EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE

CASE STUDY: KITUI GINNERY LTD

BY

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DECLARATION.

I, Patrick Janet Mwende, declare that this dissertation which I have researched on, is from my own findings and has never been produced and presented by anybody in any university or any other institution of higher learning for any academic award, I therefore acknowledge all information from other sources and those I worked with.
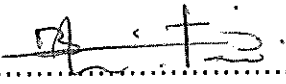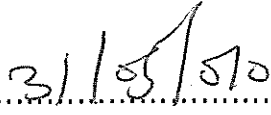

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DATE : 31 . 05 . 2010

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APPROVAL

I certify that this research report has been done under my guidance and supervision as a university supervisor.

Signature .... Date ...31/05/010....

JOHN BAPTIST BALIRUNO
SUPERVISOR

DEDICATION.

I would like to dedicate this research work to my beloved mum, Mrs. Alice Yombya Kilile for her unconditional love and support throughout my life,

To my brothers; Amin, Kisoo and Kelvin, and sisters Jacky and Nana, for their belief in me, and my sisters-in-law Mbithe and Penina.

To my friends Brenda, Tom, Maureen, Irene, and Salim, for their guidance and support.

And to all my lecturers and well-wishers who made my study at Kampala International University worthwhile.

May the Lord reward you abundantly.

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The completion of this research work was made possible by the contribution of several crucial persons.

I would like to first and foremost, acknowledge the contribution of my mom, Mrs. Alice Kilile, my supervisor Mr. Baliruno John Baptist for shedding light in the areas that were not comprehensive to me.

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ABSTRACT.

This research report is the output of the study on the ways in which the assessment of the impact of training could make contribution to organizational growth, in this case, Kitui ginnery Ltd.

Training helps to improve performance through appropriate feedback, working and counseling to employees and development needs. It also identifies individuals with high potential that can be groomed up for higher positions. Findings show that Kitui ginnery Ltd. had been conducting training in order to improve staff efficiency and effectiveness. But then it was found that there was lack of awareness among employees on training as a whole. It has been recommended that in order for organization to train effectively, motivational factors should be vested under director of administration and personnel who deal more with staffs.

1.0 Introduction

This chapter contains a preview of the basic concepts involved in this study. It contains the background of the study, the problem statement, the purpose of study, objective of the study, research questions, subject scope, and significance of the study.

1.1 Background

The ever increasing competition and technological changes has made many organizations to train their employees in order to counter it, and to enhance performance of the employees in those organizations, (Rutega, 2006)

All organizations are under obligations to train their employees. Training itself does not end with the initial orientation and induction of employees nor is it limited to retaining for new jobs or altered work methods. People are constantly being trained and re-trained by the way organizations superiors and long serving employees treat them and by the opportunity or lack of it to receive an appraisal of their work performance from their supervisors,(Armstrong, 2008)

Failure to train employees has adverse effects on their performance for example in the Barclays globe (2006), Debbie Marshall, Head of Training Barclays Africa and Indian Ocean uses the risk prevention management as an example by suggesting that risk prevention management affects everyone in the banking business and so acknowledged

the fact that in order to manage risk properly, the employees of Barclays needed to be trained in order to get the skills and knowledge on how to best minimize risks in their daily activities at work.

Balunywa (2005) agrees that in every job situation, the need for training is very evident. New employees or individuals who are being promoted usually require new skills. Besides, to improve effectiveness of experienced employers, it is also essential that continuous training of the employees is done. It is important that organizations have continuous policies of training and re-training employees and do not have to wait to see gaps in performance before it is done.

The desire to establish how training of the employees affects their performance at a company like the Kitui Ginnery Ltd. is of crucial importance. Kitui Ginnery Ltd. being a company involved in cotton ginning, involves its employees in numerous complex procedures which change with the technology, this factor necessitating perpetual training and development for the employees so they stay in control of their work demands. Training of the Kitui Ginnery Ltd. employees will be the major concern of the researcher and will unfold more clearly in the subsequent chapters.

1.2 Problem statement

The Kitui Ginnery Ltd. is a domestic cotton ginning company based in Kitui, eastern Kenya, it's involved in harvesting and ginning and producing cotton for use domestically and also exporting. Like any other company the human resource productivity and level of

performance has been linked with the level of employees' training. This is because evidence points to training of employees as dominantly influencing operations, motivation, co-ordination, communication, quality performance and reducing labor turnover which has been a constant problem within Kitui Ginnery Ltd.

This study therefore was intended to identify the types of employee training methods used by Kitui Ginnery Ltd., their relevance to quality performance and labor turnover and how best these training methods can be modified and tailored to ensure increase in quality performance and reduction in labor turnover and accidents at Kitui Ginnery Ltd.

1.3 Purpose of the study

The main purpose of this study was to find out the types of employee training methods adopted by Kitui Ginnery Ltd. and their effect on the performance levels, especially at the production level and how these methods could be exploited to optimum performance by employees.

1.4 Objectives of the study

With specific reference to Kitui Ginnery Ltd., Kenya, the specific objectives were;

a] To examine training needs analysis and training methods adopted by Kitui Ginnery Ltd.

b] To examine how employee performance is measured at Kitui Ginnery Ltd.

c] To find out how employee training at Kitui Ginnery Ltd. influences the level employee performance.

1.5 Research questions

The research questions that guided the research project were;

a] How is training needs analysis carried out at Kitui Ginnery Ltd.

b] Which employee training methods are used at Kitui Ginnery Ltd.?

c] What are the measures of employee performance at Kitui Ginnery Ltd?

d] What is the relationship between training and employee performance in Kitui Ginnery Ltd?

