

**EMPLOYEE TRAINING AND ORGANIZATION  
PRODUCTIVITY IN EQUITY BANK-ONGATA RONGAI KENYA.**

**BY**

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## DECLARATION

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## APPROVAL

This report has been submitted for examination with my approval as University Supervisor.

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## DEDICATION

This project I dedicate to GOD and my family who made it all possible, who were source of strength and provider for the provision of everything that I needed from beginning to the end.

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To my parents the late Dr. Michael Kiptalam Chelogoy and Mrs. Sally Chelogoy who made it possible financially, guided my every step and provided my every need. I thank you and am forever grateful, GOD bless you. And to my Late Father who taught me to follow my heart, I salute you.

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## ABSTRACT

This is a study on employee training and its role on organization productivity at Equity Bank, Nairobi, Kenya. The study seeks to bring out the importance of employee training in organization productivity. Many organizations in the business world today choose to ignore or are not aware on the importance of employee training in enhancing employee productivity.

It seeks to determine the objectives of the study thus bringing out the forms of employee training used at Equity Bank, effects of these forms of development not only on the productivity of employees but on the organization as a whole and challenges experienced when carrying out employee training programs.

The targeted population is 100 and the sample size of the study is 80 respondents in which 48 were men and 32 were female.

The research used both qualitative and quantitative research design to carry out the study. Qualitative design was used to collect factual information and quantitative design was used to collect numerical facts of the study. The research entailed both primary and secondary forms of data. The instruments used to collect this data were mainly questionnaire and interviews.

Findings on the forms of employee training used at Equity Bank showed, team building, formal education, apprenticeship, job rotation and job rotation as some of the form of employee training used.

Results from the study on the effects of employee training showed improved production, better performance, financial benefits and promotions as some of the effects employee training.

Findings on the challenges experienced by Equity Bank in employee training showed work overload, lack of expertise, lack of cooperation, time consuming and expensive as challenges experienced.

From the findings of the study, on the forms of employee training at Equity Bank showed were mentoring and formal education were the most common forms used. The most common effects of employee development were improved production and performance enhancement. And for the challenges, expensiveness of the programs and lack of cooperation are the most common challenges experience by Equity Bank.

Recommendations of this study include; Equity Bank should make employee training compulsory for all employees in the organization. For organizations to carry out effective employee training an annual job and needs analysis should be carried out so as to establish which area in the organization requires much attention.



## CHAPTER ONE

### 1.0 Introduction

This chapter will discuss the problem through the background and show the research objectives as well as the purpose of the study.

### 1.2 Background to the study

Since prehistoric times the jobs of adults have been taught to children, have become more complex. The kinds of work to be done, the skills needed, and the tools used to do the work have also changed. In order to manage these changes in the complexity, volume, and content of work, job training also evolved.

When human created artifacts, the need for teaching others how to use those artifacts became necessary. Teaching others to use a tool to perform a task was one of the first goals of training, "As man invented tools, weapons, clothing, shelter, and language, the need for training became an essential ingredient in the march of civilization" (Steinmetz, 1976, p. 1-3). As the artifacts became more complex, different ways of training were developed to be more effective and efficient.

In Africa like most developing regions around the world has suffered from shortcoming in the area of management development and training. Efforts to develop a unique and effective set of management principle for Africa have often been hampered by misconceptions about the region. Another issue, of course, is the paternalistic emphasis on age that prevails among Africa organization and which has clearly impeded the development of management development and training programs. Until recently there have been relatively few undergraduate and only a small percentage of the graduates of Africa universities have chosen to specialize in business related fields. It explores some of the important issues surrounding management developing and training in Africa.

Training in Equity Bank offers instructor lead an investing banking training to the staff, corporate and individual clients. Equity is specialized in applied Excel based cash flow financial modeling and business valuation for mergers and acquisitions. Innovative training methods are offered in the bank.

### **1.3 Statement of the problem**

Training of workers is the crucial task for management. If workers do not get proper training about handling of tools and heavy machinery they not even harm that particular machinery but also themselves which is more valuable for the organization. They train their workers with various means by giving simple demonstration.

