



INFLUENCE OF ORGANIZATIONAL LEARNING ON EMPLOYEE PERFORMANCE IN MACHAKOS COUNTY GOVERNMENT

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ABSTRACT

Organizational Learning and employee performance has been investigated without consistent conclusion. This study sought to investigate the influence of organizational learning on employee performance in Machakos County Government. It was premised on increasing the need for organizational learning in devolved government in order to improve employee performance. It was noted that there is scarcity of empirical studies focusing on balanced score card as measured by the level of learning to employee performance. The investigation was guided by Experiential Learning Theory, Adaptive Learning Theory, and Assimilation Theory. The study adopted descriptive survey design with the use of structured questionnaire, the collected data was cleaned and coded for descriptive, correlation and inferential analyses using SPSS version 24. The study had three objectives which were to establish the influence of management training on employee performances in Machakos County Government, to determine the influence of management development on employee performance in Machakos County Government and to establish the influence of organizational development on employee performance in Machakos County Government. The three objectives were met by testing the null hypotheses and all were rejected and concluded their influence on employee performance. The finding of this investigation therefore, showed a very positive and significant relationship between organizational learning and employee performance.

Key words: *Employee performance, Management training, Management Development, Organizational Development, Organizational learning*

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INTRODUCTION

There have been rapid changes in organizations complexity and in their dynamic environment where innovation period of technology continuously advance very frequently. In order for an organization to compete globally, a need for such quick innovation hence a call to organizations to carry out search for better tools, programs and strategies which will assist them gain the advantages over the competition. Hagen (2010) supports the claim that success of an organization is based on its human resources, with other Studies on how and why organizations learn like of (Berends, Bouersman &Weggerman, 2003; Antonacopoulou, 2006 found out that they are all focused in improving its competitive capability, have superior performance, achieve their mission and increase productivity (Nymark, 2000).

An organization which practices learning, employee continues to expand their capacity by creating the results they desire, hence nurturing of new and expansive patterns of thinking, where collection aspiration is set free, and people continue leaning how to learn together. Therefore, a call for organizations to make sure there is adequate supply of both competent technical and social staff who are able to advance in career development for specialist departments of managerial positions (Afshan, Sobia, Kamran&Nasir, 2012)

Hagen (2010) came up with linear stages, result and proofs of organizational learning as discovery, invention, production and generalizes of total results and its purpose is to determine the extent that an organization can learn. Khatri (2010) defines organizational learning as a set of organizational actions which includes knowledge acquisition, information distribution, information interpretation and memory that consciously or unconsciously have effects on positive development of organization. Learning is the act of gaining knowledge and the ability of applying it in order to improve performance and it's important due to the changes experienced in the world which is calling

for organizations to learn in order to adapt for their survival and thrive (Easterby-Smith & Lyles, 2003)

Fillool (2006) explains that learning happens when people show that they know something that they didn't know previously. According to Armstrong (2009), learning is a culture that promotes recognition by senior management, middle level management, low level management and employees as an indispensable organizational process to which they are devoted and in which they employ continuously. Armstrong (2014) defines organizational learning as the expansion and acquirement in organizations of knowledge, understand, insights, techniques and practices in order to perk up organizational effectiveness. Therefore, organizational learning is all about how people are involved in learning in organizations either in knowledge acquisition or learning, whereas the learning organization is what the organization does to facilitate learning of her members.

This focuses leaning in three dimensions which are management training, management development and organizational development. Danis and Shipilov (2012) in their study on knowledge acquisition strategies of SMEs found that though managerial knowledge and marketing knowledge were perceived as critically important for success, was most difficult to acquire. Organizational learning helps all the stakeholders gain experience which improves over the time and grows to satisfy the ideal customers through equipping the employee with the required skills. This therefore, calls for personage learning strategies which comprises of the processes and programs used to increase the capabilities of individual employees. Learning programs should meet the needs of the organization's objective which cites the basis for designing training and development, if only it is offered (Khatri, 2010). The other aspect of attracting qualified employees is to progress and improve operational flexibility through extending the range of skills possessed by employees, increase the assurance of employees by cheering them to

identify with the mission and objectives of the organization (Vajihah & Saadat, 2016).

Houger (2006) states that training is the best way to create an organizational intellectual property through structure workers skills that advances performance. Putting resources into learning helps in managing change by expanding comprehension of the purpose behind giving individuals knowledge and skills expected to fine-tune circumstances; give the line directors aptitudes required for them to lead and oversee and build up their supervisees (Agustine, 2017).

