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Accepted: October 29, 2019

ABSTRACT

Western Kenya Counties continue to experience a mirage of challenges brought about by devolution hence unable to provide sufficient resources for competency training in the county so as to provide better services to the citizen. Therefore, this study establish the effect of work-life balance on organization performance in County Governments of Western Kenya. The study was anchored on Spillover and work boarder theories. Positivism paradigm philosophy formed the basis for study design. Mixed research design involving cross-sectional survey and descriptive correlational research designs were adopted in the study. 1, 826 employees were targeted out of which 328 respondents were sampled. Stratified sampling and simple random sampling techniques were employed to enable the researcher to select the respondents of the study in Kakamega, Vihiga, Busia and Bungoma Counties. The study used questionnaires and interview schedule to collect data. The data collected was analyzed using descriptive and inferential statistics. Inferential analysis involved the use of Pearson Product Moment correlation coefficient and regression models while descriptive analysis involved the use of percentage, mean and standard deviation. The study found out that work-life balance contributes to 16.8% of the variability on organization performance and had a statistically significant and positive effect on organization performance. It was therefore recommended that county governments should formulate, develop and implement work-life balance practices so as to realize improved organization performance.

Key word: County Governments, Organization Performance, Competency Training

CITATION: Ooko, G. O., Byaruhanga, J., & Otuya, W. (2019). Effect of competency training on organization performance in county governments of western Kenya. *The Strategic Journal of Business & Change Management*, 6 (4), 1210 – 1214

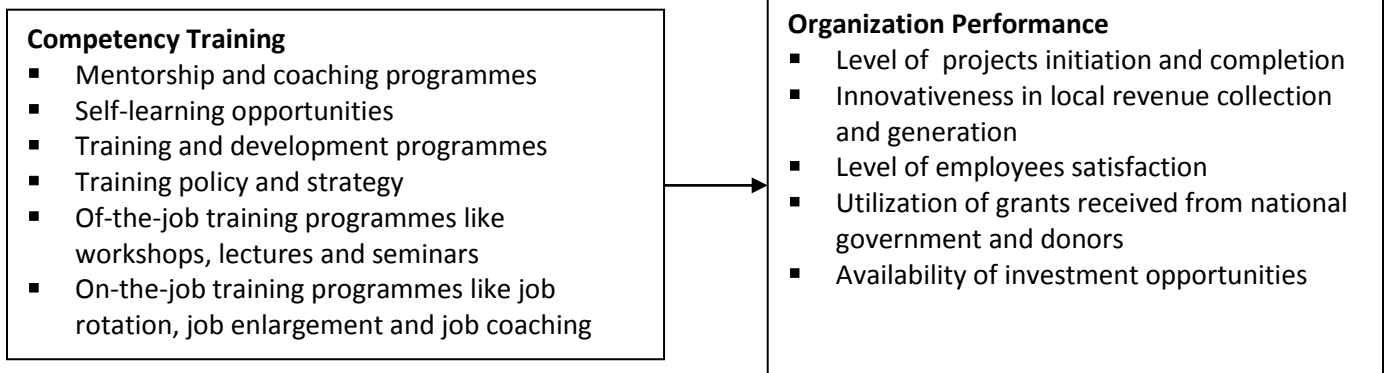
Research Objective

To determine the effect of competency training on organization performance in County Governments of Western Kenya.

Research Hypothesis

H₀: Competency training has no significant effect on organization performance in County Governments of Western Kenya.

Conceptual Framework



Independent Variable

Figure 1: Conceptual Framework

Source: Researcher (2019)

LITERATURE REVIEW

Social Cognitive Learning Theory

Social learning theory was originated by Bandura (1977). This theory lays emphasis that people learn by imitation, observing and modeling different people whom they believe are credible and knowledgeable. Senior employees are then expected to mentor and instruct their juniors because they possess a wealth of experience and knowledge. According to this theory, gaining knowledge about new abilities and behavior is done through imitating others and seeing the consequences of their behavior. Albert Bandura (1977) in McLeod (2011) observed that people learn behaviour from the environment through the process called observational learning. According to Shaffer (2005), people learn from one another, via: Observation; Imitation; and Modeling. The theory emphasizes encouraging attentions to the subjects in

This study was conducted in county governments of Western Kenya, that is, Kakamega, Vihiga, Bungoma and Busia counties. The study was limited to establish the effect of work-life balance on organization performance in County Governments of Western Kenya.

Dependent Variable

the process of living and working together and utilizing organization environment to meet human basic need, customs, values and life situations and cultural heritage. Under this theory individual in the process of learning chooses appropriate and inappropriate behaviours and thus acts accordingly.