In present scenario it becomes more important because of introduction of new technologies. If they do not cope with the latest technology then it will result into low production. From the workers psychological point of view if they are not getting the proper training and development from their concern according to the need of the worker and requirement of the employer then it will lead to job dissatisfaction. And it is also required that company must have a systematic program, otherwise workers will try to learn the job by trial and error which may prove very costly for employers.

### **1.4 Purpose of the study**

This study is set to investigate the benefits of training in the improvement of employees' productivity.

### **1.5 Objective of the study is to**

1. Establish the relationship between training of employees and productivity.
2. Establish the challenges faced by the organization during training.
3. Establish the major forms of training.

### **1.6 Research Questions**

1. What are the major forms of employee training?
2. What is the relationship between employees' training and employees' productivity?
3. What are the challenges faced by organizations during employees training?

### **1.7 Scope of the study**

This study is about the effects of training and employees' productivity in Equity Bank Ongata Rongai Branch along Church road.

This study is carried out at the Ongata Rongai Branch (Equity Bank) for one month. It is targeting 100 staff workers in the Bank.

### **1.8 Significance of the study**

The study helps the Bank to realize how training of employees can be a benefit in improving employees' productivity and therefore understand the essence of providing a systematic well planned training program to their employees to achieve high employees' productivity.

The results of this study are crucial to future researchers who might be interested in a related field. The study is contributing to the existing major forms of employee training on employee's productivity. This study is a source of experience and a contribution to the academic career of the researcher.

### **1.9 Limitation of the study**

The researcher might face some anticipated problems while conducting the research. Some of these are like literacy levels of the respondents, the environment may not be conducive thus failure to favor the researcher, the level of security may also not be sufficient, financial constraints. Thus the researcher is ensuring that her respondents have sufficient knowledge on the study.



## CHAPTER TWO

### 2.0 INTRODUCTION

This chapter mainly will look at the theoretical and conceptual review of the study. It also covers the review of related literature of employee development in relation to employee training and productivity, its effects, challenges and opportunities on its workforce and the organization in general. This will enable the researcher to investigate more on the topic which will be taken mostly from secondary sources of data.

### 2.1 CONCEPTUAL FRAMEWORK

#### Independent Variable

#### Dependant Variable

##### ON-THE-JOB TRAINING

- Internship
- Job rotation
- Coaching
- Mentoring

##### OFF-THE-JOB TRAINING

- Lectures
- Role playing
- Group discussions
- Vestibule
- Apprentice

Higher Productivity  
Better Quality of work  
High Morale  
Less learning period  
Cost Reduction  
Reduced Supervision  
Low Accident Rate  
Personal Growth

Increased Productivity

## **Figure 2.1 Conceptual framework relating training to employee productivity**

Training helps to improve the level of productivity. Trained employees have high productivity by using better method of work. Improvements in manpower productivity in developed nations can be attributed in no small measure to their educational and industrial training programmes.

In formal training, the best methods are standardized and taught to employees. Uniformity of work methods and procedures helps to improve the quality of product or service. Trained employees are less likely to make operational mistakes.

Proper training develops positive attitudes among employees. Job satisfaction and morale are improved due to rise in the earnings and job security of employees. Training reduces employees grievances because opportunities for internal promotion are available to well-trained personnel.

A systematic training program helps to reduce the time and cost involved in learning. Employees can more quickly reach the acceptable level of productivity. They need not waste their time and efforts in learning through trial and error.

Trained employees make more economical use of materials and machinery. Reduction in wastage and spoilage together with increase in productivity help to minimize cost of operations per unit. Maintenance cost is also reduced due to fewer machine breakdown and better handling of equipments. Plant capacity can be put to the optimum use.

Well trained employees tend to be self- reliant and motivated. They need less guidance and control. Therefore, supervisory burden is reduced and the span of supervision can be enlarged.

Trained personnel adopt the right work methods and make use of the prescribed safety devices. Therefore, the frequency of accidents is reduced. Health and safety of employees can be improved.

Training enlarges the knowledge and skills of the participants. Therefore, well- trained personnel can grow faster in their career. Training is an asset to any organization. Training helps to develop people for promotion to higher posts and to develop future managers.

