



**INFLUENCE OF TRAINING ON PERFORMANCE OF EMPLOYEES IN COUNTY GOVERNMENT OF LAIKIPIA,
KENYA**

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ABSTRACT

This study examined the influence of training on performance of employees at the County Government of Laikipia. Descriptive research design was used to gather the data required for the study. The target population for the study was 1593 staff of the County Government of Laikipia. A sample of 159 respondents were used for the study. Questionnaires that the researcher administered were utilized for gathering data for the study. The data was analyzed using both descriptive statistics and inferential statistics. Quantitative data obtained from the questionnaires was prepared for analysis using SPSS computer software. Microsoft Excel was utilized in conjunction with SPSS for data analysis. The analyzed data was displayed through tables and charts. A multiple linear regression model was utilized to examine how training affects employee performance. The study found that training needs analysis, training design, training delivery and training evaluation had a positive significant effect on the employees in County Government of Laikipia, Kenya. The study concluded that a training needs analysis creates a solid foundation of training requirements, ensuring that the training offered is efficient and effective. An effective training programme make the employees of the company work in an effective manner. Training delivery methods play a crucial role in engaging learners, enhancing knowledge retention, and ensuring effective learning outcomes. Evaluation of training gives comprehensive feedback on the value of the training programs and their effectiveness in achieving business goals. The study recommended that the organization management should compare its current training programs and outcomes with its company's short and long-term goals to ensure they are aligned. The human resource managers should identify what the learner needs to know in order to achieve the learning objective. When deciding on the appropriate training delivery method, consider factors such as the nature of the content, the target audience, available resources, and organizational goals.

Key Words: Training Needs, Training Design, Training Delivery, Training Evaluation

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INTRODUCTION

Human resources are considered as key assets in organizations. It's important for organizations to make sure that invest in human resources so as to ensure they survive and grow. The objective of every organization should be to have a skilled and highly engaged team. Employees with the right tools and training will be able to advance the organization's agenda and achieve the goals set forth. Organizations should provide learning opportunities for their workforce. Organizations are looking for ways to recruit and keep a competent, engaged, and highly motivated workforce as a result of growing globalization, the quest for high returns, and competition (Sung & Choi, 2014) After the new constitution was adopted in 2010, 47 county administrations were established as new centers of power, with their primary responsibility being to provide better services to the populace, which had long suffered from central government marginalization (Mwikali & Lucy, 2016).

Employee performance comprises all elements, whether directly or indirectly, that affect or are connected to a worker's work (Elnaga and Imran 2013). Every company wants their employees to perform better in order to increase profits, generate higher returns, and perform better as a whole. High employee performance can be measured by the degree of collaboration and teamwork that employee exhibits at work as well as by their capacity to meet predetermined goals (Omolo, 2015). A key component of employee performance is ensuring that workers use efficiency and effectiveness to reach their personal goals. Performance encompasses both actions and outcomes, according to (Armstrong 2014). In managing performance, he emphasizes the importance of taking behavior (input) and results (output) into account. According to Gitonga (2016), performance is centered on outcomes such as output quality, output quantity, output efficiency, output effectiveness, and output timeliness. It is important to identify problems that affect employee performance as soon as possible since

they can help with the development of policies and the implementation of human resource practices including hiring, promoting, keeping employees, and organization re-engineering processes.

Training is a structured and organized change of behavior through learning that takes place as a consequence of instruction, education, and deliberate experiences (Armstrong 2014). Training focuses on giving employees the knowledge, skills, and attitude they need to handle the duties that are given to them. The training process includes the following steps: Training Needs Analysis which examines where training is needed in the organization. The analysis seeks to know if the training needs exist and if so, the training that is needed to fill the gap. Training design is the second step and it deals with selecting the training methods, developing the training content, looking for the training material and training of the trainers. The third phase in the cycle is conducting the training, and the fourth and final step is training evaluation, which is intended to gather data on whether the training objectives were achieved. It indicates whether or not the trainees were satisfied with the training they received, how much they learned from the training, how they performed at work after the training, and how the training affected the company. It is done to evaluate the training participants' knowledge, skills, and behavior changes as well as their satisfaction with the training (Matthews, 2011)

The Kenyan Constitution of 2010 constituted the National and County Governments as separate levels of government and specified the duties that each level of government shall carry out. The County Government of Laikipia was established in March 2013, as part of implementation of the devolved system of government that was introduced by the Constitution of Kenya, 2010. It is one of the 47 counties in Central Rift Valley region of the Republic of Kenya. It is listed as county number 031 in the first schedule of the Kenya Constitution 2010. Rumuruti Town is the gazetted county headquarter, however since the inception of

devolution in 2013; Nanyuki Town has served as the headquarter. The staff in the County comprises employees inherited from the defunct local authorities, staff devolved from the national government ministries alongside the devolved functions and the staff hired by the County Government post devolution.