1.6 Scope of the study

1.6.1 The geographical scope;

The ginnery plants are located in Eastern Kenya, Kitui central, in Matinyani, Kathivo and Kalawa divisions, where the study was carried out.

1.6.2 Subject scope

The study covered the review and analysis of the existing theories on employee training methods, evaluation of performance which will be carried out at Kitui Ginnery Ltd.

1.6.3 Contextual scope

a] Analysis of the employee training strategies adopted by Kitui Ginnery Ltd. in relation to other training methods.

b] Review of the performance records in line with other performance evaluation dimensions.

c] Analysis of the cause- and- effect relationship between the training methods and employee performance the Kitui Ginnery Ltd

1.7 Significance of the study

a] This findings helped identify factors that made employee training fail to achieve intended goals at Kitui Ginnery Ltd.

b] The study assessed and accentuated the training methods at Kitui Ginnery Ltd. revealing their weaknesses and strengths, comparing and contrasting them with other alternative training methods.

c] The assessment done to establish training methods' weaknesses and strengths helped emphasize and uphold the strengths; highlight and address the weaknesses, which are paramount to the optimum utilization of employees at the Kitui Ginnery Ltd.

The beneficiaries of the study was the Kitui Ginnery Ltd. management, staff as well as researchers in the field of training or human resource development.

The study was beneficial the organization through the points mentioned above in a, b and c, and also other academicians in extrapolating more on the concepts of employee training and organizational performance as a function of each other, also was beneficial to the researcher through the technical knowledge and experiences attained throughout the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This is preceded by a diagrammatic review of the basic concepts involved in the study
and a brief explanation of their interrelationship. It then provided a review of the
dynamics of employee training and how it affects employee performance.

2.1 Conceptual framework

INDEPENDENT VARIABLE	DEPENDENT VARIABLES	EFFECTS
Employee training	Organizational performance	• Performance.
Use of modern technology	• Quality performance	• Quality products.
Relevant skills	• Efficiency and effectiveness.	• Development
Expertise		• Motivation
Practice		• Efficiency
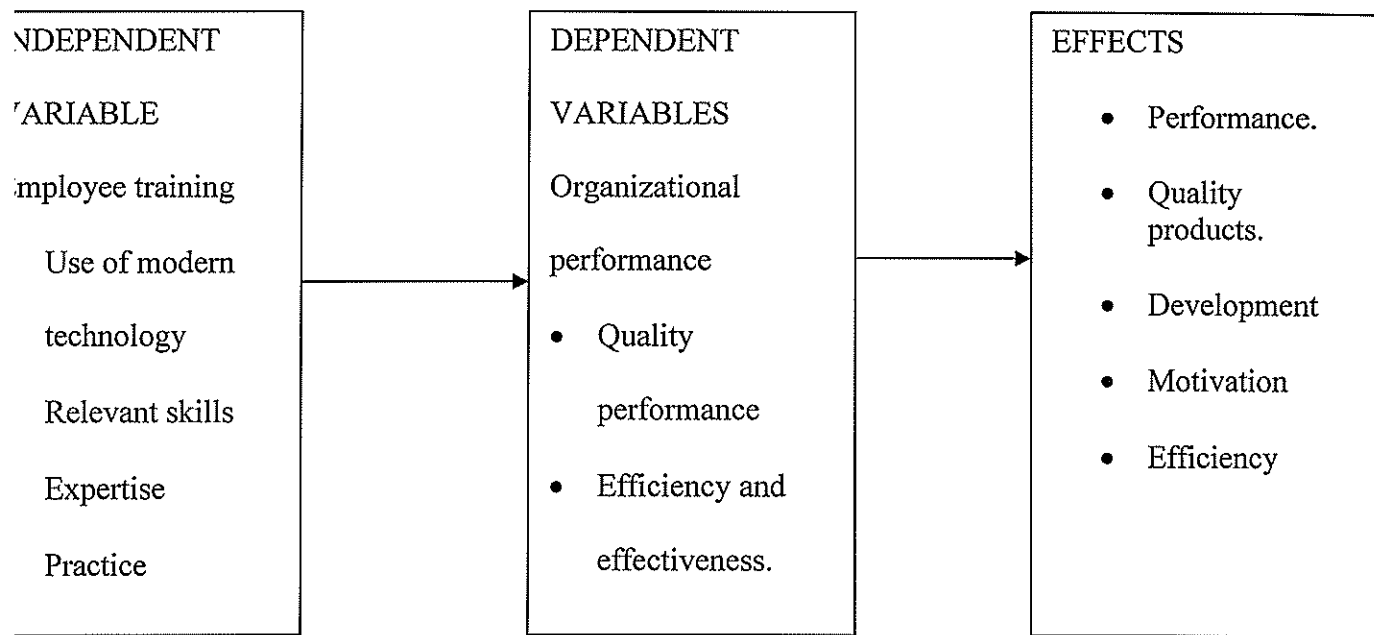
Source: researcher's conceptualization

From the diagram above, the following illustration can be made;

Independent variable:

These are the factors upon which the every day-to-day operations of the organization depend on. They include, use of modern technology in carrying out operations, relevant skills available, expertise and hands-on practice among the workforce.

Dependent variables:

These are the factors to which success or failure of an organization can be accounted to and they in turn depend on the dependent variables. They include, efficiency and effectiveness and quality performance.