All the above mentioned leads to high employees' productivity.



## 2.2 THEORETICAL REVIEW

Human Capital theory suggests that training raises the productivity of employees by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings. Over the past thirty years or so, hundreds of studies show that formal schooling is a crucial factor in explaining variations of salary and wages in well developed countries (Cohn & Addison, 1998). Comparative studies have been conducted in some less developed countries, focusing on investment in formal education. While formal education has expanded rapidly in many countries, a large portion of human capital accumulation in the forms of on-the-job training and other modes for working adults actually take place both inside and outside the workplace. Adult education development in developed countries in recent years has focused on a strengthening of vocational training to meet the needs of skill development across all occupational strata in the global economy (Belanger & Tuijnman, 1997). Given that education programs for working adults have experienced significant expansion, it is important that they be included in estimations of returns to education and training. This attempts to estimate the effects of formal education, on-the-job training and adult education both on employees' performance and salary growth. (Xiao & Tsang, 1999). Training is job-related, corresponding to the productivity requirements of the firm.

Becker (1964) suggests that training raise the productivity of workers by imparting useful knowledge and skills, others provide different explanations for how education is related to worker productivity. It is based on the argument that the higher earnings of educated workers simply reflect their superior ability acquired during the process of education, rather than through skills and knowledge. Spence (1973) argues that training is used as a market signal to indicate the potential productivity of employees.

Levin and Kelley (1994) suggest that education can improve productivity only if complementary inputs exist, which include training, contract terms, and management practices, they point out that economists and other social scientists have overestimated the payoffs resulted from increased formal education while they have ignored the complementary inputs and conditions.

Employees, nested in a given production organization, face such changes together with their firms; both firms and employees are involved in an equilibrating process to increase productivity. Therefore it is argued that in a fast-changing economic context, training programs related to jobs are means to read just to the changing workplace and improve productivity.

## **2.3 Methods of Training**

### **On-the-job Training**

In this method, the trainee is placed on a regular job and taught the skills necessary to perform it. The trainee learns under the guidance and supervision of the superior or an instructor. The trainee learns by observing and handling the job. Therefore, it is called learning by doing.

Several methods are used to provide on-the-job training, e.g., coaching, mentoring, job rotation etc. it is appropriate for acquisition or improvement of motor skills and routine and repetitive operations. This method provides immediate feedback, permits quick correction of errors and provides extra practice when required. But it needs skilled trainers and preparation in advance.

### **Off-the-job training**

Under this method, the trainee learns outside the job and devotes whole time on learning. The main techniques used in off-the-job are:

#### ***Lectures***

This method is used to create understanding of a topic or to influence behavior, attitudes through lecture. A lecture can be written or oral form. Lecture is telling someone about something. Lecture is given to enhance the knowledge of listener or to give him the theoretical aspect of a topic. Training is basically incomplete without lecture. It is less expensive and can be reached large number of people at same time.

#### ***Role Playing***

In this method, two or more trainees are assigned parts to play in front of others. These parts do not involve any rehearsals. They are simply informed the situation and the respective roles they have to play. The usual subjects involves in role playing are grievance handling, hiring, retrenchment, appraisal interviews etc.

#### ***Group discussions***

This method is more useful than a lecture method. In this method the training is supported, elaborated, explains, or expanded.



## *Vestibule*

In this method trainees are trained in the company classrooms. Where they get theoretical knowledge about the work which they are going to perform. This method is more useful when there is large number of trainees have to be trained for same kind of work at the same time.

## *Apprentice*

It refers to the period of service as a learner of a trade or handicraft. The apprentice, usually a boy at the beginning of his working life, was bound by a legal agreement to serve an employer for a fixed number of years during which the employer promised to instruct him.