Empirical Literature

Kiyana and Bett (2017) conducted a study in Turkana County Government on the effect of training and development practices (team building, knowledge management evaluation, and promotion) on employee performance. The study deduced that training and development practices contribute positively to employee performance. It was therefore recommended that to enhance employees performance, the county government need to build their staff capacity through training and development. Wanyama (2010) conducted a study on

the relationship between capacity building and employee productivity in Commercial Banks in Kenya and found out that capacity building through training enhances employee productivity. Valentine (2017) carried out a study on effect of training and development on employee performance at Kakamenga County General Hospital in Kenya. The study revealed that there is a very high positive and significant relationship between training and development and employees performance.

METHODOLOGY

The study used Positivist research philosophy. In this study, the researcher adopted a mixed research design involving cross-sectional survey research design and descriptive correlational research design to establish the effect of work-life balance on organization performance in County Governments of Western Kenya. The study targeted county government employees from County Public Service

Board members, County Chief Officers, Directors, Human Resource Officers and employees from 9 county departments in Western Kenya Counties. Out of a target population of 1,826, the study obtained a sample size of 328 employees using Yamane Taro (1967) formula. This study employed probability sampling techniques involving stratified and simple random sampling methods. In this study, questionnaires and interview schedule were used to collect data. Questionnaires were administered to 319 employees while interview was conducted to 9 employees comprising of County HR officers and Members of County Public Service Board. Pilot study was conducted to determine the study instrument validity and reliability. The study utilized descriptive and inferential statistics to analyze data. The researcher also conducted diagnostic tests before conducting regression analysis. The study results were presented using frequency distribution tables.

RESULTS AND DISCUSSIONS

Table 1: Response rate of respondents

		Frequency	Percentage
Valid	Correctly filled questionnaires	259	81.2%
	Not returned	60	18.8%
Total		319	100

Source: Field data (2019)

According to Saunders *et al.* (2009), a response rate of between 30% to 50% is considered reasonably high

to be used to analyze data. The study response rate of 81.2% is thus regarded adequate for data analysis.

Inferential analysis

Effect of Competency Training on Organization Performance

Table 2: Effect of Competency Training on Organization Performance Regression Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368^a	.136	.132	.78886

a. Predictors: (Constant), Competency training

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.115	1	25.115	40.359	.000^b
	Residual	159.930	257	.622		
	Total	185.046	258			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Competency training

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.275	.182		12.488	.000
	Competency Training	.397	.062	.368	6.353	.000

a. Dependent Variable: Organization Performance

Source: Field data (2019)

Model summary results in Table 2 indicated that there is a moderate positive correlation between competency training and organization performance ($R=0.368$). The results also indicated that 13.6% of the variance in organization performance can be explained by variability in competency training ($R^2=0.136$). The regression model did not explained that 86.4% of variation in organization performance as a result of other factors that the study did not look at. Beta coefficients implied that one positive unit change in competency training effectiveness leads to a change in organizational performance at the rate of 0.395 (39.5%). Since the t-statistic is significant, the study rejected the second null hypothesis and concluded that competency training has a significant and positive effect on organization performance in County Governments of Western Kenya. The study findings concur with previous studies that observed that training and development results to positive and significant effect on employees' performance (Valentine, 2017; Kiyana and Bett, 2017; Wanyama, 2010).

Through interview, some HR officers and members of PSB said:

In our county, training is very importance because it help us impact right skills to our employees for better

service delivery to citizens. Training also enable employees meet their set targets. Most of our recruits are not aware of their job duties and responsibilities thus training are a bridge to this skill gap. In addition, trained employees are motivated towards efficiency and effectiveness in job performance.

SUMMARY OF THE FINDINGS

The findings of the study revealed that competency training is still in its infant stage and not fully embraced in the county government. This was reinforced by a high number of respondents who moderately agreed that: Competency training enables county government to generate more revenue; Knowledge acquired through continuous training increases the level of project completion; County employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things; County government provides staff with opportunity to pursue academic and professional programmes; and County offers both on-the-job and off-the-job training to its employees.

Correlation analysis depicted that competency training had a significant and a moderate positive relationship on organization performance of county governments of Western Kenya at 99%. Regression

analysis showed that 13.6% of the variance in organization performance can be explained by variability in competency training implying that competency training is a predictor of organization performance. Beta coefficients revealed that one positive unit change in competency training effectiveness leads to a change in organizational performance at the rate of 39.5%.

CONCLUSIONS AND RECOMMENDATION

Since the study found out that competency training had a significant and a positive relationship on organization performance in county government of Western Kenya hence the study recommends that county government should put in place measure to equip their employees with necessary skills and attitude to work efficiently and effectively in

enhancing county performance. capacity building for county staff can be enhanced through providing employees with self-learning opportunities, having training and development programs in place, developing a training policy and strategy to guide the training process, ensuring that organization embraces off-the-job training (workshops, seminars and short courses), having mentorship programmes for employees and finally embracing on-the-job training techniques (job rotation, job enlargement and job coaching). Since county leadership was found to moderate the relationship between competency training and organization performance, it is recommended that county leaders should support capacity building of workers to enhance better county performance.

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