Vajihah and Saadat (2016) suggest that organizational learning is a way of achieving competitive advantage in strategic management and makes sure that organization learn sooner, faster and better than the competitors do hence instilling the ability of learning which makes a person ready to adapt to changes and growth of environment (Allameh & Moghaddami, 2010). Therefore, organizations need to embrace management training, management development and organizational development in order to have the organizational learning in progress (Harrison, 2005). Weil and Woodland (2005) affirmed that training and development falls under human resource development function which is an important function of HRM. Its main activity is the recognition of needs for training, development and selection methods (McCourt & Eldridge, 2003).

Performance is the achievement, execution, carrying out, working out of anything structured or undertaken (Armstrong, 2012). It is then about doing the work as well as being about the results achieved which means a record of a person's achievement. Performance is a multi-dimensional construct, and its measures vary depending on a range of factors and a prerequisite for feedback and goal setting processes (Lathan, Sulsky & Macdonald, 2007). It is also noted that performance is both behaviors and results where behavior originate from a performer by transforming performance from concept to action.

As stated by Donehoe's (2019) for any business to succeed or fail, it depends with the employees' daily performance in that business. These performance involves factors like excellence, magnitude and efficacy or work as well as the behaviors of employees in the workplace and this calls for the control which sets the expectations and monitoring the quality of work, individual employee goals, effectiveness of training and employee efficiency frequently through review methods and coming up with methods of improving the performance in order to assemble the needs of the customer. According to Leonard (2019) there is a need for the leaders to understand the key benefits of employee performance to widen consistent and intention methods for evaluating employees because this is the very most vital HR practice to the overall success of the business or organization. Performance therefore, being one of the human resource management practices is very vital for the success on any business or organization and where employees fall short in their job, part of the organization also fails (Cappelli, 2008).

Performance involves measures but this study concentrated on measure which is directly linked with the organizational learning. Mathis and Jackson (2011) and Armstrong (2012) state factors from firm's internal and external environment, such as administration support, instruction culture, organizational atmosphere and environmental dynamism are related to: job-related factors, such as communication, sovereignty and environment; employee-related factors, such as intrinsic inspiration, pro-activity, compliance, skill flexibility, loyalty and skill level; and employee performance.

Therefore, quality service delivery brings about customer fulfillment based on the customer's experience on a particular service encounter (Cronin & Talylo, 1992). Oliver (1997) argues that quality service is as a result from customer comparisons between their expectations about the service they use and their perceptions about the service company.

Myrna (2009) emphasized that training is an imperative tool of managing people for their professional and personal goals which increases job satisfaction level and increased understanding of their job to influence employee overall performance. Masenge *et al* (2018) suggested that for any county to achieve a sustainable upgrading on standards of services that are aimed at facilitating quality life to their citizens there is a need of an arrangement of periodical performance. Angahar (2013) noted that the delivery of services and goods at local government level is expected to move the standards of living of the people to the next level; this is supported by the finding of Masenge *et al.* (2018) which shows there is a need for training in order to advance on the service delivery to the citizens.

Wood and Stangster (2002) define profitability as the capability to earn profits over some time which is articulated as the ratio of gross profit to sales on return on capital employed. Efficiently and effectively on the other hand is the ability of an employee to meet the desired target (Stoner, 2007). Productivity therefore, is the ratio of output to that of input (Stoner, Freeman, 2007). This measures how an individual or an organization converts inputs resources into wanted goods and services meaning how much output is produced per unit engaged (Lipsy, 1989).

On employee performance, productivity is the measure of the quantity and quality of work done verses the resources used (Miller, 2007). For an employee to perform effectively there is a need of the employee to be involved and measure the output in relation to the costs incurred by the organization. Gennard and Judge (2002) defines employee relations as a very essential ingredient for enhancing performance and productivity of an organization and every organization work towards achieving and facilitating the welfare of her employees by protecting their interest for the purpose of avoiding conflict relations between employer and employee (Mike, 2008). In essence this management is the link between the

employees and the employer in order to heighten their commitment, improve their performance and loyalty to the organization and for productivity (Mike, 2008; Crandall & Perrewe, 2005).

A study on employee relation strategy: implication for performance on a Human and work Journal, Rowland, Adewale, Olaleku, Odunayo and Ebuguki (2016) gave evidences that employee relation strategies influences employee performance. The better the relationship between an employee and employer implies there will be high retention level in the organization which automatically leads to job performance. The research also called for more interest to the proper management of flexible organizational policies, reliable promotional systems and mentoring programs for they have positive and significant effect on employee performance.