Statement of the problem

Like other organizations, County Government of Laikipia faces some challenges. Issues such as worker's strikes, go-slows, discontented employees and poor performance are some that the County management deals with. These among other issues have paralyzed the delivery of services in the counties. There has been an increase in customer complaints, mostly due to subpar service performance in almost all counties (Lubaale, 2015) Among the services that are affected include healthcare services in the hospitals, revenue collection, garbage collection, poor roads among others.

With the formation of counties, some employees from the national government ministries were moved to the counties. They thought that there would be efficiency and effectiveness in service delivery since the counties were smaller units compared to the National Government ministries. However, the situation was different from what they expected. Poor working conditions, inadequate training, poor leadership, employee management methods, unskilled workforce and political aspects have adversely influenced the performance of the county employees. Absenteeism is on the rise since most of the employees are not very motivated to report to their stations daily for work and their supervisors are not also keen to follow up on them. Most of the times, task deadlines/ timelines are not met thus bringing issues with delivery of tasks and handling of projects within the organization.

Some departments are understaffed so staffs within these departments are mostly overworked leading to inefficiency in delivery of services. Most of these issues result from workers feeling like they are not

appreciated, listened to or taken as being important in the organization thus making them demotivated and not able to effectively carry out their duties. County Government of Laikipia relies on staff appraisals to determine the performance of its employees. The appraisals give a clear picture of how the employees work towards achieving the set targets and goals. Some of the employees after the end-year review have their scores showing poor performance in relation to the goals/objectives they had set for the year. If the employees are not able to achieve the targets they set, they cause the sections as well as the departments targets to fall short. Employees need to acquire skills, knowledge and abilities so as to be able to accomplish the goals of the organization and also help the organization remain competitive in the market. (Campbell, 2010)

Good performance can only be achieved if all components within the organization work together. This will in turn ensure that the organization achieves both its short term and long-term goals. Although there are several factors that affect employee performance as highlighted by different scholars such as, job enrichment, motivation and compensation among others; training also affects the performance of employees. Hamza and Shafiq, (2017) researched the effects of Training and Development on employee performance in private companies and found that training has no discernible impact on how well employees perform but that job enrichment significantly affects performance. Lynah, (2012) conducted a study on Employee training and performance of programmes for Agriculture and Livelihoods in Busia County and observed that there is substantial impact of training of employees on performance. Nyokabi, (2004) explored the relationship between training and employee productivity and found that there is need for training if performance is to be achieved. In view of this, this study seeks to ascertain the impact of training on performance of employees at the County Government of Laikipia by looking into Training Needs Analysis, training design, training delivery and evaluation of training. It is crucial to

determine whether training offered by the County Government of Laikipia to its employees transforms employee performance as well as the organization's overall performance or if the training does not achieve its intended purposes and is therefore a waste of resources. This study offered insights that could benefit the management of the County Government of Laikipia in identification of flaws in training policies, practices and execution.

Objectives of the Study

The objective of this research was to determine the impact of training on employee performance at the County Government of Laikipia. The research's specific objectives were;

- To ascertain the effects of training needs analysis on employee performance.
- To understand how training design affects employee performance
- To assess the influence of delivery mode of the training.
- To determine the effects of training evaluation on employee performance.

LITERATURE REVIEW

Theoretical Literature Review

Resource-Based view theory

The theory was postulated by Penrose (1959) and Barney (1991) to comprehend the capacity of a company's human resources to provide a competitive edge as well as their function within the business. The theory states that accumulation of resources strategically by an organization positions the organization for better competitive advantage within the market. Kraaijenbrink, et al (2010) explain that a competitive edge is essential for any organization to establish profits for every financial year thus the organization needs to sustain strategic resources. The strategic resources represent valuable, difficult to imitate and non-substitutable assets which set the organization apart from its competitors within the market (Madhani, 2010).

The theory has been used by Jeronimo, *et al.* (2019) to determine the connection between training impacts and employee performance. The study indicates that employees represent a key resource for an organization in establishing competitive advantage therefore effective training provides a better foundation for the organization to achieve the advantage and better market influence. Effective training for employees within a given organization hence posits a strategic resource which if utilized effectively provides better employee performance and eventual competitive advantage. Additionally, the theory is used by Halawi and Haydar (2018) in the study on effects of training on employee performance within Alami companies. The scholars indicate that training employees is a strategic because it assists employees gain knowledge and retain specific skills. Precisely, the retention of individual talents within an organization is vital because it sets apart the company from others within the market. Therefore, training makes it easier for organizations to retain talent which ultimately boosts profits from the improved job performance. The strategic training of the employees therefore enhances accumulation of resources for the organization which creates an opportunity to boost its Competitive edge. The theory supports the need for carrying out Training Needs Analysis in the organization so as to identify departments/sections and individuals that need the trainings as well as the areas they need to be trained on.

