training offered and make them better in their work.
ACKNOWLEDGEMENT

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DEDICATION

I dedicate the research paper to my entire family and friends for the support they granted throughout the research work.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Globalization is a new phenomenon that has brought a lot of changes in the business resulting in increased competition among business establishments. These circumstances require a dynamic approach implying that the decisions on the development of employees play an important role in its adaptation to the environment. Guided by this, employee development has become a critical issue in the overall success of organizations and in the maintenance of a competitive advantage (Esteban-Lloret, Aragón-Sánchez & Carrasco-Hernández, 2016).

Internationally different companies provides training and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities. Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization. These objectives provide help to the strategic goals of business by facilitating learning chances and support organizational culture (Jehanzeb & Bashir, 2013).

Employee development is a necessary component of companies in the U.S in their efforts to improve quality, meet the challenges of global competition, use new technologies in producing products and services and capitalize on the strengths of a diverse workforce. Many companies and institutions have adopted a continuous learning philosophy as a means to facilitate employee development. One of the major tenets of a continuous learning philosophy is that employees at all levels of the company must actively pursue training and development activities. To advance research and practice of employee development practices, one needs to understand what types of activities are considered to be developmental, how development activities should be measured and what individual and
organizational characteristics influence the amount and type of development activities that employees participate in (Ford, 2016)

According to Anlesinya, Bukari & Eshun (2014), human resource remains to be the most vital factor in the performance of an organization. In line with this, positive future-oriented employee workforce development practices are essential for the efficiency and effectiveness of an organization. Employee development in an organization is concerned with the practices through which employees are aided in planning a way to hone their skills which are necessary to perform various functions associated with their present or expected functional roles.

Organizational performance is a multidimensional construct that aims at the achievement of results and is linked to the strategic goals of an organization. It is dependent on various factors but the most important is employee development and performance. This therefore requires an organization to design development practices carefully guided by the varying needs of the employees. Performance is the key element in achieving the goals of an organization (Khan, R., Khan, F. & Khan, M., 2011)

Employee training and development enables employees to identify their general competences as individuals, discover and exploit their own essential potentials for their own and organizational development processes. This also brings about the development of an organizational culture in which supervisor-subordinate relationship is positive or strong; teamwork and collaborations among sub-units are strong and contribute to the professional well-being, motivation and the pride of employees. Human resources include knowledge, skills, abilities and experience controlled by an organization that enables it to improve upon its performance, competitiveness, innovation, efficiency and effectiveness. Employees skills, knowledge and abilities are among the most distinctive and renewable resources upon which an organization can draw their strategic management and comparative advantage. Development must embrace all employees in the organization and must aim at challenging all to growth and self-development (Saraswathi, 2010)

Organizations are interested in bottom-line results. Guided by this need and compounded by the frequent changes in the economic climate, many organizations need strategies and initiatives that are meant to bring improvements. This brings about the need for continuous
investment in the development of their greatest assets; its employees in order to enhance organizational performance. The combination and development of an employee’s talents and motives in the pursuance of the organizations goals provides both personal satisfaction to the employee and ultimately increased performance of the organization (Broadhurst, 2012).

Poor performance and corruption have been regarded as the major problems in the efficient provision of services, performance and conduct of many institutions in the African continent. The role in human resources is to help employees improve overall performance of the organization through employee training and development. Employee development has become one of the key aspects in the improvement of employee performance (Mpofu & Hlatywayo, 2015).

According to Anlesinya et.al (2014), human resource remains to be the most vital factor in the performance of an organization. In line with this, positive future-oriented employee workforce development practices are essential for the efficiency and effectiveness of an organization. Employee development in an organization is concerned with the practices through which employees are aided in planning a way to hone their skills which are necessary to perform various functions associated with their present or expected functional roles.

According to Costen, Johanson & Poisson (2010) employee development is the process of providing employees with opportunities for growth in an organization. It focuses on the long-term professional and personal growth of employees in the organization. The organization is mandated with providing opportunities for development, supervisors are responsible for the assessment of employees’ development needs and progress whilst the employee has the responsibility of fully committing to participate in the development activities in order to achieve the desired outcomes.

Employee development has a dual purpose of serving both the organization and the employee in achieving mutual goals. It makes an employee realize that some way or the other organization takes care of him/her and about his/her progress toward personal or organizational goals. When organization provide training to its employees, it helps them in
their career development which they want and need. Employees’ sense of advancement and skills lead to increased productivity for them and their team (Rahman & Naz, 2013).

Employee development enables employees identify their general competences as individuals, discover and exploit their own essential potentials for their own and organizational development processes. This also brings about the development of an organizational culture in which supervisor-subordinate relationship is positive or strong; teamwork and collaborations among sub-units are strong and contribute to the professional well-being, motivation and the pride of employees. Human resources include knowledge, skills, abilities and experience controlled by an organization that enables it to improve upon its performance, competitiveness, innovation, efficiency and effectiveness. Employees skills, knowledge and abilities are among the most distinctive and renewable resources upon which an organization can draw their strategic management and comparative advantage. Development must embrace all employees in the organization and must aim at challenging all to growth and self-development (Saraswathi, 2010).

Organizations are interested in bottom-line results. Guided by this need and compounded by the frequent changes in the economic climate, many organizations need strategies and initiatives that are meant to bring improvements. This brings about the need for continuous investment in the development of their greatest assets; its employees in order to enhance organizational performance. The combination and development of an employee’s talents and motives in the pursuance of the organizations goals provides both personal satisfaction to the employee and ultimately increased performance of the organization (Broadhurst, 2012).

Kenya is working towards becoming a middle income economy and eventually knowledge society by implementing Vision 2030. The Kenya governments’ directive that all its institutions be managed in line with the provisions of Vision 2030 has greatly regularized the education training and development systems. The strategic plan has captured more scenarios advocated for by scholars like Likert and Mouton who insist on the enhancement of teamwork, cohesiveness, integration and the promotion of values and mutual-respect. An aspect captured by the Vision 2030 that really contains the relativities of organizational performance is on continuous employee development (Mukuru, 2013).
1.2 Statement of the Problem

Employees are one of the factors that highly determine the organizational performance, they significantly contribute to the organizational performance through their individual and collective performance. In order for an organization to attain performance and better yet improve on it, they need to have a performing workforce (Tahir, Yousafzai, Jan, & Hashim, 2014). According to Khan, et.al (2011) organizational performance rely on employees since organizational human resource capital has a critical role on the growth and performance of the organization. They further state that training and development of employees is meant to enhance organizational performance. Human resource management theories have linked training and development to organizational performance (Raza, 2014). This study therefore sought investigate the impact of employee development practice on organizational performance.

A number of studies have been done that examine factors that determine organizational performance. Training and development is one of the factors that has been done to evaluate its influence on organizational performance. Emeti, (2015) carried out a study in Nigeria to assess the impacts of training and development on the performance of organizations in the paint manufacturing sector. This study concentrated on the manufacturing sector, findings of this study might therefore not be applicable to other industrial sector like the service industry. Another study done among the Small and Medium Enterprises in Pakistan, evaluated the effects of training and development on organizational performance as mediated by intention to quit (Mansoor, Shah, Tayyaba, &Rehman, 2015). This study examined the impact of training and development as mediated by the intention to quit of employees, it therefore did not examine the direct impact of training and development without the mediation effect.

There is minimum research done on employee training and development in institutions of higher learning therefore this study will assess how organizational performance of higher learning institution in Kenya. The study will be carried out at the United States International University – Africa (USIU-A)
1.3 Purpose of the Study

The general purpose of this study was to examine the impact of employee training and development on employee performance in institutions of higher learning with reference to USIU-Africa.

1.4 Research Questions

1.4.1 What is the impact of on-the-job training on employee performance?
1.4.2 What is the impact of training design on employee performance?
1.4.3 What is the impact of employee training and development on the employee performance?

1.5 Significance of Study

This study will be important to numerous stakeholders, which include the USIU Africa management and other university management bodies, academicians, among others. The following sub-section offer a discussion on how some of the stakeholders can benefit in this study.

1.5.1 USIU-A Management

The outcome of this study will specifically benefit the management of USIU-A to understand the impact of development practices on their employees in relation to the performance of the organization. This would enhance the formulation and implementation of suitable training and development strategies for the employees.

1.5.2 Researchers

This research will add to the discipline of employee development and the field of human resource management. Researchers and academicians in the field of human resource management will get a broader view of employee development. The study will also provide recommendation that can be based for further research.
1.5.3 Human Resource Managers

Human resource managers in universities and other organization would find this study useful in helping them develop development programs that will help in improving the performance of the employees and the organization at large.

1.6 Scope of the Study

The research was done in USIU Africa, it examined how training and development in the institution have affected the performance of the organization. The target population of the study consisted of the employees of USIU Africa who include staff and faculty. The study was carried out from September 2017 to April 2018.

1.7 Definition of Terms

1.7.1 Competitiveness

This is the ability of a firm, to successfully formulate and implement a value-creating strategy (Hitt, 2017).

1.7.2 Employee Development

This is a collaborative and consistent effort of employee/employer works with the motive to enrich employees’ attitudes, knowledge, experiences, skills, and abilities and to improve their overall effectiveness (Rahman & Nas, 2013).

1.7.3 Employee Performance

This is a process for instituting a shared workforce understanding about what is to be achieved at an organization level and it involves the alignment of the organizational objectives with the employees’ established measures, skills, competency requirements, development plans and the delivery of outcomes (Crawshaw, Budhwar & Davis, 2014)

1.7.4 Employee Training

This is a systematic process of changing the behavior, knowledge and attitudes of present employees to improve the match between characteristics of the employee and employment requirements (Giri, 2010).
1.7.5 Human Resources

These are the people who drive the performance of their organization. They have a role in the development of an organization at its inception and making it successful (Snell, et.al, 2015).