### **2.3.1 Relationship between training and employees' productivity**

Training is a determinant of productivity. With the economic downturn and a potential recession on the horizon, companies are engaging the expertise of training companies and human resource firms in an effort to keep employee morale and company high productivity. Job instruction teaches supervisors how to train employees to perform their jobs with a high level of safety, quality and productivity. Supervisors learn how to break down job to its basic components, focusing only on the most important steps, key points and purpose behind each procedure. This method simplifies the training process, making it much easier for employees to learn and retain information. The method is especially beneficial for training new employees, who are often overwhelmed by job-related information in a new position. When employees see that their company not only considers, but actually implements their ideas, they feel they are making a significant contribution. This makes them stakeholders in the company's growth and overall success. In addition to improve productivity, sometimes the process uncovers other low-cost solutions.

### **2.3.2 Challenges faced by organizations during training**

**Technology:** Due to the absence of a technical platform, telecommunication capabilities, bandwidth limitations, an organization may face problems in hosting and delivering training effectively.

**Resistance to change:** undoubtedly, implementing training will bring changes in the way training is imparted, which may not be easily accepted by people training may resist and resent the



training unless and until the organization takes adequate efforts in training their employees on its benefits.

Support of key players: To facilitate the transition of training, support of key players in the organization is essential. It is a challenge for organizations to garner support for implementing training at all levels of the organization. Support and involvement of the top management helps in gaining employee acceptance of training.

Trainers' capabilities: Sometimes trainers may lack computer skills and they may not have the confidence to adapt to new technology. They may have a negative perception towards training and might make the efforts to willingly accept the change. The attitudes of the trainers could also be a challenge while implementing training in an organization.

Despite the challenges, there are several benefits for organization to implement training as a part of their initiatives.

### **2.3.3 The Benefits of Training to Employees' productivity**

Training is a learning process that involves the attainment of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of workers. These are the activities which basically aim at providing the skills, knowledge and aptitudes necessary for employment in a particular occupation in any field of economic activity. According to Flippo, "Training is the act of increasing the knowledge and skills of an employees for doing a particular job". "Training achieves the objectives of redirection or improvement of behavior so that the performance of the trainees becomes more useful and productive for himself and for the organization of which he is a part,".

According to Blum & Naylor, "training is a process that develops and improves skills related performance. Effective training programs can result in increased production, reduced labor turnover and greater employee satisfaction."

Training is a process by which a worker learns some new technical or psychological skill. Training leads to improve the performance of the existing workers and prepares them to perform higher specialized and more advanced jobs in future.

Training is a process of learning a sequence of programmed behavior and development cover those activities which improve job performance thus increasing employees 'productivity.

Training helps to improve the self-confidence of an employee. It enables him to approach and perform his job with enthusiasm.

Trained employees can perform better and thereby earn more.

Training helps an employee to use various safety devices. He can handle the machines safely and become less prone to accidents.

Training enables an employee to adapt to changes in work procedures and methods.

Through training, employee can develop himself and earn quick promotions.

Training develops new knowledge and skills among employees. The new skills are a valuable asset of an employee and remain permanently with him.

## **CONCLUSION**

Training is an investment of your company, your people and the future. It can support the launch of new technologies, implementation of new procedures, or the transfer of knowledge. Effective training programs can transform "on-paper" benefits into an actual return on investment.

Training programs are designed to improve productivity by developing the appropriate energy sources, increasing muscular structures and improving neuron-muscular skill patterns.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

In this chapter the research looks into the research design, the target population that is under the study, sampling design that is used in the study. It also looks at the data collection instruments, data analysis and finally the ethical issues.

#### **3.1 Research design**

The study adopted a survey design. People's opinions sought to use structured questionnaires. It used qualitative and quantitative approach which helps in carrying out the study. This involved both management and subordinate staff.

#### **3.2 Study Population**

This study was carried out at Equity Bank , Rongai Branch. It covered both management and subordinates at the branch. The estimated population is 100.

#### **3.3 Sample size**

The study involved a sample size of 80 respondents randomly selected from the population which will have a sample of 80 respondents. This helped in the research.

##### **3.3.1 Sampling techniques and procedures**

The researcher used stratified sampling was used to come up with a representative sample. According to solvency formula developed, which the researcher can rely onto obtain a sample which is appropriate for the target population the researcher intended to carry out her research. Therefore the population study was 100 and therefore the sample size was 80.