Human Capital theory

The theory was postulated by Becker (1962) explaining the choice of individuals to invest in human capital mainly through instruction and training which is further analyzed through the returned earnings achieved. Wuttaphan (2017) posits that various costs are accrued through investment in human capital therefore organizations or individuals expecting a higher return are more likely to invest whereas minorities choose not to invest and ultimately achieve lower returns. Identification of training needs helps

prevent wasteful spending. To make sure that programs adhere to corporate standards and the defined goals, objectives are set, and results are evaluated (Bratton, 2007). Therefore, human capital theory clearly applies to the effect of training on employee performance by indicating that investment in human capital through training and education results to better returns. For the organization, training the employees effectively ultimately improves their performance which results to better returns for the organization. The theory also posits that individuals more willing to invest in human capital achieve better returns which affirm that an organization implementing training for its employees ultimately improves the employee performance (Pasban & Nojehdeh, 2016). Philip and Ikechukwu (2018) avow that Human capital is knowledge acquired via education and training in fields that are valuable to numerous organizations, such as general abilities in human resource development. In light of this, academics believe that the most crucial components of the human capital theory are instruction and training. Precisely, the human capital is viewed as the unique disposition of an individual in the form of knowledge and skills which reflect the training and education experienced by the individual. Employers are therefore more attracted to these individuals due to a higher level of performance and adaption in varied conditions within the market since the better human capital of the individual, the higher appreciation of investment by the employer (Philip & Ikechukwu, 2018).

Reinforcement theory

The theory was postulated by Skinner (1958) where he outlines the importance of learning behavior of a person since it is associated with a successful conclusion and consequence. This is through cause-and-effect link which enables improving the technical know-how for a given job description further encouraging better performance as a result of improved understanding. It is built on the assumption that the behavior of an individual is influenced by its consequences. Behavior is shaped

by controlling the consequences of the behavior. Positive reinforcement occurs when the consequences of a behavior increase the chance of the behavior continuing. Negative reinforcement on the other hand comes when negative consequences are withheld if the behavior will increase chances of the behavior continuing. Punishment happens when a negative consequence is imposed to reduce undesired behavior. It is used to shape the behavior of employees. Extinction refers to stopping a behavior that a person has learned. It is the attempt to stop the learned behavior by withholding positive reinforcement that stimulated the behavior. The theory hence suggests that training and development mechanisms provide a positive outcome especially when aligned with the organizational objectives of the given firm. Therefore, employees undergoing training in organizations have a higher probability of improving productivity and performance. Further, the theory posits training is linked with various human resource techniques including compensation and rewards. Therefore, the training programs become more effective as a result of potential increase in bonus, salaries or promotion after completion of the training. Consequently, there is generation of a positive outcome since employees will become more interested in the organization's training and development programs in an effort to boost their performance and earn the promotions, increased salaries and bonus.

Social learning theory

Bandura (1977) first proposed this theory, which emphasizes that learning occurs through watching, copying, and modeling what other people (models) do who they consider to be reliable and knowledgeable. It combines behavioral learning theory and cognitive learning theory. The behavioral learning hypothesis contends that learning is a function of responses to environmental stimuli, whereas the cognitive learning theory contends that learning is impacted by psychological elements. Bandura (1977) avows that a person's behavior is the result of interactions between

situations, other people, and environment-related factors. Every employee who comes to an organization has his/her own traits which may change depending on the work environment they have. Social structure of an organization has an effect on the performance of employees. Social setting may encourage learning through mentorship, socializing and teamwork. The leadership of an organization can act as models for the junior and middle level staff in mentoring and job instruction. Gaining knowledge and new abilities can be achieved by observing what others are doing and getting to know the consequences of their behavior. One can then make a decision on whether to learn or not to take up the behavior. The theory is pertinent to the study since it provides insight into how training influences the performance of employees in the organization. Employees learn by observation through on-the-job training by their peers or models within the organization. It is through this training that an employee is able to gain skills and know-how in areas where they were previously not well conversant with. This in the long-run will improve performance as the employee will now be able to execute any tasks assigned to them with minimal or no challenges. This theory supports the training delivery variable as it stresses how individuals learn through observation, imitation and modelling what other people do.

Balanced Scorecard

Kaplan and Norton introduced the balanced scorecard concept in 1992 as an alternative to the conventional performance measurement methods. It is a theory that turns financial and non-financial data into a thorough roadmap that aids the business in assessing its performance and achieving both long-term and short-term goals. It transforms the organization's mission and vision into goals that can be measured and evaluated. This Balanced Scorecard methodology has viewpoints, which can vary and be added from industry to industry, company to firm, or in accordance with an organization's strategic goals, vision, or mission.

Creating a performance measurement system that comprehends every area of an organization is crucial for its long-term survival, expansion, and ability to successfully compete in the market. For potential progress, the system should highlight the organization's strengths and problems. One such approach that incorporates every area of a corporation is the balanced scorecard. This theory supports employee performance variable as it is a method of measuring performance.