1.7.6 On-the Job Training

This is the planned process of having experienced employees train novice employees on units of work in the actual work setting (Jacobs, et.al, 2012).

1.8 Chapter Summary

This chapter provided the background of the study, problem statement, research objectives, study scope, study significance and key terms definition. The next chapter will offer a review of literature in the subject area of employee development and organizational performance. The research methodology is presented in chapter three. In chapter four the research findings provided, followed by chapter five that offers a discussion of the study findings together with the conclusion and recommendations drawn from the findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter provides literature review on the impact of employee training and development on employee performance. The literature review is presented in sections that are in line with the research question. The research questions include: What is the impact of on job training on employee performance? What is the impact of training design on the employee performance? What is the impact of training and development on employee performance? These research questions guided the review of literature.

2.2 On-the Job Training and Employee Performance

On-the job training refers to employees learning by observing their more experience or skilled peers at work and try to follow their behavior (Bafaneli & Setibi, 2015). Bafaneli and Setibi, (2015) noted that on-the-job training can take many forms such as self-directed learning activities and apprenticeship. It requires less investment in terms of financial resources, time trainer compensation or instructional design, as compared to other training techniques that may require lots of time and hiring of trainer plus training equipment. On-the job training focuses on changing the knowledge, skills, attitude and behavior patterns of employees in relation to work performance in the organization (Bocodol, 2008).

Employee training and development is one of the things that most companies strive to achieve due to the benefits that are derived from it. Employees need to be trained on the skills that are required within the organization. Employees are the most valuable assets of any firm, and thus it is important to ensure that staff gets equipped with the right skills that make them competent. The changes that occur in the world are responsible for bringing the need for training to improve the performance (Ndunguru, 2015). Different organizations have varying needs, and this is what guides them as to which skills to impart on their employees to make them better suited to meet the needs of the firm. The various needs make firms to prepare their workers as a way of ensuring that they remain competitive (AzaraShaheen, Hussain Naqvi & Khan, 2013). The performance of an institution is dependent on how efficient the employees are in their work. The training of employees has a tremendous impact on their performance, which eventually affects the organization
The improvement of employees can be made by offering them adequate and proper on job training that enables them to meet the emerging needs at the workplace. On job training can have various impacts on performance due to the ways it affects employees and their time.

2.2.1 On-the Job Training

Training can be done before employees start working within the organization or after employment. The hiring process for employees usually ensures that the selected ones have the desired qualities and skills needed in the organization. To ensure the enhancement in performance and the success of an organization, employees get trained on a new skill to improve their productivity. Job training is a process that requires the organization to implement the changes that they needed (Barzegar & Farjad, 2011). On-the job training can help to equip employees with new capabilities and skills that meet the changes that come over time. Training of employees has various impacts on the performance of any firm. Employees can increase their working knowledge which is useful as it increases their productivity and output. New ideas and strategies can be passed on to the subordinates enabling an organization to change or improve the way it is administered. The improved performance of employees makes them more efficient in their work, and this increases the performance within the firm (Elnaga, & Imran, 2013).

Organizations continue to experience drastic changes which makes these institutions to modify, their processes to improve their value regarding production, services offered and upgrade the skills of their human resources in the process of restructuring. The development of employees is usually meant to enable them to achieve new technology, knowledge and build the organizational culture (Ndunguru, 2015). Human expertise and human resources have proved to be one of the underlying issues that bring about competition among organizations. In a bid to promote their competitive edge, managers have identified the need to develop their human resources as a way of safeguarding the organizational life (Kaur, 2016). One of the reasons for supporting this kind of development is to improve the performance of the organization and that of employees (Raza, 2014). Moreover, the upgrading of these skills within the workforce enables an organization to adapt to new environments that result from the change. It is of crucial importance to determine how effective the training of employees is and the impacts that it has on them (Barzegar &
It is because the impacts are going to affect the performance of the organization eventually. Managers have come to realize the importance of training the workforce to achieve the organizational growth that is desired.

Institutions need to continually adapt to enable them to reach the success that is sustainable. Organizations that use this new system have been known to experience better results (Quartey & Samuel Howard, 2012). Organizations whether public or not profit making should be flexible to the needs of the society. Utilizing of strategic human resource management assists organizations to improve the quality of their services. Performance management impacts the results obtained by an institution. Research conducted has shown that the desired performance levels are can be achieved with training activities or performance interventions (Zahra, Iram, & Naeem, 2014).

On-the-job training is one of the training practices that can be used in the organization to help in filling the skills gaps among employees in the organization. This is because on-the job training develop appropriate job skills in employees that participate in this kind of training (Bafaneli & Setibi, 2015). According to Bafaneli, and Setibi, (2015) there are a lot of concerns among employers on the lack of relevant skills and education among organizational workforce, due to failure of the job market to keep pace with the job market demand. On-the job training thus stands to fill this gap. Bafaneli, and Setibi, (2015) carried out a study to examine the influence of on-the-job training on employee performance. They found out that majority of employees in their study believed that on-the job training makes them more effective at their work. However they observed that on-the job training is not without challenges.

2.2.2 Performance

The management of performance is aimed at ensuring that employees work efficiently and effectively to bring sustained success to the organization. The training that is adopted by organizations aims at improving the performance of workers through the development of individual and team capabilities (Chinomnso, 2014). The training of employees aims at improving the performance, and it leads to various effects in an institution. One of the impacts that training has on the organization includes the improvement of the quality and quantity of the outputs in an organization (Ghafoor et.al, 2011). Training helps to equip
employees with new skills that are essential to the enhancement of the organization. The new skills contribute to improving their performance, which leads to increased productivity in the institution. Skilled workforce enables an organization to improve its output in the long run through the production of quality products and services (Al-Nuseirat & Biygautane, 2014).

The process of training leads to an improvement in the management of the organization. Managing employees can be an uphill task if they are not equipped with the appropriate skills that are needed to bring success to an organization (AzaraShaheen, Hussain Naqvi & Khan, 2013). Employees who have the right skills sets are easy to manage given that they are already aware of what is expected of them. Such employees are focused towards achieving personal goals and those of the organization which leads to increased output. Managers find it easy to manage employees who are trained on the job skills necessary for the organizational progress. Workers can quickly accomplish tasks with less supervision, thus increasing their efficiency (Ghafoor Khan Khan & Khan, 2011).

The organizational stability can be safeguarded through the training of employees with the necessary skills. The changes that occur requires an organization to evolve and adapt to the new environment to remain competitive (Raza, 2014). Changes tend to affect the performance of institutions, and thus it is important to be ready for them when they occur. The stability of an organization is dependent on how it adapts to these changes (Al-Nuseirat & Biygautane, 2014). Through on-job training, an institution can equip human resource with the necessary skill sets that ensure its continued productivity and stability. Improvement of employees that comes through practice is useful as it assists an organization to cope with changes quickly (Kaur, 2016).

Training helps to decrease the costs and expenses incurred by the organization. Employees need to be trained on cost saving measures such as the use of new technology and new ways of doing things which can help to increase their efficiency (Kaur, 2016). The effectiveness of the workers is crucial as it reduces the cost incurred by an organization thus improving its performance. Training can equip employees with new ways of doing things that are effective thus helping to save the expenses an organization incurs in production (Hau & Omar, 2015).
The chances of organizational success are dependent on the effectiveness of the management and the employees. An organization can increase these chances by training staff on the right skills that are needed to improve performance (AzaraShaheen, Hussain Naqvi & Khan, 2013; Raza, 2014). New hires can be taught the organizational culture which will allow them to make a useful contribution to the success of the firm. New skills can also be imparted on the workers, thus improving their capabilities and this increases the possibilities of an organization being successful in the long run (Kaur, 2016). The success of an organization is dependent on how it adapts to the changes and needs of the society and training is one of the ways of responding to these changes. Successful firms have a tendency of equipping their employees with new skills thus enabling them to be strategically ready as things evolve. Training provides employees with a new attitude towards things, and this increases their level of productivity in the long run (Khan et al., 2011).

Training can help to reduce the risk involved with the various organizational processes. The risk could either be financial or of any other type (Hau & Omar, 2015). Incompetence can increase the risks of a firm given that employees may not be useful in their work. Training can create empowerment and development through skills and knowledge as well as improving the attitude. The training process starts by first identifying the needs and the expected outcome, and this can assist in the identification of the risks that an organization faces (Chimnoso, 2014; Raza, 2014).

Training of employees should consider the needs and the objectives of the organization. Applying proper training at the workplace can result in the improvement of an organization performance (Khan, et al., 2011). The organization long term goals requires to be put into consideration when conducting the training of employees to ensure that the desired results are achieved. The management of an institution can be significantly improved through such training. Increasing the skills of the workers helps to establish an organization as a national entity that operates with efficiency. Such institutions that stay up to date with the changes are usually desired, and this makes them successful. Therefore, training helps in the improvement of the organizational outlook (Kaur, 2016).
2.3 Training Design and Employee Performance

Employee training is important for improving the employee’s productivity. Improved productivity leads towards gaining competitive advantage (Abdul and Waheed, 2011). Besides employee training is a planned step for assisting workers to gain the required knowledge including skills and behaviors. Employee training is the fastest growing part of the personnel activities and it is the most crucial organizational dynamics. It is also the most pervasive method for communicating organizational goals to personnel (Abdul and Waheed, 2011). Atif et al. (2010) observed that training has become the new mechanism for managing a diversified workforce. Nowadays, employee training has become a significant tool in the business world because it improves the efficiency and effectiveness of the business and employees because training is vital in enhancing the capabilities of employees. For instance, the workers who have more in work experience have improved performance due to increased skills and competencies. Moreover, employee training has an effect on the return on investment (Abdul and Waheed, 2011). The purpose of this study is to show the impact of the design of training on organizational performance.