Effects:

These include performance, motivation, development, quality products, and efficiency.

2.2 Training

Armstrong (2008) defines training as the planned and systematic modifications of behavior through learning events, programs and instructions which enable individuals to achieve the levels of knowledge, skills and competence needed to carry out their work effectively.

According to Cole (1997), training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task.

The term training is also defined as a process designed to maintain or improve current job performance (Stoner et al, 2000).

Balunywa (2005) looks at training as all programs aimed at providing knowledge, skills, or changing attitudes. However, the training in management literature is used often to teaching of technical skills to non-managerial personnel.

Reynolds (2004) adds the word learning by saying that training is the use of systematic and planned instruction activities to promote learning.

2.1.1 Training needs analysis

Cole (1997) looks at training needs analysis as a rational approach to assessing the training or development needs of groups of employees aimed at clarifying the needs of the job and the needs of individuals in terms of training required.

Basically training needs analysis is the systematic gathering of data to find out where there are gaps in the existing, knowledgeable and attitudes of employees (Anderson, 2007).

Anderson (2007), further states that it involves gathering data about existing employees' capabilities and organizations demands for the skills and analysis of the implications of new and changed roles for changes in capability.

Training needs analysis often flows from the business strategy as the aim of identifying needs is to able to build a plan to offer appropriate learning opportunities to fill the gaps

identified and to ensure that there is sufficient capability for the organization to meet its objectives (Roland &Francess,2003).

2.1.2 Levels of training needs analysis

Training needs analysis was undertaken in three levels or perspectives as discussed by different scholars.

Corporate or organizational level

In order to understand the amount and type of training that will be needed to ensure that all employees have the right knowledge, skills and attitudes to perform the jobs they do ultimately. Such a survey is aimed at ensuring that the skills will be available for the organization to meet its strategic objectives and may cover the short term or long term in order to ensure the supply of right skill at points in the future. It may also investigate the alternative route of deciding whether to buy in talent or grow the capability of those currently employed (Anderson, 2007)

Department/function/project/area of work level.

This is one where by a change or new way of working or re-organization necessitates changes in the jobs people do. Research will have to be carried out on what demands the new or changed job will make and any gaps identified between employees' current skills and skills needed to meet the new demands (Cole, 1997).

Individual employee level

Needs may cover enhancing skills to improve performance on the current job, to deal with forthcoming changes or developmental needs that will enable the individual to progress their career (Anderson, 2007)

Cole (1997), talks of another level which is the job or occupational group aimed at establishing what knowledge skills and attitudes are needed to perform a certain job. There is need for human resource department to ensure that analysis at those levels is considered in conjunction with one another. One effective way of doing this is through a two way dialogue with managers when information is being sought for a training needs analysis and the results of the analysis are communicated (Armstrong, 2008)

2.1.3 Stages involved in training needs analysis

Preparation

Determining the scope of the survey, agreeing on objectives of the survey agreeing on the time scale and resources among others (Cole, 1997).

Data collection

Collection of data from organization levels, occupational groups, job levels or individual performance level (Cole, 1997).

Interpretation of data

This includes nature of training needs arising; extent of needs identified and non training needs (Cole, 1997).

Recommendations

This entailed the training proposed, resources required, time scale, evaluation

arrangements and estimated costs (Cole, 1997).

Action plan

This involved the identification of those responsible for training employees and the time

schedule (Cole, 1997).

The given stages were summarized in the diagram below:

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┌──────────────┐      ┌──────────────┐                    ┌──────────────────┐
│ Preparation  │ ───▶ │ Data         │ ─────────────────▶ │ Interpretation   │
│              │      │ collection   │                    │                  │
└──────────────┘      └──────────────┘                    └──────────────────┘
                                                                    │
                                                                    ▼
              ┌──────────────┐           ┌──────────────────┐
              │ Action plan  │ ◀──────── │ Recommendation   │
              │              │           │                  │
              └──────────────┘           └──────────────────┘
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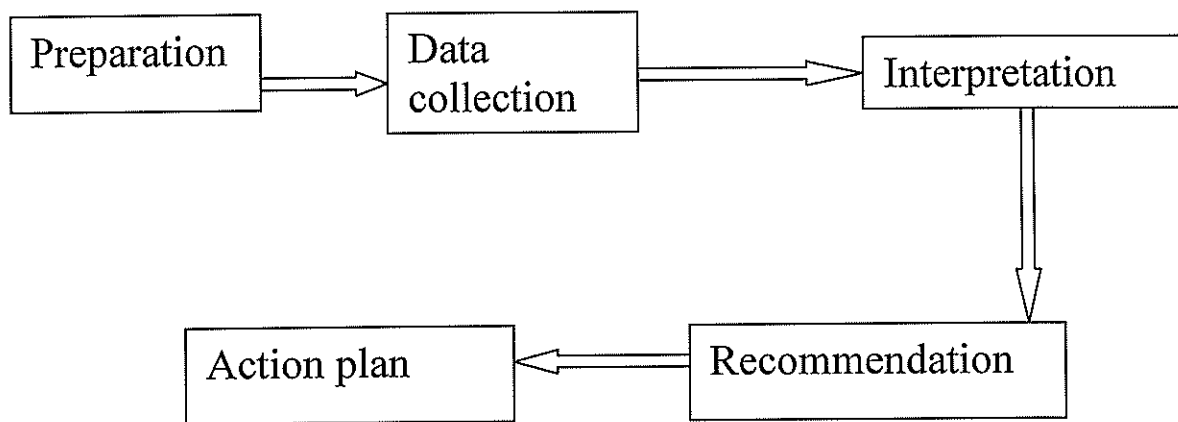
Source Cole, (1997) page 281

2.1.4 How to carry out training needs analysis

Having planned the extent of the analysis including type of data which will need to be

collected. Some possible ways of collecting data include;

- Documentations like business plans, job descriptions and job specifications

  among others (Cole, 1997)

- Interviews with line managers, employees and their

  representatives(Armstrong, 2008)

- Existing data like human resource data base (Cole, 1997).