Empirical Review

Training needs analysis refers to the process that given institutions or organizations undergo to establish the training that were required for the organization to successfully complete its goals within a time limit.

Laban, *et al.*, (2017) claim that there is a sizable positive link between training requirements analysis and employee performance in a study on the impact of training needs assessment on organizational performance within counties in Kenya. The researcher indicates that training needs analysis affects the employee performance precisely through individual needs assessment where the needs of the individual and other factors that can assist the organization to work effectively are taken into account.

Muma, *et al.*, (2014) study on effects of training needs analysis on employee performance in the Postal Corporation of Kenya also agree that there is a strong correlation between training needs analysis and employee productivity. The study found that lack of employee training needs analysis development before training employees resulted to confusion of employees on whether their performance was reviewed and how they were considered for training. Therefore, it concluded that training need analysis does indeed have considerable effects on the employee performance since it increased the determination of employees training needs through the assessment.

Halawi and Haydar (2018) for instance studied how training techniques affected worker performance in the Bonjus, Khatib, and Alami enterprises. The

researcher discovered that training strategies did significantly improve worker performance. This is due to the fact that two of the organizations put a heavy emphasis on developing short-term skills and long-term ability development programs, which included participation in departmental events, attending workshops, and organizing programs outside of the office. Consequently, the employees benefited from the training designs indicating they received positive evaluation feedback and inner satisfaction from improved performance.

Bhat (2013) supports the findings of a study on the effect of training on employee productivity in India's retail banking industry. Because of the potential growth made available by the employment of certain training techniques, the researcher establishes a considerable beneficial effect of training designs on employee performance. Further the study indicates that training designs ensure better updating of skills where employees are involved in training activities with updated technology that will enable effective job performance. More complex functions are therefore better attended to by employees as a result of acquiring robust competencies through training.

Kiyana and Bett (2017) in a study on training and development practices and employee performance in Turkana County noted that the delivery modality of training has a considerable impact on employee performance. The researchers explain that organizations adopting team building training encourages the employee performance. This is because it creates relationship between management and employees which creates better culture and cohesion within the organization for improved performance.

Training evaluation, as defined by (Topno 2012), is the effort to gain relevant feedback and information on a given training program. Evaluation aims at finding out the satisfaction levels of the employees with the training they were given, how much they learned, how the training affected their on-the-job

performance, and how the training affected the organization in entirety.

An empirical study on the value of training and post-training evaluation for employee effectiveness was undertaken by Karim, et al. (2012), and the findings demonstrate a substantial and beneficial connection between training evaluation and employee performance. The researcher indicates that integration of evaluation techniques encourages better improvement of training programs to be more effective based on the employees available. Consequently, a clearer view of the job is established for the employees as a result of improved training programs encouraging performance and competitive edge.

Further, Topno (2012) in a research on the evaluation of training and development also describes the beneficial impact of training evaluation on employee performance. The scholar indicates evaluation as the most important aspect of training and development within given organization since it boosts the effectiveness of the organization through resource maximization, saving on cost and improved employee performance. Through proper evaluation, aspects of a training program are subjected to scrutiny to ensure the employees receive the maximum usefulness of the programs. Therefore, cost is saved while resources available to the organization are efficiently maximized ultimately allowing employees to understand their task hence improving performance. Mansour (2013) affirms the findings in a study on evaluation of training organizations. The researcher outlines the need to ensure proper evaluation techniques for training since it helps improve employee productivity.

However, in their research on evaluating the efficacy of training and development, Saad and Mat (2015) note a negligible correlation between employee performance and training evaluation. The scholars admit the need for evaluation as a monitoring tool for employee behavior. However, they indicate insignificant effects on the overall

performance of the employee within a working environment.