2.3.1 Factors in the Training Design

Training opportunities are found in external training classes and in the content of the employee’s job and responsibilities. Deckop et al. (2006), noted that organizations have a significant effect on staff training and development through the responsibilities in a worker’s current job. One of the important factors in employee training is the content of the job. Content of the job is what the worker does on the job. There are several ideas about how the design of training should offer employee training on the content of the job. Firstly, the organization should expand the job to accommodate higher level responsibilities that will aid the worker to stretch his skills. Secondly, the management should reassign duties that the worker does not like which will alleviate boredom. Thirdly, the organization should give more authority to the employee to make decisions and self-manage himself. Self-manage helps the employee to spread his or her wings to fly (Abdul and Waheed, 2011).

The other important factor of design of training is internal training. Workers enjoy the chance to develop their knowledge and skills within the workplace. According to (Dowling and Welch, 2005), internal training allows the worker to focus on an internally offered
training session which can be provided by a colleague in an area of their expertise. Besides, internal training enhances employees’ loyalty to the organization and helps them to improve their skills because every worker wants to feel that the job they do is important to the success of the business.

Human resource is the backbone of every organization. Many organizations use huge capital on human resource because the performance of the employees will eventually improve the performance of the business. It is important for the organization to carefully design its training activities. The design of the training should be according to the need of workers. Training design has a critical role in employee and organizational performance. A wrong design of training leads to the loss of time and money (Ekaterini, 2009).

2.3.2 Effects Training Design

There are several effects of the design of training on organizational performance (Dowling and Welch, 2005). For organizations to be successful, they have to respond to the changing environment. They need to respond fast to varying consumer needs for variety, convenience, quality, customization and timeliness. Moreover, the organization should ensure that there is standardization and synchronization in how employees perform their duties. A good design of training matches the skills of the employees to productive requirements of the business. Through raising the quality of the employee contribution to production, an organization can make important improvement on performance. Besides, Job discrepancy creates barriers such as tension and increased stress for employees. These barriers reduce job commitment and job satisfaction (Abdul and Waheed, 2011).

According to Emilio and Stanca (2008) job satisfaction improves self-esteem. Training enhances morale on work and loyalty to the organization. Employees who believe their organization offers good design of training are less likely to leave their organization within a year of training than those who received bad design of training (Abdul and Waheed, 2011). Besides, training plays an important role on employee commitment. A design of training must meet the needs of employees. It should consist of management offering accurate information and communication to the employees. Also, it should ensure that training is relevant to employee’s job. Interestingly, Truitt, (2011) opines that employees who participate in training experience a decrease of perceived employment insecurity.
Trained employees are positive about their job proficiency which in turn improves employee’s confidence.

An organization can motivate its employees through methods such as praise, promotion, pay, and training. Emilio and Stanca (2008) argue that motivating employees is about getting them to move in a direction the organization wants them to move in order to achieve improved organization performance. Motivated employees have clearly defined goals and they take actions that will achieve these goals. Also, employee training enhances organization’s competitive advantage. Training encompasses resources, capabilities and decisions which allow organization to avoid threats and capitalize opportunities in the marketplace. Organizations should recognize good design of training motivates employees and it gives the organization a competitive advantage.

The opportunity for employees to continue growing and developing job and career enhancing skills is an essential to workers’ satisfaction and happiness with their job (Truitt, 2011). Good design of training is one of the most important in employee motivation and positive morale. Interestingly, the only way to motivate a staff is to give him challenging work which he or she will assume responsibility. If employees are untrained, organization’s overall efficiency will decline. Employees who are well trained and have the chance to achieve their goals are highly motivated on their jobs. Motivated personnel will be absent less frequent, less inclined to change jobs, and they will yield good results. Moreover, internal training is perceived as a motivation for employees’ development which directly results to organizational development. Organizations benefit more when it encourages workers to generate knowledge and learn. Organizations should create working environment where employees can grow and keep their individuality. When the organization promote learning culture, it helps its staff to challenge themselves, solve problems by making critical decisions, gain recognition, and increase workplace skills. Employee motivation result to job satisfaction, successful business, and increased level of performance (Emilio & Stanca 2008).

Many organizations are concerned with what should be done to achieve high employee performance. Their aim is to create a work atmosphere that will ensure employees deliver results in accordance with the expectation of management. Good design of training enhances customer relations. Employees are trained to be good listeners to the clients, being
sincere with the kind of information they give to customers, and being loyal to customers and the organization (Ekaterini, 2009).

Efficient training increases productivity of organizations. According Emilio and Stanca, (2008) good design of training not only enhances workers resourcefully, but also offers them with a chance to virtually learn their jobs and perform more competently. Also, training increases both employee and organization’s productivity. Truitt (2011) opines that training is the most persuasive method to improve employee’s productivity and communicating organization goals to employees. Investing in training workers on teamwork, decision making, interpersonal relations, and problem solving has a positive effect on the employees’ performance and the organizations’ level of growth. Good design of training impact worker’s behavior and their working skills which lead to employee performance and constructive changes. Also, it is the most reliable way of motivating and retaining high quality in working personnel within an organization. Efficient training is a tool for maximizing employee potential and commitment. Bad design of training affects the successful achievement of the business goals and objectives (Ekaterini, 2009). According Khan, et.al (2011) if the training has been design poorly and thus its delivery is not impressive enough to the employees to capture their attention, then the training session is just but a waste of resources.

The design of training in an organization should be carefully done, a good training design will cater for the needs of the employee. This would help in filling the skills gaps in employee and help improve their performance at work and the organization as a whole (Khan, et.al 2011; Armstrong, 2000). Khan, et.al (2011) carried out a study on the impact of training and development on organizational performance. One of their study objectives was to examine the impact of training and design on the performance of the organization. Khan, et.al (2011) argued that training design plays a critical role in both employees’ performance and the organization performance as a whole, while a bad training only serves to waste organizational funds and the time of the employees. According to the findings of Khan, et.al (2011) training design has a significant influence on the performance of the organization. This is because training design that is appropriate ensures that training delivered is effective and attain its objective of enhancing the performance in employees, who consequently improve the organizational performance.
2.4 Effects of Employee Training and Development on their Performance

Development is the formal education, work experiences, relationships and assessment of personality and abilities that help employees prepare for the future. Development is hard or impossible to evaluate. Development ensures that employees are given opportunities to develop their work competencies that allow them to achieve their career objectives within the organization. Training ensures that employee’s identified competency requirements, are built through a systematic approach. According to Dowling and Welch, (2005) training and development increase the employee performance, which consequently improves the overall performance of the organization. Besides, employee performance depends on factors such as knowledge, job satisfaction and management. Emilio and Stanca, (2008) opines that training and development increase organization efficiency and effectiveness.

Development ensures that employees are given opportunities to develop their work competencies that will enable them to achieve their professional goals and objectives. Employee development is one of the important functions of the human resource. According to Catsby, Bram and Francis, (2007), development means to develop the abilities of an employee and the business. When the workers develop, their performance improves and the organization becomes more successful. When personnel are more developed, employees are more satisfied with their job and they get more committed with their job and their performance would be improved and this would also leads to improved organizational performance.

Development activities are very vital to the employees, as the development activities are performed, it reveals that the business is concerned with the welfare of their worker and they want them to develop. When the business contributes towards development, the workers work hard by utilizing their full effort and skills to improve the organizational performance. According to Collins and Holton, (2004) employee development must be recognized by the members of staff who are willing to learn. Willing employees show interest in the developmental activities, as a result, job satisfaction is achieved which increases employee performance. Catsby, Bram and Francis, (2007) argues that if organization culture supports its workers, it will encourage them to participate in decision making; this would develop them and enhance their performance. Also, if opportunities of promotion are not limited, the members of staff participate in the developmental activities.
Maimuna and Rashad (2013) argued that investing in training and development for employees is likely to attain short and long term benefits in the organization. They argued that training and development should be designed and offered to fulfil the needs of all employees in a way that employees would not only be productive but also satisfied. They further observed that training and development have a positive influence on the workers to perform their duties more effectively, enhancing their interpersonal and technical skills, teamwork, work confidence and job motivation. Maimuna and Rashad (2013) carried out a study on the effect of training and development on the productivity of employees. According to their findings training and development helps in employee in exploring their skills and thus it is critical for their productivity.

2.4.2 Human Resource

Human resource is the main resource of the organization so organization should invest a lot in human resource because the performance of human resource will eventually increase the performance of the organization. It is very vital for the organization to design the training very carefully which should be provided according to the needs of workers. Efficient training helps the organization to get good results. If irrelevant training is offered then it is just waste of time and resources. Moreover, Truitt, (2011) examined the relationship between training and development and performance. He concluded that they make positive contributions to organization performance.

Truitt, (2011) argued that the success of organization is determined by human resources and organization performance is measured through financial measures such as market share, sale, and profit and non-financial measures such as quality of service, efficiency, productivity of the organization, commitment, and employees satisfaction. These factors are improved by training. Interestingly, employee training enhances the workers’ capability to contribute the best performance of the organization. Dowling and Welch, (2005) opines that training has a connection between job engagement and motivations involving employees in the organization. The authors also added that to increase personnel performance, it is important to motivate the workers by means of training. They also concluded that the role of training is to enhance the quality of work process that improves the performance of employees.
2.4.3 Training

Training is the process of improving employees’ skills, exposure, and abilities. According to Emilio & Stanca, (2008) training is an organized process of increasing the know-how skills needed for employee to perform their duties in underling situation. Also, training enhances the skills of workers in a very efficient and effective way by transforming and motivating them in a way that affects the performance of the organization in a positive way. Further, they note that training extends the production of the organization. Besides, training is only considered when employees of an organization are looking for promotion of rank. There are members of the staff who prefer training to improve their skills that will help them execute their duties more efficiently. Employee training also enhances knowledge of employees in their profession. Dowling and Welch, (2005) found that organizations work with a wide range of quantity of their employees not only for the employee performance but for the organization’s effectiveness as well. This is due to the fact that training enhances the individual performance and that of the entire organization.