- Appraisal and performance management documentation (Anderson, 2007)

Results from the training needs analysis allowed a number of outputs (Roland, 2003).
A report of overall training needs for the organization or department. This maybe a
formal document that will form the basis of discussions on training and learning policy or
be part of the business planning process. It will also be part of the process of budgeting
for investment in learning and training and a tool in the hands of human resource
department to bid for the resources needed to devote to learning to support business
objectives (Anderson, 2007) and (Roland, 2003)

Learning and training plans. Once the priorities and budgets are set, the human resource
team were able to set plans for learning interventions. These plans will prioritize what
needs to be learned and the most appropriate methods including both formal and informal
training and other learning processes to be implemented (Applebaum, 2000).

All these outputs were discussed and agreed with the stakeholders concerned. Most
obviously senior management and managers of the people are covered by the training
needs analysis (Applebaum, 2000).

2.1.5 Training methods

When we talk about training methods, we are essentially discussing the means by which
we intend to communicate information, ideas, skills, attitudes and feelings to learners
(Cole, 1997)

These training methods are mainly classified as on the job or off the job training methods.

2.1.6 On-the-job training methods

Employees are provided with skills and knowledge while performing their jobs within their work settings. The emphasis is more on the organization of specific knowledge in real situations using the organizations or company's facilities (Cole, 1997).

On the job training methods include; coaching, role plays among others as seen below:

Coaching

Refers to a form of management training in which a manager through direct discussion and guided activity helps a colleague learn to solve a problem or do tasks better (Cole, 1997).

This is an effective technique though many managers are unwilling or unable to coach their subordinates (Balunywa, 2005).

Job instruction

This method is employed in manual and some clerical jobs by which trainees' systematically routine instruction in key processes from a qualified instructor. (Cole, 1997)

Job rotation

The employee is given opportunity to perform a given job. After a period of time, he is transferred to another job within the same level. This helps develop versatility hence cover gaps easily in case of emergency (Stoner et al, 2000)

Role play

Trainees are asked to act out roles of participants in problems (Joe, Jack and Roberts, 2002).

Secondments

These are special arrangements allowing an individual work for another department or organization on either his/her specialty or in the same new role with the objective of extending the experience of the former to the benefit of the host department or organization (Cole, 1997).

Induction

This refers to introducing of employees and familiarizing them about the culture and norms of the organization (Robbins et al, 2002).

Delegation

This refers to a process of assigning responsibilities to subordinates and ensuring they are accountable, which makes them acquire knowledge and skills (Davar, 2007).

Internship

This is used to provide practical skills to fresh graduates of a particular profession. They undergo training in practical skills under the guidance of more experienced skilled practitioners (Balunywa, 2005).

Apprenticeship

This is commonly used method of training individuals in skilled trades and crafts and it mainly applies to manual jobs (Davar, 2007).

Mentoring

This is like coaching where a senior manager trains subordinates by assigning challenging tasks to them. (Cole, 1997).

Team work

Through sharing of knowledge and skills, individuals from a group can learn from one another during task performance (Armstrong, 2008).

Committee membership

Employees may be an appointed to serve on some committees of organizations and hence learn different skills while serving on the committees. (Davar, 2007).

2.1.7 Off the job methods of training

In the off the job training, the employees leave the company premises and attend training in training institutions (Stoner et al, 2000).

The different methods are discussed below:

Lecture

In this method, one person (trainer) usually does all the talking. He or she may use handouts, visual aids, question and answers or posters to support the lecture (Armstrong, 1997).

Case study

The trainer uses well written accounts of real organizational problems to conduct the training. The trainees are supposed to learn by identifying the causes of such problems and provide solutions with the guidance of facilitators (Agochya, 2002)

Simulation exercises

These include interactive exercises in which trainees practice their skills in mock situations based on real work related situations for example involving interviews, discussions among others (Cole, 1997).

Program instruction

This is a system of teaching and learning within which pre-established subject matter is broken down into small, discrete steps and carefully organized into a logical sequence in which it be learned readily by students (Cole,1997).

Conference

This refers to a discussion with small groups of individuals (Joel et al, 2002).

Outdoor management development

This will entail exposing managers to a climate of greater risk, challenge, change and ambiguity for them; increased attention is focused on the benefits of outward movement. The aim will be to provide opportunities for personal growth and for managers to realize the potential of their 'inner resources' as they are exposed to emotional, physical and mental risks and challenges in which skills such as leadership and teamwork become real to the individual and group concerns and where the penalties for wrong decisions are 'painful'.

Management team development

The activities involved in this will range from outdoor training to intensive workshops and game playing at informal residential venues. This will enable them to get to know their management colleagues as people rather than in the formal roles. The aim will be to build up a climate of trust and a feeling of togetherness and cooperation in achieving organizational goals.