Conceptual framework

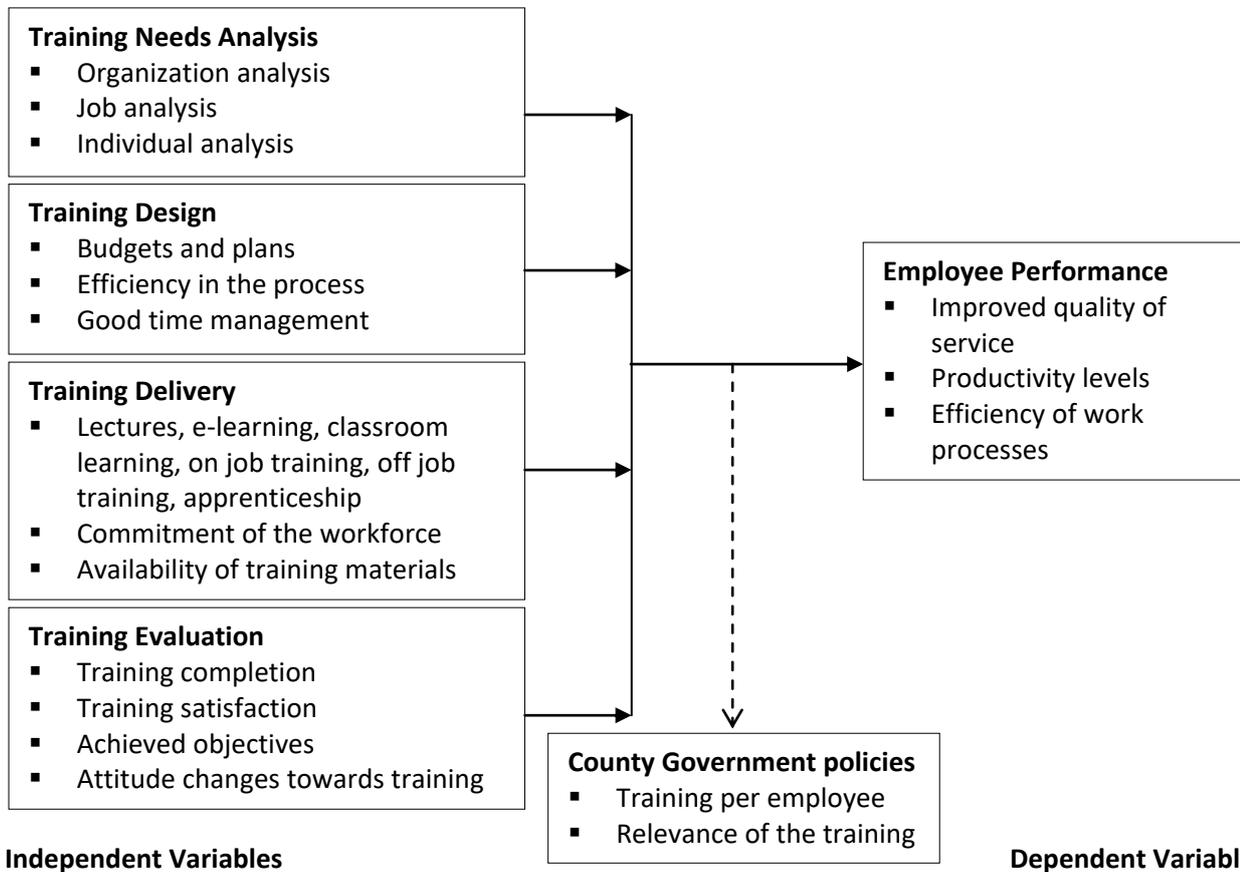


Figure 1: Conceptual framework

METHODOLOGY

This study used descriptive research design. The research focused on 1593 staff on permanent and pensionable terms of employment of the County Government of Laikipia. This study employed stratified random sampling method to get the sample size. The strata comprised of the 8 (eight) county departments of the County Government of Laikipia then random sampling was done in the eight strata to pick the right sample for the data collection. A list of all staff in the 8 departments was obtained to assist the researcher in sampling. This study adopted 10% of the target population of 1593 staff gives 159 as the respondents comprising the final sample size list. Both primary and secondary sources provided the study's data. While secondary data was gathered from any reports

written on training within the firm, primary data was gathered from questionnaires that were given to respondents. There were both closed- and open-ended questions on the survey.

Statistics were used to assess the data. When all the data has been gathered, the researcher examined it and kept the information that is pertinent to her. Data that is both quantitative and qualitative was gathered. The secondary sources' qualitative data was subjected to content analysis. Both descriptive and inferential statistics were used in the examination of quantitative data. Excel and SPSS, a software program for data analysis, was used to do the analysis, which was presented using charts, tables, and graphs. The importance of the four independent factors in relation to performance, the dependent variable, was also assessed using a

multivariate regression model. When a quantitative variable (the dependent variable) needs to be evaluated in connection to any other factors (the independent variables), the multiple regression method of data analysis is the most suitable. The regression model is as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby:

Y = Employee Performance

β_0 = The Intercept

$\beta_1, \beta_2, \beta_3$ and β_4 = Regression Coefficients

X_1 = Training Need Assessment

X_2 = Training Design

X_3 = Training Delivery

X_4 = Training Evaluation

ε = Error Term

FINDINGS AND DISCUSSIONS

Results of Descriptive Statistics Analysis

In presenting quantitative data, descriptive statistics like standard deviation and mean were used with SPSS version 17.0. Descriptive statistics' findings were based on specific variables of the study and presentation done as below;

Training Needs Analysis

The study sought to ascertain the effects of training needs analysis on employee performance. The findings are presented in Table 1.