Literature Review

Experiential Learning Theory

This is Kolb's theory which was developed in 1984 based in psychology, philosophy and proposes that an organization can effectively train her managers using the already available resources. The theory has drastically influenced leadership and organization improvement and has contributed to principles of learning organizations since its introduction. Kolb's (1984), this theory comes in when learning occurs through combination of transforming experience and grasping through a four-stage leaning cycle which is concrete experience and abstract conceptualization which involves grasping components, reflective observation and active experimentation that makes up the transforming experienced component.

Adaptive and Generative Learning Theory

Kolb's ELT influenced Senge (1994) who is a scholar to evolve a cognitive theory of organizational learning and identify mental models that are deeply ingrained assumptions, generalization and images which would influence understanding and the action aftermath. Senge (1994) introduced different

controls required for gaining aptitudes and abilities at the individual, group, or organizational level which are singular authority, building shared vision, group learning, and systems thinking. Particularly, Senge (1994) described versatile learning as concentrating on the establishment of existing knowledge and correcting with new thinking so as to achieve guaranteed objective, which the organization require for their continuous improvement in areas like productivity, quality, cost, market quickness and that of their competitors.

The learning is significant to Machakos county government for its productivity, quality, competitive advantage and generation of additional radical ideas to close the learning gaps. The theory therefore, was helpful in this study in areas where already a policy is well laid and adopting it would be quite necessary, based on our background and statement of this study.

Assimilation Theory

This theory was developed in 1960s by Ausubel advocating for a meaningful verbal learning, assuming that new learning experiences are always integrated into pre-existing knowledge structures. He states that new information is subsumed or incorporated into an anchoring structure already present in the student that is the influencing learning factor in him/her to add on what the student already know. Nevis, Dibella and Goulds (1995) proposed this learning to be a process including three stages to be specific knowledge securing which comprises of advancement or making of aptitudes and bits of knowledge and connections, knowledge sharing portrayed by the dispersal of what has been realized and knowledge usage that involves the coordination of learning to make it extensively accessible and summed up to new situation.

This particular theory is beneficial in this study for it would lend a hand in assimilating the new concepts into existing concepts frameworks available and connect with the learner's structure of knowledge

and make it easier in the light of logical connection and clarity of cognitive organization.

Management Training and Employee Performance

Management training is very essential in improving employee performance. Ali and Haydar (2011) suggested that employee training is a program planned to help employees increase explicit abilities and knowledge which helps them to improve their activity performance.

In order to invest well in training, there is a need for any organization to identify what the management possesses regarding skills and the needs of the organization which will then be in light of motivation, skills mastery, giving critical thinking skills, practical and class lessons to produce effective and sustainable skills in the workforce (Urdinola, 2013).

The objective of the above study was to discover kinds of preparing programs utilized by Lebanese organizations, advantages of legitimate preparing programs among the Lebanese organizations and investigate the difficulties of implementing appropriate training programs utilized by the Lebanese organizations.

The finding from the two Lebanese companies were that the employees and the companies benefited from training programs which comes from the developed inner satisfaction, positive evaluation feedback, understanding how to achieve quality output and developed career beyond classwork. World Economic Forum (2015), ranked Lebanon globally as the 10th best overall with a literacy rate is 93.9% and therefore, the training of the management seem very high.

Management Development and Employee Performance

Management Development is one of the most important functions of HRM and it means to develop the abilities of an individual employee and the overall growth of the organization (Sakthvel, 2005). Formal training of various category and precise courses on technological aspects ranges from courses on wider administration skills and

executive education to profit junior managers or team leaders.

Based on a research that was done by Waheed (2011) in an International Journal of Business and Social Science, he stressed that when management of the organization develop, the organization flourished and employee performance improves (Elena, 2000) bringing out the relationship between management development and employee performance. Champathes, (2006) also stated that the increase in employee performance due to job satisfaction, commitment the organization effectiveness is realized through management development activities that enable employees to work harder by utilizing their full skills and efforts aiming in achieving organizational goals. This research analyzes the theoretical framework and models related to employee development and its effect on employee performance. Another dependent factor of management development is the organization culture, attitude of top management and limited opportunities of promotions (Elena, 2000). Organizational culture supports management and encourages them to participate in decision making which develops them and improves their performance. The sincerity and commitment of the top management and opportunities of promotions are other factors which lead to management participation in development. The researcher concluded his literature review by insisting on the value of an employee in an organization where failure and success of the organization depends on their performance and therefore, investing huge amount of resources is a worthy cause which has no regrets.