2.2 Employee performance

Performance is often defined in output terms to mean the achievement of quantified objectives. However, performance is not only in matters of what people achieve but how they achieve it. The accomplishment, execution, carrying out, working out of anything ordered or undertaken. High performance results from appropriate behavior especially discretionary behavior and the effective use of the required knowledge, skills, and competencies (Armstrong, 2008).

Sezi (1996) defines employee performance as doing what is expected to be done efficiently and effectively. It means the delivery of services to the right client at the right time and right quantity. To be able to perform, employees had to adopt the right attitudes and methods of work that promote effective performance. There must be job satisfaction and morale among the actors so as to achieve the intended improvement in performance of employees.

2.2.1 Measures of employee performance

Each employee makes an incredible difference to the revenue that an organization generates. For this reason, it is important to monitor and analyze employee performance periodically. However, this is not easy and many organizations have been struggling to invent methods that work best for measuring employee performance (Miller, 2008).

Al-Turki and Duffa (2003), emphasize that measures of performance are needed to assess whether the set objectives are met and foster an environment of continuous improvement.

There are a variety of measures that can be used to assess the performance which includes productivity, efficiency, effectiveness, timeliness, quality and profitability as explained below:

Productivity

This is the average output produced by inputs that is a combination of human capital resource known as total factor productivity (NOP World, 2001).

Productivity measures an employee's efficiency in the organizations resources to produce goods and services. It is expressed as a ratio of outputs to inputs (Stoner et al, 1996).

Efficiency

This is the use of minimal resources to produce a desired volume of outcomes and involves doing things right while effectiveness refers to the degree to which an individual achieves a stated objective or the a ability to do the right things (Stoner et al, 1996)

Profitability

This refers to the ability to earn profits steadily over an extended period of time. Profitability measures indicate whether a company is performing satisfactorily in relation to its competition and is expressed as ratios or gross profit to sales, net profit to sales and return on capital invested (Wood& Sangster, 2002).

Quality

This refers to being right the first time every time. Stoner (1996), further adds that quality is achieving increasingly better products services at progressively more competitive prices.

Effectiveness

This refers to the skills possessed by an individual that help in the executing of tasks. The task accomplished in the correct way due to the skills possessed by an individual will depict the level of the performance as they will be able to be described as either good performers or poor performing employees which has an impact on the general performance level of an organization as a whole (Armstrong,2008).

2.3 Relationship between training and employee performance

Training in the organizations is directed towards maintaining and improving current job performance (Stoner et al, 2000).

Effective training can revise employee performance, morale and increase the organizations potential. Training is usually conducted when employees have a skill deficit. Benefits of training will include greater skills, more knowledge leading to improved employee performance (Davar, 2007).

It is important that organizations have continuous policies of training and re training of employees and do not have to wait to see gaps in performance before it is done (Balunywa, 2005).

Training must go on continuously and must be implemented when a new e employee is hired; job operation changed, new equipment introduced or new procedures are to be used. The extreme importance of the training function increases the basic skills and abilities of all employees and therefore increases efficiency (Balunywa, 2005) and (Stoner et al, 2000).

Training programs help in the development of skills of employees in the job knowledge which helps expend the horizons of human intellect and an overall personality of the employees. An increase in training in training results into an increase in a ability which improves the employee potential to perform at higher level (Robbins, 2002) .

Training will help employees to understand the theory of their trade and make up for deficiencies and mal-adjustments. It further helps them to do their jobs in order and use the method of their best advantage for performance enhancements (Pylee &George, 1999).

Employee training contributes to job satisfaction. Studies have shown that high levels of job satisfaction contribute to improved job performance by employees thus creating a link between training and employee performance (Owen & Patrick, 2006).

2.4 Summary of key issues

Training as a process is a very significant practice to enhance employee performance. Before implementation of a training program, it is vital that training needs analysis process is carried out. This process helps Identify the gap between what employees know and what they ought to know. Training is thus undertaken to fill the identified gap. The basic training methods are classified as either on the job training methods or of the job training methods.

Employee performance measures are the key indicators that show ether employees are performing a according to expectations or if they are not meeting the standards. Training thus affects employee performance in the sense that study shows that employees who receive training record high performance levels compared to employees who do not receive constant training.

Training needs analysis can also be measured by use of development and assessment centers. These are "workshops" which measures the abilities of the participants against the agreed success criteria for a job or a role. It should also be borne in mind that the term "development center" relates to a process of identifying needs but not to a specific place. The main aim of a development centre is to obtain the best possible indication of people's actual or potential competence to perform at the target job level.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter looked at the research design and the methods the researcher used to collect

data relating to the study variables. It also accentuated how the researcher ensured

validity and reliability of the data collected, methods of its analysis, interpretation and

presentation as indicated below;

3.1 Research design

The researcher carried out descriptive survey research design by specifically going

through Kitui Ginnery Ltd. programs and procedures. The study was conducted using

both qualitative and quantitative research methods. Quantitatively, the study employed

descriptive design of data collection and presentation through careful observation and

analysis of the employee training methods at Kitui Ginnery Ltd.

3.2 The population of the study

The study population included the various hierarchical staff levels at Kitui Ginnery Ltd.

and the technical associates like suppliers, distributors, financiers and logistical

supporters.

3.3 sample size and selection

The sample was selected using purposive sampling. Purposive sampling will be utilized

to bring in the sample for the particularly desired elements such as the suppliers,

financiers or executive.

The study involved a sample of about seventy people. Of these respondents, 40 are

technical staff of Kitui Ginnery Ltd., 20 technical associates, while 10 from the employee

body representatives or union stewards.