Table 1: Training Needs Analysis

Statement	M	SD
It is necessary to carryout Training Needs Analysis in an organization.	3.98	1.02
TNA influences employee performance at County Government of Laikipia	4.13	0.87
There is enough training that enables me to do my job as required	4.63	0.37
Before any training program is implemented in your department, your training needs are evaluated (organizational analysis, job analysis and individual analysis)	4.56	0.44
Training policies at the CGL address the various training needs in the organization.	4.27	0.73

Source: Research Data (2024)

The results presented in Table 1 shows that the respondents strongly agreed on the statements that; There is enough training that enables me to do my job as required and before any training program is implemented in your department, your training needs are evaluated (organizational analysis, job analysis and individual analysis) as shown by mean score of 4.63 and 4.56 respectively and standard deviation of 0.37 and 0.44 respectively. The finding agree with Laban, *et al.*, (2017) who claim that there is a sizable positive link between training requirements analysis and employee performance in a study on the impact of training needs assessment on organizational performance within counties in Kenya.

The respondents agreed on the statements that; training policies at the CGL address the various

training needs in the organization, TNA influences employee performance at County Government of Laikipia and it is necessary to carryout Training Needs Analysis in an organization as shown by mean score of 4.27, 4.13 and 3.98 respectively and standard deviation of 0.73, 0.87 and 1.02 respectively. The finding agree with Muma, *et al.*, (2014) study on effects of training needs analysis on employee performance in the Postal Corporation of Kenya also agree that there is a strong correlation between training needs analysis and employee productivity.

Training Design

The study sought to understand how training design affects employee performance. The findings are presented in Table 2.

Table 2: Training Design

Statement	M	SD
Training Design affects employee performance.	4.01	0.99
Training programmes are well planned and designed	4.02	0.98
There are plans and budgets for training activities	4.05	0.95
County Government of Laikipia links training with its strategic plan	4.66	0.54

Source: Research Data (2024)

The results presented in Table 2 shows that the respondents strongly agreed on the statements that; County Government of Laikipia links training with its strategic plan as shown by mean score of 4.63 and standard deviation of 0.54. The finding concur with Halawi and Haydar (2018) who studied how training techniques affected worker performance in the Bonjus, Khatib, and Alami enterprises. The researcher discovered that training strategies did significantly improve worker performance. This is due to the fact that two of the organizations put a heavy emphasis on developing short-term skills and long-term ability development programs, which included participation in departmental events, attending workshops, and organizing programs outside of the office.

The respondents agreed on the statements that; there are plans and budgets for training activities, training programmes are well planned and designed

and training design affects employee performance as shown by mean score of 4.05, 4.02 and 4.01 respectively and standard deviation of 0.95, 0.98 and 0.99 respectively. The finding agrees with Bhat (2013) supports the findings of a study on the effect of training on employee productivity in India's retail banking industry. Because of the potential growth made available by the employment of certain training techniques, the researcher establishes a considerable beneficial effect of training designs on employee performance. Further the study indicates that training designs ensure better updating of skills where employees are involved in training activities with updated technology that will enable effective job performance.

Delivery Mode of Training

The study sought to assess the influence of delivery mode of the training. The findings are presented in Table 3.

Table 3: Delivery Mode of Training

Statement	M	SD
Training Delivery affects employee performance.	4.41	0.59
Employee training is conducted for new employees	3.94	1.06
There are several methods that the organization uses to deliver training (seminars, on the job training, apprenticeship, lectures)	3.33	1.67
Immediate supervisors and the HR Department have a strong influence on the selection of an employee for training.	3.41	1.59

Source: Research Data (2024)

The results presented in Table 3 shows that the respondents agreed on the statements that; training Delivery affects employee performance and employee training is conducted for new employees as shown by mean score of 4.41 and 3.94 respectively and standard deviation of 0.59 and 1.06 respectively. The findings agree with Mozael (2015) who undertook a study on the influence of

training and development programs on employee performance and the results showed that the style of training delivery had a beneficial impact on employee performance. The study claims that a diversity of training techniques are employed to improve employee performance, but the most important aspect is how the training is imparted to the workforce.

The respondents indicated neutral on the statements that; there are several methods that the organization uses to deliver training (seminars, on the job training, apprenticeship, lectures) and immediate supervisors and the HR Department have a strong influence on the selection of an employee for training as shown by mean score of 3.41 and 3.33 respectively and standard deviation of 1.59 and 1.67 respectively. The finding agree with Kiyana and Bett (2017) who in a study on

training and development practices and employee performance in Turkana County noted that the delivery modality of training has a considerable impact on employee performance. The researchers explain that organizations adopting team building training encourages the employee performance.

Training Evaluation

The study sought to determine the effects of training evaluation on employee performance. The findings are presented in Table 4.