### 3.3.2 Sample size

Table 3.1 Distribution of sample

RESPONDENTS	POPULATION(%)	SAMPLE
Top Managers	30	24
Subordinates	70	56
Totals	100	80

### 3.4Data collection methods

#### 3.4.1 Questionnaires

A questionnaire was given to various respondents in the organization. They had various merits such as high level of accuracy, respondents were given time to verify their answers and easy to administer.

#### 3.4.2 Interviews

This technique was used to supplement on the questionnaires. It helped in getting in depth data which was not be possible to acquire when using questionnaires. Interviews had various advantages such as yielded higher response rate since respondents did not refuse to answer questions. It facilitated immediate feedback and question confusion could be clarified. There was face to face interview with the respondents.

### 3.5 Data processing and analyzing

It is the process of systematically applying logical techniques to describe how the information was collected, edited, coded, tabulated and presented either in tables, pie charts or graphs. Data collected was used to analyze the effects of training programs on employees' productivity. The data was collected, then analyzed using descriptive statistics and tabulated by use of tables by the use of Excel office.

## CHAPTER FOUR

### DATA PRESENTATION AND INTERPRETATION

#### 4.0 INTRODUCTION

This chapter covers the results of the data collected from personally administered questionnaire and interview which were used to collect the data. They focused on gathering information on employee training and its effect and role on employee productivity in Equity Bank. The data was analyzed through the use of descriptive analysis method. The data was presented in form of percentage tables.

#### 4.1 Background of the respondents

The respondents comprise of both male and female in the organization of study and there distribution is as shown in table.

Table 4.1

Respondents	Targeted sample no. of respondents	Percentage (%)
Men	48	60
Women	32	40
Totals	80	100

From the table 4.1, men were many compared to women. Men had a percentage of 60% and women had 40% meaning that the data collected on gender, clearly showed that men are more than women.

#### 4.1.2 Education background of the respondents

From the sample size, the education background of the respondents were as shown.

Table 4.2

Education Background	No of respondents	Percentage (%)
Masters	30	37.5
Degree	40	50
Certificate	10	12.5
Totals	80	100

This table 4.2 shows that the Bank employees employed are of more of degree level. This means that most of the Bank employees are qualified to perform their particular tasks.

#### 4.2 Forms of employee training programs are used by Equity Bank

From the given number of respondents, results on what forms of employee training programs are used by Kenya Revenue Authority are shown in the table below.

Table 4.3

Training programs	Response rate	Percentage(%)
Coaching	16	20
Job rotation	10	13
Mentoring	27	34
Internship	12	16
Apprentice	15	17
Total	80	100

From the findings of the table 4.3, the most commonly used form of employee training program was mentoring that was according to 34% of the respondents, 20% coaching, 17% apprentice, 16% internship and 13% job rotation. This means that the most technique used training program by Equity Bank is mentoring as a method of On-the-job training.

Further research on forms of employee training was carried out using interviews and the response is presented in the table below

Table 4.3.1

Training program	Response Rate	Percentage(%)
Formal education	28	35
Apprenticeship	21	26
Role playing	10	13
Job rotation	15	19
Team building	6	7
Total	80	100

From the findings of the research interview table 4.3.1, the most used form of employee training program is formal education, which was according to 35% of the respondents, 26% apprenticeship, 19% job rotation, 13% Role playing and the least used program was team building 7%.

This shows that the Bank uses formal education as a training program and less the team building for training its employees.



### 4.3 Effects of employee training programs on productivity at Equity Bank.

Employee training as previously discussed has a variety of benefits. According to the research carried out, the respondents had different views on the benefits of employee training programs in relation to productivity at Equity Bank. Results are presented in the table below.

Table 4.4

Training benefits	Response rate	Percentage(%)
Improved production	37	46
Financial benefits	20	25
Promotions	13	16
Better performance	10	13
Total	80	100

From the finding in the table 4.4, the most considered benefit of employee training on productivity was improved production that were 46%, financial benefits 25%, promotions 16% and better performance 13% as effect of employee training .