3.4 Data collection

Data was collected by using the following data collection methods;

3.4.1 Questionnaire

Structured questions were used to collect data regarding the strength and weakness of the

organization practices and systems in training.

3.4.2 Observation

A systematic, objective and quantitative observation was done in order to get an in-depth

analysis of the current performance levels, training methods used and their effect on

performance. Observation tools used included checklists, schedules and others.

3.4.3 Review of official files

Official files available at the personnel department or the training and development

offices, were of great priority as they provided information on how activities involving

training and performance evaluation were being carried out.

CHAPTER FOUR

DATA ANALYSIS ANDPRESENTATION

4.1 Introduction

This chapter contains the analysis and interpretation of findings of the study with an aim

of validating the method of choice for solution development and implementation.

4.2 Age distribution

The presentation of data collected through the questionnaires, observation and and review

of official files available at the personnel office, showed that the employees of Kitui

Ginnery Ltd. had different age distribution.

Table 4.2.1 Age of the respondent

Age	Frequency	Percentage
21 – 30	25	36
31 – 40	15	21
41 - 50	20	29
50 and above	10	14
Total	**70**	**100**

Source: Respondents of the company

Majority of the employees of Kitui Ginnery Ltd. were of the age between 21 – 30 which

is 36% of the total employees. The minority were of the age 50 and above, which was

14% of the employees.

Figure 4.2.2 the graph showing different age groups

Percentage of the employees
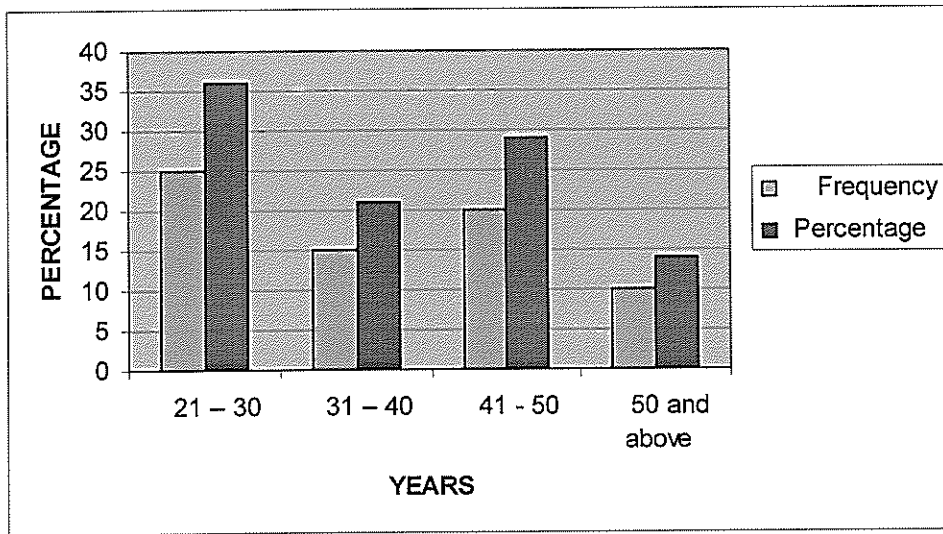
Source : Respondents of the company

The information above showed that 36 percent of the employees with the age of 21 to 30 were the majority, whereas 17 percent of the employees with the age of 50 and above were the minority. This showed that the majority being the young people it would be easy to administer training methods and new processes easily within the organization.

4.3 The marital status

The researcher asked the respondents on their marital status.

**Table 4.3.1 Marital status of the respondents**

status	frequency	percentage
Single	21	29
Married	30	43
Divorced	19	28
TOTAL	**70**	**100**

Source : Respondents of the company

The table above showed that the marital status of the employees was divided into three groups; single, married and divorced. The largest status with the highest percentage was the married group. The smallest group with a lower percentage of divorced respondents.

4.3.2 Figure showing the marital status of the employees
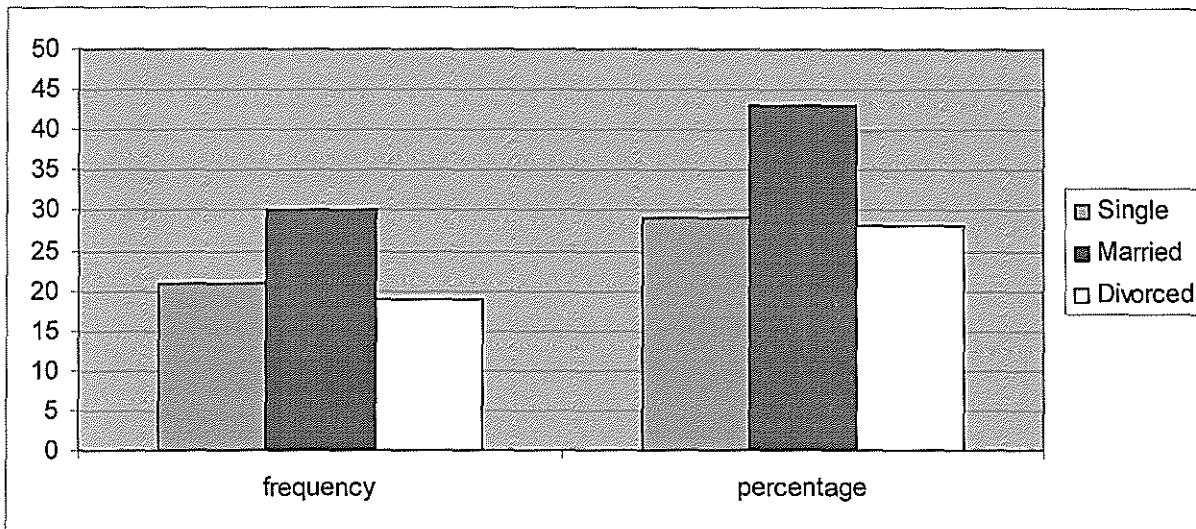
Source : Respondents of the company

From the above chart, the researcher observed that 43% of the employees were married. Therefore, this showed the sign of maturity and stability hence affecting labor turnover which would be at minimum.