Table 4: Training Evaluation

Statement	M	SD
It is necessary to carryout Training Evaluation	4.57	0.43
Training is aimed at improving organizational performance	4.51	0.49
Trainings offered are relevant to employees' jobs	4.55	0.45
Am satisfied with the overall aspect of the training programs in the organization	4.50	0.50

Source: Research Data (2024)

The results presented in Table 4 shows that the respondents strongly agreed on the statements that; it is necessary to carryout training evaluation, Trainings offered are relevant to employees' jobs, training is aimed at improving organizational performance and they were satisfied with the overall aspect of the training programs in the organization as shown by mean score of 4.57, 4.55, 4.51 and 4.50 respectively and standard deviation of 0.43, 0.45, 0.49 and 0.50 respectively. The finding concurs with Topno (2012) who in a research on the

evaluation of training and development also describes the beneficial impact of training evaluation on employee performance. The scholar indicates evaluation as the most important aspect of training and development within given organization since it boosts the effectiveness of the organization through resource maximization, saving on cost and improved employee performance.

Employee Performance

The study sought to determine the employee performance. The findings are presented in Table 5.

Table 5: Employee Performance

Statement	M	SD
Training has an impact on employee performance	3.88	1.02
Due to training programmes, my knowledge and skills have improved	4.05	0.95
Employee Training leads to better productivity	4.11	0.89
Employee training leads to better performance at the workplace	4.23	0.77
Employee training leads to quality service delivery	4.47	0.43

Source: Research Data (2024)

The results presented in Table 5 shows that the respondents strongly agreed on the statements that; employee training leads to quality service delivery, employee training leads to better performance at the workplace, employee Training leads to better productivity, due to training

programmes, my knowledge and skills have improved and training has an impact on employee performance as shown by mean score of 4.47, 4.23, 4.11, 4.05 and 3.88 respectively and standard deviation of 0.43, 0.77, 0.89, 0.95 and 1.02 respectively. The finding concur with Okumu, (2018)

in the study on the impacts of employee training on employee performance within the Kenyan judicial system also suggests that training has a favorable influence on employee performance. Employee performance has been linked in studies in the past

to various factors, including the appraisal of training needs, the substance of training courses, the methods used to give training, and the execution of actual tasks (Guan, 2014; Appiah, 2010).

Results of Multiple Regression Analysis

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Estimate's Std. Error
1	.817	.667	.654	1.054

Source: Research Data (2024)

The results presented in Table 6 indicated that training needs analysis, training design, training delivery and training evaluation contributed to a variation of 0.664(66.4%) of performance of

employees in County Government Of Laikipia, Kenya based on adjusted r square value. This means that other training variables not factored in the study contribute 0.336(33.6%).

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	211.017	4	52.754	86.154	.001
	Residual	90.012	147	0.612		
	Total	301.029	151			

Source: Research Data (2024)

The results presented in Table 7 indicated that the value 0.001 indicates a less than 0.05 significance level. The results further show that the statistical F

value (86.154) is greater than the statistical mean square value (52.754) at a significance level of 5%. Thus this confirms the model is significant.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.741	0.154		4.812	.000
	Training needs analysis	0.815	0.247	4.165	3.299	.000
	Training design	0.794	0.359	3.152	2.212	.001
	Training delivery	0.687	0.117	2.227	5.872	.000
	Training evaluation	0.769	0.225	3.358	3.418	.000

Source: Research Data (2024)

The results presented in Table 8 show that the performance of employees in County Government of Laikipia, Kenya is at 0.741(74.1%) when training needs analysis, training design, training delivery and training evaluation are at constant. However, the performance of employees in County Government of Laikipia, Kenya would be improved by training needs analysis, training design, training delivery and training evaluation at 0.815(81.5%), 0.794(79.4%), 0.687(68.7%) and 0.767(76.7%) respectively. Therefore, the formulated regression equation is as follows;

Employee performance = 0.815(training needs analysis) + 0.794(training design) + 0.687(training delivery) + 0.769(training evaluation)

The study found that training needs analysis had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=4.165$, $p=0.000$). The finding agree with Ejakait (2016) who affirms the findings indicating the training needs analysis encouraged the performance of university employees in a study conducted on the effect of training needs analysis on employee commitment in Public Universities.

The study revealed that training design had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=3.152$, $p=0.001$). The finding is in line with Okumu (2018) who in the research on the impacts of employee training on employee performance within the Kenyan judicial system, concludes that training designs have a beneficial impact on employee performance. However, Afroz (2018) disputes the findings indicating insignificant effect due to challenges of implementing training designs.

The study established that training delivery had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=2.227$, $p=0.000$). The finding concur with Kiyana and Bett (2017) who in a study on training and development practices and employee performance in Turkana County noted

that the delivery modality of training has a considerable impact on employee performance. The researchers explain that organizations adopting team building training encourages the employee performance.

The study determined that training evaluation had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=3.358$, $p=0.000$). The finding is consistent with Mansour (2013) who affirms the findings in a study on evaluation of training organizations. The researcher outlines the need to ensure proper evaluation techniques for training since it helps improve employee productivity. However, in their research on evaluating the efficacy of training and development, Saad and Mat (2015) note a negligible correlation between employee performance and training evaluation.