According to the research carried out, this shows that most employees believed that training improves productivity of an organization and they did not believe that training can lead to promotions.

Further research was done using interviews on the benefits of employee training on productivity at Equity Bank. The results were as follows.



Table 4.4.1

Benefits of Training	Response Rate	Percentage(%)
Achieve objectives	10	13
Develop skill and ability	17	21
Enhances performance	33	41
Financial benefits	20	25
Total	80	100

From the interview the results in table 4.4.1, 41% respondents responded enhanced performance as an effect of employee development, 25% financial benefits, 21% develop skills and ability and 13% achieve objectives as the benefits of employee training at Equity Bank.

A higher percentage of employees accepted the idea that training enhances performance and the least had the idea that it leads to achievement of objectives.

#### 4.4 Challenges of employee training at Equity Bank

In the questionnaires distributed during the research study. Respondents were asked if Equity Bank experience challenges when engaging in employee training programs. Results of the response were as shown in the table below.

Table 4.5

Challenges	Response rates	Percentage(%)
Yes	70	88
No	10	12
Total	80	100

The findings in table 4.5, are results on the research done on if Equity Bank experiences challenges. The results were such that 88% responded Yes and 12% responded No. This means that the Bank goes through challenges during training.

#### 4.4.1 Types of challenges employee training experiences.

From the 88% of the respondents who responded that Equity Bank experiences challenges. Research was done on what types of challenges employee training experience. Results of the findings are presented in the table below.

Table 4.5.1

Experienced challenges	Response Rate	Percentage(%)
Ineffectiveness	10	14
Time consuming	19	27
Expensive	20	29
Job insecurity	4	6
Inadequate resources	17	24
Total	70	100

From the findings of the table 4.5.1, on the types of challenges experienced by Kenya Revenue Authority during employee development was such that a majority of 29% respondents responded that it was an expensive activity, 27% responded it is time consuming, 24% responded inadequate resources, 14% ineffectiveness and 6% responded job insecurity as challenges meaning that the most challenge faced by the bank during training is that the program is expensive yet the program is expensive yet the least challenge is the job insecurity.

Further research was done using interviews on the types of challenges that Equity Bank experience in employee training. Results of this study are presented in the table below.

Table 4.5.2

Experienced challenges	Response Rate	Percentage(%)
Work overload	14	18
Lack of expertise	10	11
Lack of cooperation	30	38
Time consuming	22	28
Expensive	4	5
Total	80	100

From the findings in the table 4.5.2, the most common challenge was lack of cooperation that was according to 38% of the respondents, time consuming 28%, work overload 18%, lack of experience 11% and it being expensive 5% meaning that the interviewees felt that lack of cooperation of employees on the Bank's training programs is the most experienced challenge faced by the Bank.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter focuses on the discussion of the findings, conclusion, recommendations and limitations, and gives suggestion on areas of further study.

#### **5.1 Discussions of findings**

The discussion is done objective by objective.

##### **5.1.1 Forms of employee training programs used in Equity Bank**

According to Hampton, Summer and Webber; 1982. "Mentoring is a new and popular solution to operating problems or new structures of duties for the organizations' operations".

In line with Hampton, Summer and Webber: 1982 which states that "job rotation as a vital part of managerial practices that integrates with performance accomplishing Organizational processes. It is therefore an effective form of employee training.

Coaching is an effective form of employee training since it encourages a commitment to action that leads to an increase in productivity.

Internship is not an effective training program since employers focus on reducing costs by using interns rather than employing qualified and experienced personal for full-time regular employment.

Apprentice is an effective form of employee program since most of the training is done while working for an employer who helps the apprentices learn their profession, in exchange for their continuing labor for an agreed period after they have achieved measurable competencies.



### **5.1.2 Effects of employee training programs on performance at Equity Bank.**

Employee training as previously discussed has variety of effects. According to the research carried out, the respondents views on the effects of employee development programs in relation to performance at Equity Bank was such that Improved production was the highest rated form of employee development. In line with Stephen P. Robbins: 2004 “productivity is highly dependant on training and development from when a person begins to learn to when he is expected to effect what he has learnt.”