4.4 Years of service

The researcher was interested in knowing the number of years the employees had worked in the organization.
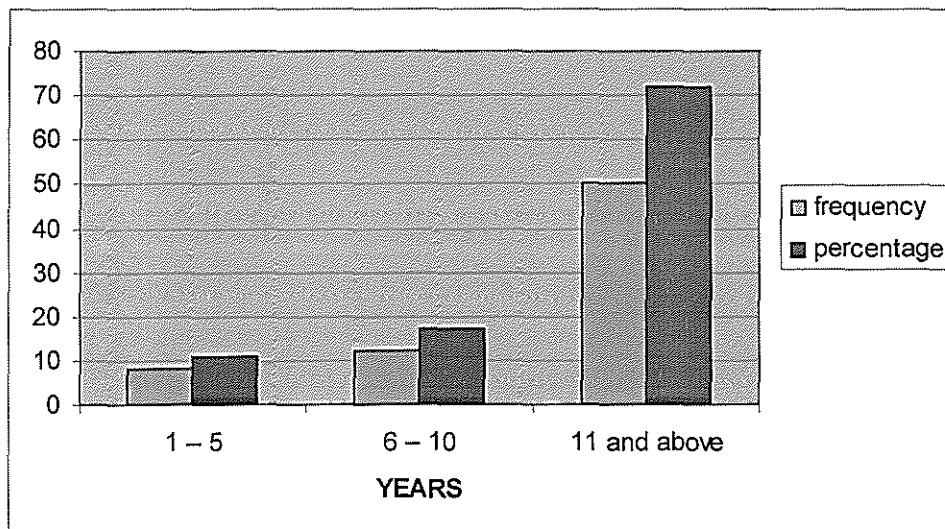
4.4.1 Working period of the respondents

Number of years	frequency	percentage	Degrees
1 – 5	8	11	40
6 – 10	12	17	61
11 and above	50	72	259
Total	**70**	**100**	**360**

Source: respondents of the company

The table shows that most of the employees had been working with Kitui Ginnery Ltd.

for 11 years and above. This indicated that most of the employees were more experienced

and had prior knowledge of the different strategies and methodologies of training

methods that can improve performance of employees in the company.

4.4.2 A graph showing years of service

Source: Respondents of the company

From the above, the researcher observed that 89% of the employees had worked for the

organization for a period of more than 5 years. Thus indicating that, most of the

28

employees had the required skills needed in the organization to improve on the

performance.

4.5 Level of education

The employees working in the organization had different levels of education.

4.5.1 Education level

Education level	Frequency	Percentage	Degree
Masters	10	14	51
Degrees	10	14	51
Diplomas	20	29	104
Certificates	30	43	154
TOTAL	**70**	**100**	**360**

Source: respondents of the company

The education levels of the respondents was different,. Most of the respondents had

certificates whereas the minority had degrees and masters.

Figure 4.5.2 pie-chart showing the level of education

Source : Respondents of the company

29
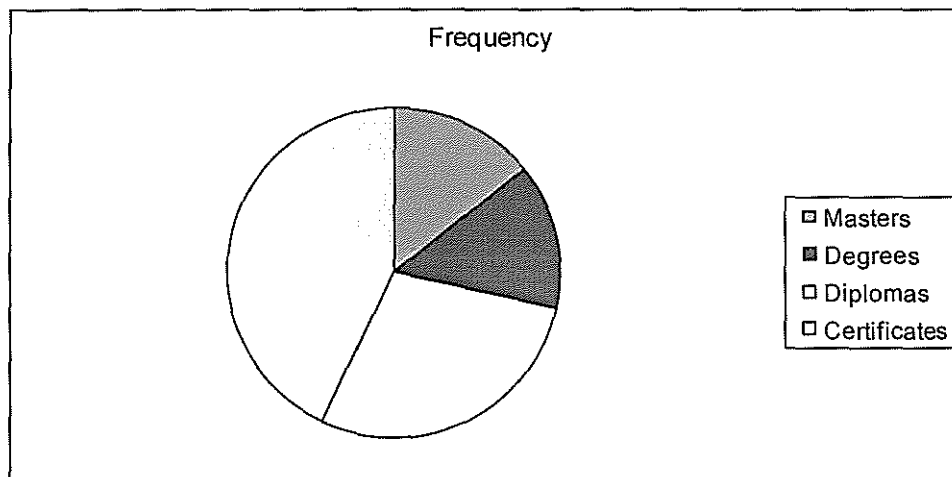
The results of the study found that most of the employees were certificate holders at the rate of 43% followed by diploma holders at 29% . the employees were given tasks and responsibilities according to one's level of education.

4.6 Training in Kitui Ginnery Ltd.

This section comprised of part B of the questionnaire, where the researcher wanted to investigate on training methods and performance of Kitui ginnery ltd. the information was sourced from a supervisor at the company.