Emilio and Stanca, (2008) pointed out that training in the organization has a distinctive role in the realization of the organizational objective through the inclusion of the welfares of individuals and the organization itself. They argued that training is the most significance aspect of human resource management since it enhances efficiency of individual employees and the entire organization. Through the enhancement of employee’s skills and competency training improves employee productivity. Therefore, in order to improve the efficiency of an organization employee training should be pursued in strategic human resource management (Dowling & Welch, 2005). According to Maimuna and Rashad (2013) training improves employees’ resourcefulness and their work quality, hence enabling them to become more dedicated to attaining the goals and objectives of the organization, consequently improving employees’ performance in the organization.

According to Emilio and Stanca, (2008), through training, employees develop dignity, self-confidence, and self-esteem because they find themselves being a valuable asset to the business. These factors offer them with job satisfaction based on their achieved organizational goals and objectives which encourage them to work harder to improve organization performance. Moreover, according to Truitt, (2011), the success and failure of every business depends on employees’ performance because it ultimately affects the
organizational performance. Besides, trained personnel can face the current and future organizational challenges and achieve the competitive advantages. Training improves the services of the members of the staff which improves the performance of the organization. Emilio and Stanca, (2008) indicated that training is not beneficial for worker it is mostly beneficial for the performance of the organization. If employee’s performance is good, it affects the performance of the organization in a positive way. Dowling and Welch, (2005) also concluded that all employees need significant training to understand their job more efficiently in order to improve the performance of the organization.

According to Preece, and Iles, (2009) if top management attitude is positive and they are committed to employee development activities, employee performance will be increased which will improve organization performance. Chay and Bruvold, (2003) carried out a study on development and its effect on performance. They argued that human resource development practices are significant for employees, and whenever an organization carries out development activities employees take this as a sign of the organization caring for them. This development activities in the organization motivate employees to work extra harder, apply their knowledge and put more effort to help organization realize its objectives. Further, they opined that if companies would concentrate on developmental activities, it would aid in improving the skills of the employees. The enhancement of skills would enable career development and consequently results in work efficiency and organizational effectiveness. Collins and Holton, (2004) study established that organizational efficiency is very much affected by employee performance that stands to be influenced by human resource development in the organization. The authors also defined development of employee as the enhancement of skills of the employee and the organization as a whole. According to Dixon, (2009), development in an organization will be deemed complete when there is personal growth in employee and subsequent growth of the organization as caused by developed employees. This would in turn lead to success in the organization and improved performance of employees that result in organizational efficiency.

2.5 Chapter Summary

This chapter has reviewed literature on employee development and the impact it has on employee performance. The literature has been presented according to the research question of the study that include: What is the impact of on job training on employee
performance? What is the impact of training design on the employee performance? What is the impact of training and development on employee performance? The next chapter will provide the research design and methodology that will be used to conduct the research.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter includes a detail research methodology used in this study. The chapter has expounded on the used research design, the study population, sampling techniques, data collection, analysis and presentation methods.

3.2 Research Design

According to Cooper and Schindler (2014), research design expresses both the structure of the research problem, the frame-work, organization or configuration of the relationships among variables of a study and the plan of investigation used to obtain empirical evidence on those relationships.

This study used descriptive research design. Fair (2015) states that a descriptive research design is designed to obtain data that describes the characteristics of the topic of interest in the research. The overall purpose was to provide a picture of a phenomenon as it naturally occurs as opposed to studying the effects of the phenomenon or intervention. The research design for the study was a descriptive survey which is associated with a deductive research approach. The survey strategy used was a questionnaire which allowed the collection of standardized data from a sizeable population.

3.3 Population and Sampling Design

3.3.1 Population

Bryman (2012) defines a population as the universe of units from which a sample is to be selected. This is the complete group of objects or elements relevant to the research project. They are relevant as they possess the information the research project is designed to collect. Some of the practical factors that influence the definition of the target population include knowledge of the topic of interest, access to elements, availability of elements and the time frame.
The total population for this study comprised of all employees from the different departments of USIU-Africa as highlighted in table 3.1. The population is 405 employees comprising of the full time staff as well as faculty.

Table 3.1: Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice Chancellor’s office</td>
<td>9</td>
</tr>
<tr>
<td>Finance and Administration</td>
<td>22</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>125</td>
</tr>
<tr>
<td>Institutional Planning and Advancement</td>
<td>12</td>
</tr>
<tr>
<td>Information Communication &amp; Technology</td>
<td>57</td>
</tr>
<tr>
<td>Operations</td>
<td>58</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>122</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>405</strong></td>
</tr>
</tbody>
</table>

Source: USIU-A (2017)

3.3.2 Sampling Design and Sample Frame

3.3.2.1 Sampling Frame

This is a comprehensive list of all the cases in the target population, the study sample is obtained from this list. For this study, the sampling frame encompassed all USIU-Africa employees according to the Human Resource departments’ records. This is meant to ensure the relevance and currency of the sampling frame to enhance the achievement of the objectives of the study.
3.3.2.2 Sampling Technique

Sampling is a method used in research to select samples for a study. This study used stratified random sampling. A stratified sample is a sample selected based on some known characteristic of the population that the researcher knows will have an impact on the research.

3.3.2.3 Sample Size

Gravetter and Forzano (2011) state that for the basis of providing responses to the questions, a small sample is used from the large population under study. Mugenda and Mugenda (2003), advocate for a sample of 30% of the accessible population as being sufficient. The study therefore used a sample size of 123 respondents from the total population of 405 employees.

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Number of Employees</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice Chancellor’s office</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Finance and Administration</td>
<td>22</td>
<td>7</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>125</td>
<td>38</td>
</tr>
<tr>
<td>Institutional Planning and Advancement</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Information Communication &amp; Technology</td>
<td>57</td>
<td>17</td>
</tr>
<tr>
<td>Operations</td>
<td>58</td>
<td>17</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>122</td>
<td>37</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>405</strong></td>
<td><strong>123</strong></td>
</tr>
</tbody>
</table>

Source: Human Resource Department, USIU-A (2017)
3.4 Data Collection Methods

Data collection is the procedure through which the researcher obtains empirical data that will be used in providing answers to the research questions (Christensen et.al, 2012). Data is essential as it offers confirmation or it overturns existing theories and aids in the development of new theories. Primary data was collected through structured questionnaires. A questionnaire provides an efficient and effective method of information gathering in a short period. It included close ended questions. The close ended questions restricted responses in different categories.

3.5 Research Procedures

A pilot test was done before the actual study to examine the questionnaire instrument for applicability, correctness, clarity and completeness. Ten questionnaires were handed out to members of the population who were not to be part of the sample for the study. After the pilot test, the questionnaire were amended appropriately putting into consideration the errors revealed by the pilot test and the final copy will be distributed to the respondents. The respondents were notified of the confidentiality of the information gathered and that it will be used for research purposes only.

3.6 Data Analysis Methods

Kothari (2014) highlights that data analysis is a process aimed at providing a summary of the data collected and organizing it in a manner that answers the research questions. To facilitate analysis of the data, each variable in the questionnaire was assigned a numerical representation and the responses from each respondent were coded using a defined coding scheme to facilitate in data analysis.

Data was analyzed through descriptive statistics and inferential statistics. Descriptive involved frequency and percentage distribution while inferential involved co-relation and regression analysis. Regression used the following model.

\[ y = a + bx + cx_2 \]

\[ y = a + bx \]
where:

\[ y = \text{dependent variable} \]

\[ a = \text{intercept} \]

\[ b = \text{slope of the line} \]

\[ x = \text{independent variable} \]

3.7 Chapter Summary

This chapter has explained the research methodology, including, research design, study population and sampling design, data collection technique, research procedures and data analysis techniques. The study adopted a descriptive research design. The population comprised 405 employees of USIU-A. The sampling technique used was stratified random sampling. A sample size of 97 employees was chosen to represent the target population. Questionnaires were used as the primary data collection tool. Data was analyzed using descriptive statics which together with tables and figures formed the basis of the quantitative analysis of the data for the study. The next chapter presents study findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the study findings, arranged according to the research questions. The study aimed to collect data from a stratified sample of 123 employees of USIU-A. The study was to find the impact of training on performance. The first part of the chapter presents background information of the respondents while the second part presents findings on the research questions. The results and findings are presented in figures and tables. One hundred and twenty three questionnaires were handed out to 123 respondents. Twenty three of those handed back were either incorrectly filled out or incomplete, and hence did not contribute to the final results of this study. Therefore, 100 questionnaires were analyzed for this study. This represents a response rate of 81%.