Nusrat, Sandly and Fehmina (2015) concluded that management development is the need of the hour in firms due to the current scenario demands of management development of the techniques. These techniques enhance skills of employees, improve their conceptual knowledge and practically apply the knowledge leading to increase in the efficiency and effectiveness, increase in productivity level.

Organizational Development and Employee Performance

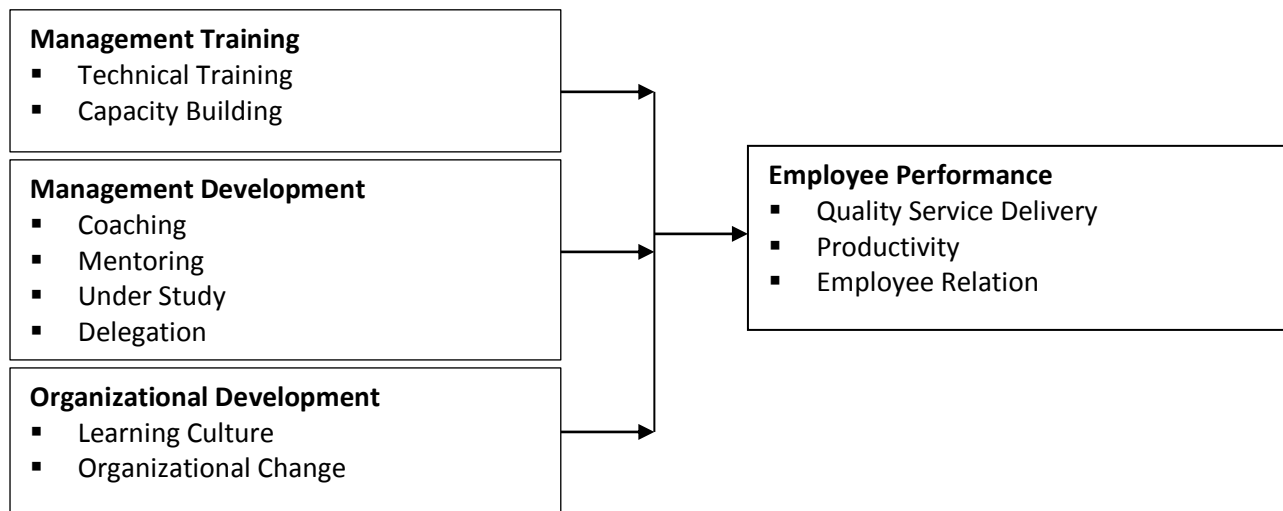
Tony (2004) defines Organizational Development as the work of encouraging organizational accomplishment by adjusting structural, social and vital real factors of work to react to the necessities of an ever-advancing business condition. Organizational development is widely recognized as a contractual relationship between change agent and a sponsoring organization, (Tripathi, 2008) who believes that in order to improve an organization, a carefully planned and implemented process need to be put in place in order to benefit the organization, employee and all other stakeholders.

Organization development is known as both a field of applied conduct science concentrated on comprehension and overseeing organizational change which is drawn on sociology, brain science and speculations of motivation, inclining and character and its change process is intended to realize a specific end (Tony, 2004). This is the area in the organization which addresses organizational challenges changing of the structures, culture, strategies and processes, application of behavioral discipline knowledge and perform to facilitate alteration, improving organizational efficiency by involving members of the organization in understanding challenges at the same time as enabling in them new skills, knowledge and ways of thinking.

Using Egan (2002) a card-sorting process based on the 27 OD definitions, defines 10 clusters of dependent variables which are the desired outcome of the OD which are advanced organization re-establishment, connect with organizational culture change, upgrade productivity and seriousness, guarantee wellbeing and prosperity of organization and employee, facilitate learning and advancement, improve the problem solving, increment viability, starting and additionally managing change, fortify framework and procedure improvement and support adaptation to change (McLean, 2005). The finding of this study showed that there is positive

impact of doing Organizational Development because it leads to performance and the values espoused by its organizational development

network biased toward humanistic values in creating open system designed to meet the needs of its stakeholders.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher (2020)