4.6.1 Training needs analysis and training methods used

Findings show that training needs analysis is an important step to undertake before a training program is considered. This is because it is after assessing the gap that needs to be filled by employee training before implementing a suitable training program.

Findings indicated that possible ways of collecting data for training needs analysis include documentation like business journals, questionnaires, appraisals and performance management documents, human resource data base among others

The researcher found that due to technological changes, human resource database provided the best place to collect data about training needs analysis.

Findings showed that not all gaps in the knowledge, skills and attitudes will be urgent, able to be filled in a short term or within the resources of the organization. Hence debate with senior management will give guidance on which gaps are critical and the ones which

are less critical. The researcher found out that not all gaps identified need to be filled by employee training but others can be filled through measures like hiring new employees.

The study showed that the most fruitful method of training is on the job as the employee will be in a position to ask questions while doing the work practically.

4.7 Measures of employee performance

The research findings showed that measuring employee performance is very critical in order to tell whether employee performance is very critical in order to tell whether employees are performing as expected or measures need to be put in place in order to act as a yardstick in the measurement of employee performance. The researcher found out that in the absence of key performance indicators like profitability, efficiency, quality among others, then measuring performance will be deemed impossible.

Differences in performance or the aspects of performance that are being measured occur because what is high performance to one manager may be low performance to another. Thus with goals, standard and performance measures in place, determining performance levels is made relatively easy. Research found out that it is also possible to have different performance measures for every department because what is important to one department is important to another for example while the finance department uses profitability as its measure of performance, the production department may use productivity or quality.

4.8 The relationship between training and employee performance

The findings indicated that training is usually conducted when employees have a skill deficit and is directed towards maintaining and improving current job performance. It was established that when training is done properly and appropriately, it enhances on greater skills, more knowledge and competence leading to improved employee performance. It was also established that effective training contributed to higher levels of job satisfaction thus improved job performance by employees thus creating a link between training and employee performance. Whereas research also indicated that when improper training is conducted due to failure to conduct a proper training needs analysis, it may be costly, lead to employee stress. Employees may fail to commit themselves to their jobs, there may be labor turn over which finally contributes to poor employee performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the conclusions drawn from findings and recommendations. The

first section discusses the conclusion of trhe research findings, finally section two

presents the recommendations of the study.

5.1 Discussion

From the research study, the researcher discovered that there are no adequate training

methods being used by the company. Training methods would enable a company to get

the appropriate expertise and intelligence which can result in increase in productivity and

performance especially in the introduction of a new technology in the company.

Also, training enables a company with many competitors like Kitui Ginnery Ltd., stay

ahead of its competitors. So for the main findings in this study, the Kitui Ginnery Ltd. has

to familiarize itself with strategic training methods for its employees so as to stay ahead

of competition.

5.2 Conclusion

It can then be concluded that the concept of training continues to be an intricate aspect of

the business environment of today and the future. Managers need to approach training

decisions critically. Before any training is undertaken, training needs assessment must be

carried out to identify the gaps in order to know the training needs relevant to the organization. Analysis of training needs should not be at only one level but rather it should be at all levels of the organizational, functional and individual levels.

Selection of the appropriate training methods should be considered in training. When selecting the training method, the training needs and the costs to be incurred should be borne in order to have a successful training program.

Measurement of employee performance is also quite vital a practice as it gives a clear picture as to whether the employees are performing according to the expected level, or whether an action is required to steer the employees to the relevant performance levels.

Training is usually carried out to improve employee performance for a current or future job. Training should be aimed at increasing the employee level of performance. It should also aim at reducing accidents, negative attitude towards work, absenteeism, among others. For efficient training programs; the training programs should be planned as part of the overall human resource management.

5.3 Recommendations

The researcher suggested the following recommendations for managers in order to improve employee performance as a result of training.

Training should be carried out continuously for both current and new employees to assist in modifying attitudes, knowledge, skills and behavior of employees.

Training needs analysis should always precede any training program in order to ensure that the training program undertaken will be of positive benefit to the organization as a whole particularly by influencing employee performance.

There is a need to clearly identify the best training methods to use either on-the-job or off-the-job-training method, bearing in mind the training gap identified. This is done through identifying whether theoretical or practical knowledge, skills and attitudes need to be passed to the employees.

5.4 Suggested areas for further research

As managers adopt appropriate training practices for employee performance in organizations, there is need to do further research in the following areas;

- ❖ The effects training on organization performance.

- ❖ The impact of motivation on employee performance.

- ❖ The impact of training methods on employee performance.

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APPENDIX 1

QUESTIONNAIRE FOR KITUI GINNERY LTD. EMPLOYEES

Please kindly spare your valuable time and respond to the following questions. The information is solely for academic purposes. You are assured that the information and answers given shall be treated with utmost confidentiality, therefore do not disclose or write your name on the questionnaire.

Please ensure that you fill all the questions.

Questions;

a) Background information;

1.What is your gender?

Female ☐   male ☐

2.which age bracket do you fall in?

18 – 20   21 – 30   31 – 40   41 and above

3. what is your marital status?

Single   married   divorced

4. How long have you worked in this organization?

1 - 5years ☐   6 – 10 years ☐1 and above ☐

5. What is your personal highest academic qualification?

Certificate ☐ diploma ☐ degree ☐ masters ☐

b) General

Answer with a 'yes' or 'no'

I was trained on job when I joined the
organization..

i. After the training, am now able to accomplish my tasks
better..

ii. Training has improved the general staff
performance...

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c) what different forms of training methods have you undergone since joining Kitui
Ginnery Ltd.

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