4.2 General Information

4.2.1 Gender

This study wanted to find out respondents’ gender, according to the findings, 50% of the respondents were male and 50% female. This show that both gender had equal representation in the study. Figure 4.1 illustrate this findings.
4.2.2 Age

The study inquired how old respondents were, 44.12% of the respondents were 36 – 45 years old, 38.24% were 22 – 35 years old while 11.76% were 46 – 55 years old and lastly 5.88% were over 55 years old. The findings are displayed in figure 4.2.
4.2.3 Academic Qualification

Respondents again were asked to indicate their academic qualification, according to the findings, displayed in figure 4.3, 48.57% of the respondents had master’s degree, 31.43% had bachelor’s degree, 8.57% had doctorate degree, 5.71% had diploma while those with certificate were also 5.71%.
4.2.4 Period Worked in the Institution

The study asked respondents to indicate the period they had been working in their institution, findings, in figure 4.4, showed that 38.24% had worked there for 1 to 5 years, 23.53% had worked there for more than 20 years, 17.65% had worked there for 6 to 10 years, 14.71% had worked there for 15 to 20 years and 5.88% had worked there for 11 to 13 years.
Figure 4.4: Period Worked in the Institution

4.3 Impact of On-The Job Training on Employee Performance

This study sought to find out the impact of on-the job training on employee performance in the organization. Variables concerning on-the job training were examined on a 5 point Likert scale, where 1 – strongly agree; 2 – agree; 3 – neutral; 4 – disagree; 5 – strongly disagree. Reliability tests were carried out on the variables measuring the impact of on-job-training to measure internal consistency, that is, how closely related a set of items were as a group. Reliability tests measure scale reliability and consistency of variables weighing an objective of the data collected from respondents. Reliability tests were followed by simple descriptive statistics followed by inferential statistics in the form of regression analysis.
4.3.1 Reliability Tests on, On-the-Job Training

On the job training was assessed with seven items, it had a Cronbach’s Alpha of 0.953 meaning the variables on, on-the-job training group were closely related and consistent as shown in table 4.1.

Table 4.1: Reliability Statistics on On-the-Job Training

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>0.953</td>
</tr>
</tbody>
</table>

4.3.2. Descriptive Statistics on, on On-the-Job Training and Performance

4.3.2.1 Training during Work

This study sought to find out whether the training employees received while working had an influence on their performance. According to the findings respondents agreed that the training they received during work had enhanced their performance, this was shown with a mean of 2.0 and a standard deviation of 1.1, as shown in table 4.2.

Table 4.2: Training during Work

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The training I received during work has enhanced my performance</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.0000</td>
<td>1.05719</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3.2.2 Job Knowledge

This study also sought to establish on-the-job training delivered more job knowledge to employee in a much better way. Findings showed that respondents agreed that on-the job training had enabled them to get more knowledge of their job in a better way, this was illustrated with a mean of 2.0 and a standard deviation of 1.0, as illustrated in table 4.3.

Table 4.3: Job Knowledge

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the job training has enabled me to get more knowledge of my job in a better way</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>1.9714</td>
<td>1.04278</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.2.3 Practical Experience

Further the researcher sought to establish whether on-the job training had provided employees practical experience that contributed positively to their performance. The results showed that respondents agreed that on-the job training had given them practical experience and this contributed positively to their performance as shown with a mean of 1.8 and a standard deviation of 0.9, as depicted in table 4.4.
Table 4.4: Practical Experience

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the job training has given me practical experience and this contributes positively to my performance</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>1.7714</td>
<td>.94202</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.2.4 Working Knowledge

The researcher also sought to find out on-the job training had increased employee working knowledge and consequently increasing their productivity and output in the organization. The results showed that respondents agreed that on-the job training had increased their working knowledge which had been useful in increasing their productivity and output in the organization, as illustrated with a mean of 2.1 and a standard deviation of 1.0, as displayed in table 4.5.

Table 4.5: Working Knowledge

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the job training has increased my working knowledge which has been useful in increasing my productivity and output in the organization.</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.0857</td>
<td>.98134</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3.2.5 New Technology and Knowledge

Further the respondents were asked whether the on-the job training had enabled them to achieve new technology and knowledge. According to the findings, respondents agreed that on-the job training had enabled them to achieve new technology and knowledge, as shown with a mean of 2.2 and a standard deviation of 1.1, as demonstrated in table 4.6.

Table 4.6: New Technology and Knowledge

<table>
<thead>
<tr>
<th>On-the job training has enable me to achieve new technology and knowledge</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the job training has enable me to achieve new technology and knowledge</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.1714</td>
<td>1.09774</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.2.6 Adapting to the New Development

In addition this study wanted to find out if on-the job training enabled employees to evolve and adapt to the new development making them perform better. Findings showed that respondent agreed that on-the job training enabled them to evolve and adapt to the new development and this made them perform better, as shown with a mean of 2.2 and a standard deviation of 1.0, as depicted in table 4.7.
### Table 4.7: Adapting to the New Development

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.2059</td>
<td>1.00843</td>
</tr>
</tbody>
</table>

| Valid N (listwise) | 100 |

#### 4.3.2.7 Adapting to Changes and Needs of the Society

Lastly the researcher sought to establish whether the on-the-job training helped employees to adapt to the changes and needs of the society making them work better. According to the findings, respondents agreed that on-the-job training helped employees to adapt to the changes and needs of the society and this made them work better, as shown with a mean of 2.1 and a standard deviation of 1.0, as highlighted in table 4.8.

### Table 4.8: Adapting to Changes and Needs of the Society

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.0588</td>
<td>.98292</td>
</tr>
</tbody>
</table>

| Valid N (listwise) | 100 |
4.3.3. Regression Analysis on-the Job Training and Performance

A regression analysis was performed with the dependent variable, employee performance and the independent variable on-the job training. According to the results R square was 0.206 which shows that 20.6% of employee performance was accounted by on the job training, as demonstrated in table 4.9.

Table 4.9: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.454(^a)</td>
<td>.206</td>
<td>.182</td>
<td>.98609</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), on the job training

4.3.4. ANOVA On On-The Job Training and Performance

The regression ANOVA table was used to examine the significance of the regression model, according to the results, shown in table 4.10, the model was significant in predict the dependent variable, P<0.05.

Table 4.10: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>8.310</td>
<td>1</td>
<td>8.310</td>
<td>8.547</td>
<td>.006(^b)</td>
</tr>
<tr>
<td>Residual</td>
<td>32.089</td>
<td>33</td>
<td>.972</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>40.399</td>
<td>34</td>
<td>.972</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: employee_performance

\(^b\) Predictors: (Constant), on_the_job_training
4.4 Impact of Training Design on Employee Performance

This study sought to find out the impact of training design on employee performance in the organization. Variables concerning training design were examined on a 5 point Likert scale, where 1 – strongly agree; 2 – agree; 3 – neutral; 4 – disagree; 5 – strongly disagree. Reliability tests were carried out on the variables measuring the impact of training design to measure internal consistency, that is, how closely related a set of items were as a group. Reliability tests measure scale reliability and consistency of variables weighing an objective of the data collected from respondents. Reliability tests were followed by simple descriptive statistics followed by inferential statistics in the form of regression analysis.

4.4.1 Reliability Tests on, Training Design

On the job training was assessed with seven item, it had a Cronbach’s Alpha of 0.869 meaning the variables on, training design group were closely related and consistent as shown in table 4.11.

Table 4.11: Reliability Statistics on Training Design

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>.869</td>
</tr>
</tbody>
</table>

4.4.2 Descriptive Statistics on Training Design

4.4.2.1 Training Design and Effective Training

This study sought to find out the whether the training design used in the organization was significant in ensuring effective training consequently affecting employee performance. According to the results, shown in table 4.12, respondents were neutral when asked if training design used in the organization was significant in ensuring effective training that affects employee performance, as shown with a mean of 2.7 and a standard deviation of 1.1.
Table 4.12: Training Design and Effective Training

<table>
<thead>
<tr>
<th>Training design used in the organization is significant in ensuring effective training that affects employee performance</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.6571</td>
<td>1.08310</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.2.2 Training Method

This study sought to find out the appropriateness of the training methods used in the organization and the impact it has on employee performance. According to the results, illustrated in table 4.13, respondents remained neutral when asked whether the organization training activities used the most appropriate method so as to enhance employee performance, as shown with a mean of 2.8 and a standard deviation of 1.1.

Table 4.13: Training Method

<table>
<thead>
<tr>
<th>The organization training activities use the most appropriate method so as to enhance employee performance</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.8286</td>
<td>1.07062</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4.2.3 Strategic Training and Development Plan

Further, the researcher wanted to find out if the organization had a strategic training and development plan that matched the training needs of the employee. According to the findings respondent could not agree nor disagree on whether their organization had a strategic training and development plan that matched the training needs of the employee, as shown with a mean of 2.9 and a standard deviation of 1.1, as shown in table 4.14.

Table 4.14: Strategic Training and Development Plan

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has a strategic training and development plan that match the training needs of the employee</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.8857</td>
<td>1.05081</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.2.4 Design of Training

The study also investigated whether the organization training activities were designed according to the needs of the time hence making employees perform well. Findings showed that respondent did not agree nor disagree on whether their organization training activities were designed according to the needs of the time making the employees perform well, as shown with a mean of 2.9 and a standard deviation of 1.1, as displayed in table 4.15.
Table 4.15: Design of Training

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization training activities are designed according to the need of the time and this makes the employees to perform well.</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.9118</td>
<td>1.11104</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.2.5 Bad Training Design

Again the researcher tried to establish the effect of bad training design on resources and employee performance. According to the findings respondents agreed that bad training design resulted to waste of resources and does not improve employee performance, as shown with a mean of 2.1 and a standard deviation of 1.4, as highlighted in table 4.16.

Table 4.16: Bad Training Design

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad training design results to waste of resources and does not improve employee performance</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.1471</td>
<td>1.37361</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4.2.6 Employee Skill Gaps

The study also tried to establish whether good training design ensured that identified employee skill gaps are properly addressed in the training. The results showed that respondents agreed that good training design ensured that identified employee skill gaps are properly addressed in the training, as shown with a mean of 2.1 and a standard deviation of 1.2, as illustrated in table 4.17.