METHODOLOGY

This study used descriptive research design to obtain information on the influence of organizational learning on employee performance in Machakos County Government. Quantitative methods were employed in data collection and analysis in order to describe the influence of organizational learning on employee performance in Machakos County Government. The study targeted a population of 4,000 employees of Machakos County Government. Stratified sampling was used in this study where employees were divided into four strata of different staff cadres in order to ease decision on the size of each stratum in the sample. Taro Yamane formula was considered to determine the sample size and out of 4000 employee, 364 were used as sample size. The researcher adopted primary data collection method that focused on questionnaire where the researcher delivered questionnaires to the respondents, after which questionnaires were collected back after two weeks and carefully the researcher went through them to ensure they were filled correctly for analysis. Collected data was analyzed and processed using descriptive statistics and quantitative analysis

was done through the Statistical package for Social Science (SPSS) version 24 then presented in form of frequency distribution Tables for easy interpretation by the readers. For ethical consideration, both the county government and the respondents were informed on the purpose and importance of the research, expected duration of participation, the procedures to be followed and the investigation ensured that all source of information from other authors, scholars and writers were acknowledged as the study source.

RESULTS

Descriptive Analysis for Organizational Learning and Employee Performance

The researcher sought to determine the variability of perceptions of respondents on Organizational Learning and Employee Performance in Machakos County Government. The study, therefore sought to know the perceptions of respondents on the following attributes of Organizational Learning: Management Training, Management Development, and Organizational Development as described below.

Table 1: Descriptive Statistics on Management Training

Indicator	N	Mean	Std. Deviation
Technical training programs are job oriented and open to relevant personnel	225	3.961	0.327
There is human relations in Machakos county government in all levels from top to bottom	225	3.327	0.902
Machakos county government's managers are able to come up with policies and ways of implementing them	225	3.536	0.170
Composite Score	225	3.608	0.466

Source: Primary Data (2020)

Table 2: Descriptive Statistics on Management Development

Indicator	N	Mean	Std. Deviation
Management is motivated towards coaching and mentorship programs	225	4.051	0.155
Under study program is effective in Machakos county government and is exercised in accordance to expected standards	225	3.809	0.097
Delegation duties in Machakos county government increases teamwork, productivity and efficiency	225	4.536	0.198
Composite Score	225	4.132	0.150

Source: Primary Data (2020)

Table 3: Descriptive Statistics on Organizational Development

Indicator	N	Mean	Std. Deviation
Machakos county government understands and highly value the management's ongoing desire to learn	225	3.837	0.088
Machakos county government integrates learning into daily operations as a core part of the culture and not a just a one-off event	225	4.299	0.151
Machakos county government embraces organizational change in order to improve employees understanding of change and improves employee's skills and proficiently through change related training initiatives	225	4.074	0.107
Composite Score	225	4.070	0.115

Source: Primary Data (2020)

Overall, the respondents tended to agree that Organizational Learning was prevalent in the County Government of Machakos (Composite Score=4.070) albeit with some divergence (Standard Deviation=0.115). From the above analysis, the study sought the opinion of respondents on three dimensions of Organizational Learning, namely: Management Training; Management Development; and Organizational Development. Management Development had the highest composite score of 4.132, followed by Organizational Development which had composite score of 4.070, and Management Training whose composite score was

3.608. Nevertheless, the respondents tended to agree that each of the three aspects of Organizational Learning were prevalent in the organization.

Employee Performance

The study sought to determine the variability of employee performance in Machakos County Government. The study, therefore, sought the opinion of respondents on various statements linking to Employee Performance. The results were as shown in Table below.

Table 4: Statistics on Employee Performance

Indicator	N	Mean	Std. Deviation
There is quality service delivery in Machakos county government	225	4.514	0.193
All departments in Machakos county government are productive	225	4.721	0.097
There is good labour relations in Machakos county government	225	4.105	0.221
Composite Score	225	4.447	0.184

Source: Primary Data (2020)

Overall, the respondents tended to strongly agree that employee performance was high in Machakos County Government (Composite Score=4.447; Standard Deviation=0.184).

Correlation Analysis for Organizational Learning and Employee Performance

Correlation analysis using Pearson's Product Moment technique was done to establish the relationship between the various dimensions of Organizational Learning and Employee

Performance. The values obtained from the correlational analysis ranged between +1 and -1. In this regard, +1 implied perfect positive correlation, while -1 implied perfect negative correlation. 0.000 implied no correlation; the modular values 0.001 to 0.250 implied weak correlation; 0.251 to 0.500 implied semi-strong correlation; 0.501 to 0.750 implied strong correlation; and 0.751 to 1.000 implied very strong correlation. The findings were as shown below.