Financial benefits is not in line with David H. Holt: 1990 that states that “Financial benefits depend on productivity of individuals and the organization at large,” and not on development as shown in the research.

The organization should offer training to its employees since it enhances performance and production.

### **5.1.3 Challenges of employee training experienced at Equity Bank**

From the findings, Equity Bank faces a couple of challenges on employees training programs. This is in line most organizations in the business environment today experience a variety of difficulties that cause major setbacks in their performance and productivity in general; they include lack of resources, time consuming and no guarantee on effectiveness of the training programs being affected. The Bank should find ways of how to overcome these challenges since some of them cannot be done without

## **5.2 Conclusion of the study**

From the findings the following conclusion was reached;

Forms of employee development used by Equity Bank, respondents responded forms as; coaching, job rotation, mentoring, internship and apprentice. Mentoring was rated as the most used form of employee training program. Other forms of employee development according to the findings from the interview were formal education, apprenticeship, role playing, job rotation and team building. Formal education was rated as the most common form of employee training used at Equity Bank.

Findings on the research carried out on the effects of employee development on performance at Equity Bank included; improved production, financial benefits, promotions, better performance, where improved production was rated the most common effect of employee training on productivity that is on the results of both the questionnaire and the interview used in the research.

Response on the challenges experienced by Equity Bank when carrying out employee development included; Ineffectiveness, time consuming, expensive, job insecurity and inadequate resources, the most experienced challenge was employee development being an expensive program while response from the interview rated lack of cooperation as the most experienced challenge at Equity Bank among work overload, lack of expertise and time consuming

### **5.3 Recommendations**

Owing to the sensitivity and large size of Equity Bank, the Bank should view training of employees as an investment since it increases the Bank's productivity.

Before carrying out any training program a training need analysis should be carried out so as to establish the right areas that require attention and establish the perfect training program to be used for that specific need.

The Bank should use coaching, job rotation and mentoring as its most training programs since they are the most appropriate methods due to results oriented.

Management should seek to improve employee commitment and tap employee hidden abilities. They should also allow encourage creativity and innovation. This they can achieve through a variety of employee training programs.

### **5.4 Limitations of the study**

- The time allocated to carry out the research was very short basing on the volume of data that had to be collected and analyzed, so as to get viable results.
- Equity Bank is believed to be a very sensitive organization and thus High security maintenance is practiced. This came as a barrier as there was no access to internal information and documentation that would help in the research.

- There was a delay in the response from the respondents, thus making it difficult to conduct the interviews and compile the field data in time.
- Owing to the nature of the study there was a large volume of data that had to be collected and analyzed.
- During the research some of the respondents decided not to cooperate last minute leaving a smaller number than the intended sample size.

### **5.5 Suggested areas of the future study**

A future research should be carried out on employees' motivation. What motivates employees to attend training.

The available employees' abilities, skills and competencies in the bank in order to enhance their productivity.

The methods used by the Bank to identify the training gaps.

Factors that enhance productivity effectiveness of the employees performance.

The organizations should critically analyze employee training programs that may be used and if need be employ the help of experts in various fields so as to yield effective results.



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## **APPENDIX 1: QUESTIONNAIRE**

### **SELF ADMINISTERED QUESTIONNAIRE FOR EQUITY BANK ON TRAINING AND EMPLOYEES' PRODUCTIVITY**

Equity Bank, Ongata Rongai Branch

Human resource manager.

Dear sir/madam,

Am carrying out a survey in Equity Bank whose purpose is to establish the relationship between training and employees' productivity which is necessary for the achievement of the organization productivity. The questionnaire below is for the human resource manager. The human resource manager uses the following forms of training to improve the employees' productivity. Your contribution to the outcome of this study by answering the questions will highly be appreciated. Your responses will be kept confidential. Please endeavor to fill the questionnaire within two weeks and return it to human resource management.

Yours faithfully,

.....