Table 4.17: Employee Skill Gaps

<table>
<thead>
<tr>
<th>Good training design ensures that identified employee skill gaps are properly addressed in the training.</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.0571</td>
<td>1.18676</td>
</tr>
</tbody>
</table>

4.4.2.7 Aligning Training Design to Individual/Organizational Goals

The researcher again sought to establish if the training design that is in line with individual or organizational goals enhances employee performance. According to the results, respondents agreed that training design that is in line with individual or organizational goals enhances employee performance, as shown with a mean of 2.1 and a standard deviation of 1.1, as illustrated in table 4.18.
Table 4.18: Aligning Training Design to Individual/Organizational Goals

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training design that is in line with individual or organizational goals enhances employee performance.</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.1176</td>
<td>1.14851</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.3 Regression Analysis on Training Design

A regression analysis was performed with the dependent variable, employee performance and the independent variable training design. According to the results, shown in table 4.19 R square was 0.032 which shows that 3.2% of employee performance was accounted by training design.

Table 4.19: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.178a</td>
<td>.032</td>
<td>.002</td>
<td>1.08875</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), training design

4.4.4. ANOVA on Training Design and Performance

The regression ANOVA table was used to examine the significance of the regression model, according to the results, shown in table 4.20 the model was not significant in predict the dependent variable, P>0.05.
4.5 Impact of Employee Training and Development on Employee Performance

This study sought to find out the impact of training and development on employee performance in the organization. Variables concerning training and development were examined on a 5 point Likert scale, where 1 – strongly agree; 2 – agree; 3 – neutral; 4 – disagree; 5 – strongly disagree. Reliability tests were carried out on the variables measuring the impact of training and development to measure internal consistency, that is, how closely related a set of items were as a group. Reliability tests measure scale reliability and consistency of variables weighing an objective of the data collected from respondents. Reliability tests were followed by simple descriptive statistics followed by inferential statistics in the form of regression analysis.

4.5.1 Reliability tests on, Training and Development

Training and development was assessed with seven item, it had a Cronbach’s Alpha of 0.869 meaning the variables on, training and development group were closely related and consistent as shown in table 4.21.
Table 4.21: Reliability Statistics on Training and Development

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>.869</td>
</tr>
</tbody>
</table>

4.5.2. Descriptive Statistics on Training and Development and Performance

4.5.2.1 Training and Employee Performance

This study sought to find out the importance of training on employee performance. The results, shown in table 4.22, showed that respondents agreed that training of employee is very important in ensuring they improve their performance, as shown with a mean of 1.6 and a standard deviation of 1.1.

Table 4.22: Training and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of employee is very important in ensuring they improve their performance</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>1.600</td>
<td>1.06274</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.2.2 Development Practices

The researcher again sought to establish whether development practices in the organization are able to meet the training and development needs of the employee and thus improving their skills. Findings, shown in table 4.23, showed that respondents agreed that development practices in the organization were able to meet the training and development
needs of the employee and this had improved their skills, as shown with a mean of 2.3 and a standard deviation of 1.0.

**Table 4.23: Development Practices**

<table>
<thead>
<tr>
<th>Development practices</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development practices in the organization are able to meet the training and development needs of the employee and this has improved their skills</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.2857</td>
<td>1.04520</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**4.5.2.3 Effectiveness of Development Practices**

This study again sought to establish if development practices in the organization were impressive and effective enough to enhance performance of employee. According to the results, shown in table 4.24, respondents were neutral when asked whether development practices in the organization were impressive and effective to enhance performance of employee, as shown with a mean of 2.5 and a standard deviation of 1.0.
### 4.5.2.4 Effectiveness of Development Practices

In addition this study sought to find out whether the effectiveness of development practices in the organization influence the performance of the organization. According to the findings, shown in Table 4.25, respondents agreed that the effectiveness of development practices in the organization greatly determine the performance of the organization, as shown with a mean of 2.3 and a standard deviation of 1.1.

<table>
<thead>
<tr>
<th>The effectiveness of development practices in the organization greatly determine the performance of the organization</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.3143</td>
<td>1.07844</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 4.24: Effectiveness of Development Practices**

<table>
<thead>
<tr>
<th>Development practices in the organization are impressive and effective and this enhances performance of employee.</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.4857</td>
<td>1.03955</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.5.2.5 Employee Training Objective

The research also sought to establish whether the development practices in the organization ensured that the objective of employee training was achieved and hence improving their performance. According to the findings, shown in table 4.26, respondent agreed that the development practices in their organization ensured that the objective of employee training was achieved and this improved their performance, as shown with a mean of 2.3 and a standard deviation of 1.1.

Table 4.26: Employee Training Objective

<table>
<thead>
<tr>
<th>Development practices in the organization ensures that the objective of employee training is achieved and this improves their performance</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development practices in the organization ensure the objective of employee training is achieved and this improves their performance</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.2647</td>
<td>1.13642</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.2.6 Lack of Development Activities

This study also tried to find out whether lack of development activities in the organization affected organizational performance negatively. According to the findings, shown in table 4.27, respondents agreed that lack of development activities in the organization affected organizational performance negatively, as shown with a mean of 2.1 and a standard deviation of 1.1.
Table 4.27: Lack of Development Activities

<table>
<thead>
<tr>
<th>Lack of development activities in the organization affect organizational performance negatively</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of development activities in the organization affect organizational performance negatively</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>2.0857</td>
<td>1.14716</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.2.7 Employee Development Policy

An appropriate employee development policy draws the interest of the employee and this ensure they gain the skill being delivered for their improved performance. According to the results, displayed in table 4.28, it was agreed that an appropriate employee development policy draws the interest of the employee and this ensured they gain the skill being delivered for their improved performance, as shown with a mean of 1.8 and a standard deviation of 1.0.
Table 4.28: Employee Development Policy

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An appropriate employee development policy draws the interest of the employee and this ensure they gain the skill being delivered for their improved performance.</td>
<td>100</td>
<td>1.00</td>
<td>5.00</td>
<td>1.7647</td>
<td>1.04617</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.3. Regression Analysis on Training and Development and Performance

A regression analysis was performed with the dependent variable, employee performance and the independent variable training and development. According to the results, shown in table 4.29, R square was 0.228 which shows that 22.8% of employee performance was accounted by on the training and development.

Table 4.29: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.478a</td>
<td>.228</td>
<td>.205</td>
<td>.97186</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Training and Development

4.5.4. ANOVA on Training Design and Performance

The regression ANOVA table was used to examine the significance of the regression model, according to the results, shown in table 4.30, the model was significant in predict the dependent variable, P<0.05.
### Table 4.30: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>9.230</td>
<td>1</td>
<td>9.230</td>
<td>9.772</td>
<td>.004b</td>
</tr>
<tr>
<td>Residual</td>
<td>31.169</td>
<td>33</td>
<td>.945</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>40.399</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance

b. Predictors: (Constant), Training and Development

#### 4.6 Chapter Summary

This chapter has present the results from the analyzed of data. Data was presented for the three research questions that included, what is the impact of on-the job training on employee performance? What is the impact of training design on employee performance? And what is the impact of employee training and development on the employee performance? The following chapter presents a discussion of the findings, conclusion made and recommendations made.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter is about the discussion of the findings presented in chapter four, it also gives a conclusion made from the study and also makes recommendation in line with the findings. The chapter begins with a summary of the whole study. The discussion here is arranged in line with the research objectives.

5.2 Summary of the Study Findings

This study set to establish the impact of training and development on performance in institutions of higher learning. The study was guided by three research questions, which included, What is the impact of on job training on employee performance? What is the impact of training design on the employee performance? What is the impact of training and development on employee performance? These research questions guided the review of literature.

The results on the impact of on-the-job training on employee performance showed that training employee received during work enhanced their performance. On-the-job training had also enabled employees to get more knowledge of their job in a better way. It was also established that on-the-job training had given employees practical experience and this contributed positively to their performance. Further, on-the-job training had increased employees working knowledge which had been useful in increasing their productivity and output in the organization. On-the-job training was also found to have enabled employees to achieve new technology and knowledge. Again on-the-job training enabled employees to evolve and adapt to the new development and this made them perform better. Lastly on-the-job training helped employees to adapt to the changes and needs of the society and this made them work better.

The findings on the impact of training design on employee performance established that bad training design resulted to waste of resources and does not improve employee performance. Again it was found out that good training design ensures that identified employee skill gaps are properly addressed in the training. Also training design that is in line with individual or organizational goals enhances employee performance. The study
However, failed to establish whether the training design used in the organization was significant in ensuring effective training that affects employee performance. It was also not established whether training design used in the organization was significant in ensuring effective training that affects employee performance. Results could also not establish whether the organization training activities use the most appropriate method so as to enhance employee performance. Further, it was not established whether the organization had a strategic training and development plan that match the training needs of the employee. Lastly, findings could not establish whether the organizations training activities were designed according to the need of the time to make sure employees to perform well.

Findings on the impact of employee training and development on their performance showed that training of employee is very important in ensuring they improve their performance. Again, it was found out that development practices in the organization were able to meet the training and development needs of the employee and this had improved their skills. Results also showed that effectiveness of development practices in the organization greatly determine the performance of the organization. Again, results showed that development practices in the organization ensured that the objective of employee training is achieved and this improves their performance. It was also established that lack of development activities in the organization affected organizational performance negatively. Additionally, findings showed that appropriate employee development policy draws the interest of the employee and this ensured they gain the skill being delivered for their improved performance. It was however not established whether development practices in the organization were impressive and effective to enhance performance of employee.