SUMMARY

The first research objectives sought to ascertain the effects of training needs analysis on employee performance. The study found that training needs analysis had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=4.165$, $p=0.000$). There is enough training that enables me to do my job as required and before any training program is implemented in your department, your training needs are evaluated (organizational analysis, job analysis and individual analysis) and training policies at the CGL address the various training needs in the organization.

The second research objectives sought to understand how training design affects employee performance. The study revealed that training design had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=3.152$, $p=0.001$). County Government of Laikipia links training with its strategic plan, there are plans and budgets for training activities, training programmes are well planned and designed and training design affects employee performance.

The third research objectives sought to assess the influence of delivery mode of the training. The study established that training delivery had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=2.227$, $p=0.000$). Training delivery affects employee performance and employee training is conducted for new employees. there are several methods that the organization uses to deliver training (seminars, on the job training, apprenticeship, lectures) and immediate supervisors and the HR Department have a strong influence on the selection of an employee for training.

The fourth research objectives sought to determine the effects of training evaluation on employee performance. The study determined that training evaluation had a positive significant effect on the employees in County Government of Laikipia, Kenya as indicated by beta value ($\beta=3.358$, $p=0.000$). It is necessary to carryout training evaluation, Trainings offered are relevant to employees' jobs, training is aimed at improving organizational performance and they were satisfied with the overall aspect of the training programs in the organization.

CONCLUSIONS

The study concludes that a training needs analysis creates a solid foundation of training requirements, ensuring that the training offered is efficient and effective. By using a training need analysis to identify individual, departmental, or organizational skill and knowledge gaps, employers can get ahead of any potential negative impacts and be proactive in their training delivery. A training needs analysis helps to identify which areas to focus on to ensure the greatest impact and outcomes. Meeting the training needs of employees helps to boost job satisfaction and engagement, as staff feel their employer cares about their career development.

The study concludes that an effective training programme make the employees of the company work in an effective manner. A properly designed training makes employees gain confidence and this

confidence is seen in the output and results. When the employee has got sufficient training the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor. Proper training improves chances of obtaining promotions and employees are happy because they have better opportunities Due to this their chances of leaving their current job reduces greatly thereby reducing employee turnover in the company.

The study concludes that training delivery methods play a crucial role in engaging learners, enhancing knowledge retention, and ensuring effective learning outcomes. By utilizing the right delivery methods, trainers can create dynamic and interactive learning experiences that cater to different learning styles and preferences. The choice of training delivery method can significantly impact learning outcomes. Engaging and interactive methods, such as simulations can enhance learner motivation and knowledge retention. Additionally, using a blended approach that combines different methods allows for a more comprehensive and flexible learning experience.

The study concludes that evaluation of training gives comprehensive feedback on the value of the training programs and their effectiveness in achieving business goals. It helps the management to better understand and identify skill gaps to analyse the desired outcomes of training programs. It also helps the organization to identify issues and improve the overall processes of training programs, analyse the effectiveness of training materials and other tools, determine the needed leadership competencies to solve critical problems, support continuous change in career development and assess the overall training experience of the participant.

RECOMMENDATIONS

The study recommends that the organization management should compare its current training programs and outcomes with its company's short- and long-term goals to ensure they are aligned. Part of the organizational planning should include

calculating the costs and return on investment it expect from creating, conducting, and analyzing the training programs. Determine which employees or departments need a training analysis. Review their role and identify the skills required for an employee to perform the job successfully. Compare the results against the required skills for the job.

The study recommends that the human resource managers should identify what the learner needs to know in order to achieve the learning objective. Identify what the learner needs to be able to do to achieve the learning objective. Organize the learning content in logical steps and design ways for the learner to demonstrate what they are learning. Determine where there is a gap between what the learner needs to be doing and what he or she is actually doing. Determine whether instructor-led training is the best strategy for addressing the learner's needs. Identify which questions your training is intended to answer. (Training objectives provide a basis for assessing whether training goals were achieved.

The study recommends that when deciding on the appropriate training delivery method, consider factors such as the nature of the content, the target audience, available resources, and organizational goals. Assessing learners' preferences, technological capabilities, and logistical considerations will help determine which methods align best with your

organization's needs. To ensure the success of training programs, focus on aligning the chosen delivery methods with the specific learning objectives, audience needs, and desired outcomes. Incorporate interactive elements, assess learner progress and feedback, and regularly update and adapt the training content to keep it relevant and engaging.

The study recommends that the first step to getting started in evaluating training programs is by choosing the best model that will fit the needs of your evaluation. To effectively evaluate training programs, practitioners of the training program must first define the indicators of effectiveness. Choose the right method or tools for collecting the needed information in regards to the training program. The final step is to analyze the data collected and to document the findings of the performed training evaluation. The record of the training evaluation will be a critical component for future improvements in the organization's approach to training programs.

Suggestion for Further Studies

The study's suggestion is that further study should be done focusing on training strategies apart from training needs analysis, training design, training delivery and training evaluation. Further, other studies should be done focusing performance of employees in other Counties in Kenya.

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