Chelogoy Priscillah Chepkorir

## Part A; Background Information

1. Gender            male[ ]            female[ ]
2. Age (tick as appropriate)  
15-19[ ]   20-24[ ]   25-29[ ]   30-34[ ]   35-39[ ]   40-44[ ]   45-49[ ]   50-54[ ]
3. Number of years served in the Bank  
  
Less than 1 year [ ]      1-3 years [ ]      4 years and above [ ]
4. Level of education  
  
Primary [ ]   Secondary [ ]   College [ ]   University [ ]   Others specify [ ]
5. Subordinate staff [ ]                                  Management [ ]

### Part B; Dependant variable

6. I am fully aware of my productivity level in the bank
- Strongly agree      ☐
- Agree      ☐
- Disagree      ☐
7. Fully understand what my employer is trying to achieve in productivity.
- Yes      ☐      No      ☐
8. The department I work in has a high productivity
- Strongly agree      ☐
- Agree      ☐

Disagree ☐

9. The department I work in does not communicate at all about the level of productivity

Strongly agree ☐

Agree ☐

Disagree ☐

10. My manager is fun to work with since he or she encourages high productivity

Strongly agree ☐

Agree ☐

Disagree ☐

11. Lack of productivity are usually communicated to all employees

Strongly agree ☐

Agree ☐

Disagree ☐

### Part C; Independent Variable

12. The Bank's training policy is favorable to me

Strongly agree ☐

Agree ☐

Disagree ☐

13. I fully understand the benefits of training

Yes ☐

No ☐

14. Does the Bank train the employees at least once a year

Yes

☐

No

☐

15. There is proper system of evaluation after training

Yes

☐

No

☐

16. What form of training does the bank use to train employees.

On-the-job

☐

Off-the-job

☐

Both ☐

Thanks for your time and contribution. Now kindly pass the questionnaire to human resource department.

## PART D: INTERVIEW GUIDE

1. What is your perception of the performance of Equity Bank?
2. What is your idea or perception of employee training?
3. Does Equity Bank engage in employee training programs?
4. Have you ever engaged in any employee training program?
5. If yes, what forms employee training programs does it take part in?
  - a) Has employee training been effective in enhancing productivity?
  - b) If yes, how has it been effective?
  - c) If no, why has it not been effective?
6. Does Equity Bank experience challenges when carrying out employee training programs?
  - a) If yes, give at least two challenges?
7. Would you like Equity Bank to improve on its forms of employee training programs?
8. What is your level of education?
9. Do you see any need for Equity Bank's employee to be trained?

## APPENDIX 2: PROPOSED BUDGET

The study was guided by the budget drawn below:

**Table 2: Budget of the study**

Items	Quantity	Amount in Ksh.	Total in Ksh.
Printing proposal	3 copies	180.00	540.00
Binding proposal	3 copies	150.00	450.00
Photocopying questionnaires	60 copies	5.00	300.00
Photocopying	2 copies	3.00	6.00
Transport	10 days	200.00	2,000.00
Food	20 meals	150.00	3,000.00
Printing dissertation	3 copies	450.00	1,350.00
Binding dissertation	3 copies	250.00	750.00
Contingency funds			500.00
Facilitation supervision			1,000
Total			9,896.00



### APPENDIX 3: TIME SCHEDULE OF THE STUDY

The study was conducted within the period stated below:

**Table 3: Time study of the study.**

Activities	Months/Years
Research proposal writing and submission	January 2012- April 2012
Data collection and analysis	February - March 2012
Dissertation writing	April - May 2012
Submission of dissertation	May 2012





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OFFICE OF THE DEAN  
SCHOOL OF BUSINESS AND MANAGEMENT

September, 07<sup>th</sup>, 05, 2012

Dear Sir/Madam,

**RE: REQUEST FOR CHELOGOY PRISCILLAH CHEPKORIR  
REG.NO:BHR/41050/91/DF TO CONDUCT RESEARCH IN YOUR  
ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Bachelors in Tourism Management.

She is currently conducting a field research of which the title is "**EMPLOYEE TRAINING AND ORGANISATION PRODUCTIVITY IN EQUITY BANK (CASE STUDY ONGATA RONGAI, KENYA.)**"

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

**Dr. OLUTAYO K.OSUNSAN  
DEPUTY PRINCIPAL CEMS**