The findings on the relationship between the dependent variable, employee performance and the independent variable on-the-job training had Pearson correlation coefficient of .454 with the P value 0.006, for a two-tailed test, this shows a positive moderate correlation which was statistically significant. The regression model showed that on-the-job training significantly predicted 20.6% of employee performance in the organization. The findings on the relationship between the dependent variable, employee performance and the independent variable training design had Pearson correlation coefficient of .178 with the P value 0.306, for a two-tailed test, this shows a positive but very weak correlation which was not statistically significant. The regression model showed that on the training design
predicted 3.2% of employee performance in the organization, which as not significant. The findings on the relationship between the dependent variable, employee performance and the independent variable training and development had Pearson correlation coefficient of .478 with the P value 0.004, for a two-tailed test, this shows a positive moderate correlation which was statistically significant. The regression model showed that training and development significantly predicted 22.8% of employee performance in the organization.

5.3 Discussion

5.3.1 Impact of On-The Job Training on Employee Performance

The results on the impact of on-the job training on employee performance showed that training employee received during work enhanced their performance, this was had a mean of 2.0 and a standard deviation of 1.1. This findings are in line with Kaur, (2016) who observed that through on-job training, an institution can equip human resource with the necessary skill sets that ensure its continued productivity. In addition according to Bafaneli, and Setibi, (2015) study on the influence of on-the job training on performance of employee, this type of training is quite significant in the performance of employees, it has a critical part in the performance of employees in the organization.

On-the job training had also enabled employees to get more knowledge of their job in a better way, it had a mean of 2.0 and a standard deviation of 1.0. This is in line with Obi-Anike and Ekwe, (2014) who noted that on the job training and some other form of in-service training are designed or rather focused on developing the knowledge or skills, increasing their confidence and enhance performance. Similarly, the results corresponds to Chimnoso, (2014) and Raza, (2014) who were of the opinion that training can create employee empowerment and development through skills and knowledge as well as improving the attitude.

It was also established that on-the job training had given employees practical experience and this contributed positively to their performance. This was having a mean of 1.8 and a standard deviation of 0.9. This findings correlates to the argument put forward by Kaur, (2016) who argued that through on the job training new skills can be imparted on the workers, thus improving their capabilities and this increases the possibilities of an organization being successful in the long run. According Bafaneli, and Setibi, (2015) on-
the job training is an important method that can be used by organizations to help fill employees’ job skill gaps, because it develops important work skills in the existing employees in the organizational workforce.

Further, on-the job training had increased employees working knowledge which had been useful in increasing their productivity and output in the organization. This was highlighted with a mean of 2.1 and a standard deviation of 1.0. This findings correspond to that of Falola, Osibanjo, and Ojo, (2014) who found out that training in the organization was crucial for enhancing employees’ knowledge to improving their creativity and problem solving skills. This findings is in line with the observations of Ghafoor et.al, (2011) who noted that one of the effects of training in the organization includes the improvement of the quality and quantity of the outputs in an organization. On the other hand and Al-Nuseirat and Biygautane, (2014) observed that new skills acquired by employee in training contribute to improving their performance, which leads to increased productivity.

On-the job training was also found to have enabled employees to achieve new technology and knowledge. This had a mean of 2.2 and a standard deviation of 1.1. This observation correspond to the argument of Kaur, (2016) who was of the opinion that training can be done on the use of new technology and this can help increase employee efficiency at work. Again on-the job training enabled employees to evolve and adapt to the new development and this made them perform better. Similarly, Noe (2005) argued that on-the job training could useful in enhancing employees’ skills on a new technology that is introduced to the company so that they can have the knowledge and skills of using the new technology brought.

The on-the job training also helped employees to adapt to the changes and needs of the society and this made them work better. This had a mean of 2.1 and a standard deviation of 1.0. These observation are in agreement with Falola, Osibanjo, and Ojo, (2014) who noted that is critical for the existence of the organization and effective employee performance, enhancement of their ability to adapt to changing and challenging organizational environment and technology for enhanced performance. Similarly, Jones, George and Hill, (2000) also ascertained that training helps to ensure employees have the skills and knowledge required to undertake duties effectively as well emerging work and adapt to changing conditions.
The findings on the relationship between the dependent variable, employee performance and the independent variable on-the-job training had Pearson correlation coefficient of .454 with the P value 0.006, for a two-tailed test, this shows a positive moderate correlation which was statistically significant. The regression model showed that on the job training significantly predicted 20.6% of employee performance in the organization. This results corresponds to the findings of Falola, Osibanjo, and Ojo, (2014) who establish that on the job training methods carry a significant impact on the performance of employee and the overall organizational effectiveness. Similarly, Bafaneli, and Setibi, (2015) in a study on the influence of on-the-job training on the performance of employees, found out that on-the-job training is important on employee effectiveness and it has a critical role on employee performance. Another study by Raja, Furqan, and Muhammad, (2011) also found out that on the job training significantly impacts organizational performance.

5.3.2 Impact of Training Design on Employee Performance

The findings on the impact of training design on employee performance established that bad training design resulted to waste of resources and does not improve employee performance. This had a mean of 2.1 and a standard deviation of 1.4. This finding correlates with Tsaur and Lin, (2004) argument that a bad training design results in loss of time and funds. Again Ekaterini, (2009) noted that it is very critical for the business to design the training very carefully, this is an effort to avoid wrong design of training that could lead to loss of time and money. Again Emilio and Stanca, (2008) were of the opinion that good design of training also enhances workers resourcefully and this can go a long way in ensuring there is no wastage of resources.

Again it was found out that good training design ensures that identified employee skill gaps are properly addressed in the training. This was shown with a mean of 2.1 and a standard deviation of 1.2. This finding is in line with McGuinness and Ortiz, (2015) who argued that the best training decision in the organization needs to have correct information of the employees’ training needs, which are more or less the skills gap in the employees. With the correct skills gap the organization can be able to design a good training. Also training design that is in line with individual or organizational goals enhances employee performance. This had a mean of 2.1 and a standard deviation of 1.1. This findings are in line with Holden & Beardwell, (2001) who noted that the design of employee training
should put into consideration the present and future requirements of the organization and employee themselves.

The study however failed to establish whether the training design used in the organization was significant in ensuring effective training that affects employee performance. This had a mean of 2.7 and a standard deviation of 1.1. This results failed to ascertain the argument of Kunche, et al., (2011) who were of the opinion that training design was one of the key factors that surrounded training effectiveness. Results could also not establish whether the organization training activities use the most appropriate method so as to enhance employee performance. This had a mean of 2.8 and a standard deviation of 1.1. This findings fail to support or dispute Kunche, et al., (2011) opinion that for effective training, the training implementation addresses some methods that make sure training designed is for enhanced employee performance.

Further it was not established whether organization had a strategic training and development plan that match the training needs of the employee. This had a mean of 2.9 and a standard deviation of 1.1. This results are in the contrary to Wognum (2001) who presented that training in the organization is accomplished at three levels in the organization one being the at the strategic level where training needs of employees are defined by the management in consideration to the organizational objectives, strategy, mission and challenges that require to be solved.

Lastly findings could not establish whether organizations training activities were designed according to the need of the time to make sure employees to perform well. This had a mean of 2.9 and a standard deviation of 1.1. This finding could failed to confirm or dispute Nassazi, (2013) argument that various companies are driven by the needs identified at the time to follow various training techniques. The results could also not ascertain the opinion of Ndunguru, (2015) that perceived that the changes that occur in the world are responsible for bringing the need for training in the organization in order to improve the performance. According to Maaly, Abedallah and Mohammed (2015) a critical factor relating to training is the using of current techniques and current learning theories in training, they noted that effective training relies on the application of successful methods of training that are able to attract employees’ attention and improve the training process.
The findings on the relationship between the dependent variable, employee performance and the independent variable training design had Pearson correlation coefficient of .178 with the P value 0.306, for a two-tailed test, this shows a positive but very weak correlation which was not statistically significant. The regression model showed that on the training design predicted 3.2% of employee performance in the organization, which as not significant. This findings are contrary to what Raja, Furqan, and Muhammad, (2011) found out, they established that training design carry a positive significant impact on the organizational performance.

5.3.3 Impact of Employee Training and Development on Employee Performance

Findings on the impact of employee training and development on their performance showed that training of employee is very important in ensuring they improve their performance. This had a mean of 1.6 and a standard deviation of 1.1. According to Bassam, (2015) employee training through enhancing skills, attitudes and knowledge of employees at work it helps to increase the performance of employees and their productivity. Bassam, (2015) observed that training enhances employee performance since employees who attend training become more efficient in their work than employees who have not attend training. Again this results corresponds to Dowling and Welch, (2005) argument that training and development increase the employee performance, which consequently improves the overall performance of the organization.

Again it was found out that training and development practices in the organization were able to meet the training and development needs of the employee and this had improved their skills. This had a mean of 2.3 and a standard deviation of 1.0. This results correspond to Dowling and Welch, (2005) argument that training enhances employee’s skills and competency.

Results also showed that effectiveness of development practices in the organization greatly determine the performance of the organization. This had a mean of 2.5 and a standard deviation of 1.0. The results are in line with Khan, et.al (2011) who noted that training and development of employees is meant to enhance organizational performance. Again results showed that development practices in the organization ensured that the objective of employee training is achieved and this improves their performance. This had a mean of 2.3
and a standard deviation of 1.1. This observation corresponds to Abdul and Waheed, (2011) who were of the opinion that individual performance in the organization is affected by a number of employee development factors that include training and development.

It was also establish that lack of development activities in the organization affected organizational performance negatively. This had a mean of 2.1 and a standard deviation of 1.1. The results corresponded to Obi-Anike and Ekwe, (2014) who argued that if employees lack proper training and skills in their job there would be problems, which would definitely affect performance in the organization.

Additionally findings showed that appropriate employee training and development policy draws the interest of the employee and this ensured they gain the skill being delivered for their improved performance. This had a mean of a mean of 1.8 and a standard deviation of 1.0. This correlates to Stone, (2002) who argued that training and development has the distinctive role in the realization of business objectives through integrating the interest of the company and employees. Finding the balance of employees’ interest and organization interest in training and development will enhance training effectiveness and thus help improve on the performance of employees.

It was establish that training and development practices in the organization were impressive and effective in enhancing performance of employee. This had a mean of 2.3 and a standard deviation of 1.1. This is in line with Raja, Furqan, and Muhammad, (2011) who noted that training and development increases the performance of an employee in the organization. Similarly, Maimuna and Rashad (2013) also were able to observe the same results on their study that examined the influence of employee training and development on their productivity, according to their study training and development is a tool, which helps employees in exploring their skills, consequently it remains significant to the productivity of the organizational employees.

The findings on the relationship between the dependent variable, employee performance and the independent variable training and development had Pearson correlation coefficient of .478 with the P value 0.004, for a two-tailed test, this shows a positive moderate correlation which was statistically significant. The regression model showed that training and development significantly predicted 22.8% of employee performance in the
organization. This findings are similar to that of Raja, Furqan, and Muhammad, (2011) who also found out that training and development has a significant influence on the overall organizational performance. Further, Falola, Osibanjo, and Ojo, (2014) got similar results in their study on the effectiveness of training and development on the performance of employees and the competitiveness of organizations in the banking industry. According to their findings of there is a strong correlation between training and development and employees’ performance.

5.4 Conclusion

5.4.1 Impact of On-The Job Training on Employee Performance

In relation to the findings of this study it is concluded that, on-the job training enhances employee performance, it also impart more knowledge on the job in a better way. It again gives employees practical experience which contributes positively to their performance. It also increases employees’ working knowledge which is useful in increasing their productivity and output in the organization. In addition it enables employees to achieve new technology and knowledge and also to evolve and adapt to new development which make them perform better. Lastly on-the job training helps employees to adapt to the changes and needs of the society and this made them work better.

5.4.2 Impact of Training Design on Employee Performance

In relation to the findings of this study on the impact of training design in the organization it is concluded that bad training design resulted to waste of resources and fails to improve employee performance. This study also concludes that good training design ensures that identified employee skill gaps are properly addressed in the training. It is also conclusive that training design that is in line with individual or organizational goals enhances employee performance. However this study results were not conclusive whether training design used in the organization was significant in ensuring effective training, or if organization training activities use the most appropriate method as to enhance employee performance. it was also not conclusive whether organization had a strategic training and development plan that match the training needs of the employee or if organizations training activities were designed according to the need of the time to make sure employees to perform well.
5.4.3 Impact of Employee Training and Development on Employee Performance

Results were conclusive that training of employee is very important in ensuring they improve their performance. Also development practices in organizations are able to meet the training and development needs of employee and this improves their skills. In addition effectiveness of development practices in organizations greatly determine the performance of the organization. Further, it is concluded that development practices in the organization ensures that the objective of employee training is achieved and this improves their performance. Lack of development activities in the organization affects organizational performance negatively while appropriate employee development policy draws the interest of the employee and this ensured they gain the skill being delivered for their improved performance. However it was not conclusive whether development practices in organizations were impressive and effective to enhance performance of employee. Lastly this study concludes that employee development practices in the organization under, on-the job training, training design and training and development have a statistically significant impact on the performance of the employees.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Impact of On-The Job Training on Employee Performance

This study recommends for organizations to develop on-the job training practices in an effort to increase employee performance. The human resources should strategically develop on-the job training practices that will impart more knowledge to employees of their job in a better way. The on-the job training practices should also give employees practical experience which contributes positively to their performance. Again the on-the job practices in the organization should increase employees’ working knowledge which is useful in increasing their productivity and output in the organization. Further, these practices should enable employees to achieve new technology and knowledge and also to evolve and adapt to new development which make them perform better. Lastly, the on-the job training should help employees adapt to the changes and needs of the society and make them work better.
5.5.1.2 Impact of Training Design on Employee Performance

This study recommends that organizations make sure that their training programs are appropriately designed to ensure training is well delivered. This will enable employees to gain the most from the training offered and make them better in their work. The organization should also ensure that training is well designed to avoid loss of resources. The training design in the organization should also ensure that identified employee skill gaps are properly addressed in the training. In addition, training design in the organization should be in line with individual or organizational goals so as to enhance employee performance. This study further recommends for organizations to use the appropriate methods in training so as to enhance employee performance. Organizations should also develop strategic training and development plans that match the training needs of the employees and the training activities should be designed according to the need of the time to make sure employees perform well.

5.5.1.3 Impact of Employee Training and Development on Employee Performance

This study recommends that organizations implement training and development practices in the organization to improve employee performance. Training and development practices should be directed towards improving employee job skills. The organization should develop training and development policies that draw the interest of the employees to ensure they gain the skills being delivered for improved performance. In addition, training and development practices in the organization should be impressive and effective enough to enhance the performance of employees.

5.5.2 Recommendations for Further Research

This study also recommends for other researchers to carry out further research on how other development practices in the organization outside the three practices considered in this study impact employee performance. Research can also be carried out on the impact of employee development on the overall organizational performance rather than individual employee performance as examined in this study.
REFERENCES


APPENDICES

Appendix I: Letter of Introduction

To Whom It May Concern

United States International University

P.O Box 14634

Nairobi, Kenya

Dear Respondent,

My name is Gatakaa Gerald, an MBA student at USIU-A, Nairobi, Kenya. I am carrying out a research on “The Impact of Employee Training and Development on the Employee Performance in institution of higher learning: A case of USIU-A “which is a requirement for the award of the degree of Masters of Business Administration.

I am requesting for your assistance in filling this questionnaire by marking [✓] and writing appropriate answers. This survey is anonymous and the information given will be handled with utmost confidentiality for academic purposes only.

Thank you in advance for your valued support.

Gatakaa Gerald
Appendix II: Questionnaire

**SECTION A: BIO DATA**

1. **Gender:**  
   i) Male [ ]  
   ii) Female [ ]

2. **Age:**  
   i) Below 21 years [ ]  
   ii) 22-35 years [ ]  
   iii) 36-45 years [ ]  
   iv) 46-55 years [ ]  
   v) Over 55 years [ ]

3. **Academic Qualifications:**  
   i) Certificate [ ]  
   ii) Diploma [ ]  
   iii) Bachelors [ ]  
   iv) Masters [ ]  
   v) Doctorate [ ]

4. **For how long have you worked in USIU-A?**  
   i) Below 1 year [ ]  
   ii) 1 – 5 years [ ]  
   iii) 6 – 10 years [ ]  
   iv) 11 – 15 years [ ]  
   v) 15 – 20 years [ ]  
   vi) Above 20 years
SECTION B: IMPACT OF ON-THE JOB TRAINING ON EMPLOYEE PERFORMANCE

Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the impact of on job training in your organization that positively influence employee performance (Strongly agree (SA) =1, Agree (A) =2, Neutral (N) =3, Disagree (D) =4, Strongly Disagree (SD) =5).

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<tr>
<th>ON-THE JOB TRAINING</th>
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<tbody>
<tr>
<td>i The training I received during work has enhanced my Performance</td>
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<td>ii On-the job training has enabled me to get more knowledge of my job in a better way.</td>
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<td>iii On-the job training has given me practical experience and this contributes positively to my performance</td>
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<td>iv On-the job training has increased my working knowledge which has been useful in increasing my productivity and output in the organization.</td>
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<td>v On-the job training has enable me to achieve new technology and knowledge</td>
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<td>vi On-the job training enable me to evolve and adapt to the new development and this makes the me perform Better</td>
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<td>vii On-the job training helps employees to adapt to the changes and needs of the society and this makes them work better.</td>
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SECTION C: IMPACT OF TRAINING DESIGN ON EMPLOYEE PERFORMANCE

Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the impact of training design in your organization that positively influence employee performance (Strongly agree (SA) =1, Agree (A) =2, Neutral (N) =3, Disagree (D) =4, Strongly Disagree (SD) =5).

<table>
<thead>
<tr>
<th>TRAINING DESIGN</th>
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<tr>
<td>i. Training design used in the organization is significant in ensuring effective training that affects employee performance</td>
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<td>ii. The organization training activities use the most appropriate method so as to enhance employee performance</td>
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<td>iii. The organization has a strategic training and development plan that match the training needs of the employee</td>
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<td>iv. The organization training activities are designed according to the need of the time and this makes the employees to perform well.</td>
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<td>v. Bad training design results to waste of resources and does not improve employee performance</td>
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<td>vi.</td>
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Good training design ensures that identified employee skill gaps are properly addressed in the training.

vii. Training design that is in line with individual or organizational goals enhances employee performance.

SECTION D: IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE

Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the impact of employee development in your organization that positively influence employee performance (Strongly agree (SA) =1, agree (A) =2, Neutral (N) =3, Disagree (D) =4, strongly Disagree (SD) =5).

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<tr>
<th>TRAINING AND DEVELOPMENT</th>
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<tr>
<td>i. Training of employee is very important in ensuring they improve their performance</td>
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<td>ii. Development practices in the organization are able to meets the training and development needs of the employee and this has improved their skills</td>
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<td>iii. Development practices in the organization are impressive and effective and this enhances performance of employee.</td>
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<td>iv. The effectiveness of development practices in the organization greatly determine the performance of the organization</td>
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<td>v. Development practices in the organization ensures that the objective of employee training is achieved and this improves their performance</td>
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<td>vi. Lack of development activities in the organization affect organizational performance negatively</td>
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</table>
An appropriate employee development policy draws the interest of the employee and this ensure they gain the skill being delivered for their improved performance.

THANK YOU!