Table 5: Correlation Matrix for Management Training and Employee Performance

		Management Training	Employee Performance
Management Training	Pearson Correlation	1	0.659**
	Sig. (2-tailed)		0.000
	N	225	225
Employee Performance	Pearson Correlation	0.659**	1
	Sig. (2-tailed)	0.000	
	N	225	225

** . Correlation is significant at the 0.05 level (2-tailed).

The table above showed that at 0.05 level of significance, it showed that there was significant correlation between Management Training and Employee Performance (P-value<0.05). The

correlation between the two variables was +0.659, which according to the continuum earlier unveiled, implied a strong positive correlation.

Table 6: Correlational Matrix of Management Development and Employee Performance

		Management Development	Employee Performance
Management Development	Pearson Correlation	1	0.275**
	Sig. (2-tailed)		.001
	N	225	225
Employee Performance	Pearson Correlation	0.275**	1
	Sig. (2-tailed)	.001	
	N	225	225

** . Correlation is significant at the 0.05 level (2-tailed).

The table above showed that at 0.05 level of significance, there was significant correlation between Management Development and Employee Performance (P-value<0.05). The correlation

between the two variables was +0.275, which according to the continuum earlier unveiled, implied a weak positive correlation.

Table 7: Correlational Matrix of Organizational Development and Employee Performance

		Organizational Development	Employee Performance
Organizational Development	Pearson Correlation	1	0.223**
	Sig. (2-tailed)		0.006
	N	225	225
Employee Performance	Pearson Correlation	0.223**	1
	Sig. (2-tailed)	0.006	
	N	225	225

** . Correlation is significant at the 0.05 level (2-tailed).

The table above showed that at 0.05 level of significance, there was significant correlation between Organizational Development and Employee Performance (P-value<0.05). The correlation between the two variables was +0.223, which according to the continuum earlier unveiled, implied a weak positive correlation.

Inferential Analysis for Organizational Learning and Employee Performance

The general objective of the study was to determine the influence of Organizational Learning on Employee Performance in Machakos County

Government. The first specific objective of the study was to establish the influence of Management Training on Employee Performance in Machakos County Government. The hypotheses were tested using linear regression model to satisfy the requirements of the objectives of the study using linear regression model:

H₀₁: There is no significant influence of management training on employee performance.

H₁₁: There is significant influence of management training on employee performance.

Table 8: Model Summary for Management Training and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.659 ^a	0.434	0.430	0.20850

Predictors: (Constant), Management Training

The above table showed that R=0.659, and adjusted R² =0.434. The correlation between management training, and employee performance was indicated by "R". This implied that a unit change in management training would lead to 65.9% change

in employee performance. Adjusted R² is a measure of the extent to which management training explains employee performance. This means that management training of a contractor explained up to 43.4% of employee performance.

Table 9: Model Coefficients of Management Training and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.129	0.124		17.113	0.000
	Management Training	0.348	0.032	0.659	10.765	0.000

Dependent Variable: Employee Performance

The results showed that management training had statistically significant influence on employee performance ($\beta=0.348$, $t=10.765$, $p=0.000<0.05$).

H₀₂: There is no significant influence of management development on employee performance.

H₁₂: There is significant influence of management development on employee performance.

Table 10: Model Summary for Management Development and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.275 ^a	0.076	0.070	0.26647

Predictors: (Constant), Management Development

From the above table, $R=0.275$, and $R^2 = 0.076$. The degree and nature of relationship between the two variables was measured using "R". The correlation between the two variables was 0.275. This implied that a unit change in management development would lead to 27.5% change in employee

performance. The extent to which management development explained employee performance was measured by the adjusted "R²". In this regard, technical ability of a contractor explained only 7.0% of employee performance.

Table 11: Model Coefficients for Management Development and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.571	0.252		10.193	0.000
	Management development	0.225	0.064	0.275	3.520	0.001

Dependent Variable: Employee Performance

The results in Table 11 revealed that management development had statistically significant influence on employee performance ($\beta=0.225$, $t=3.520$, $p=0.001<0.05$). Based on the findings, we rejected the null hypothesis which stated that management development has no influence on employee performance.

The findings of the second objective were linked to the previous empirical investigations that had earlier been reviewed. The following hypothesis was stated: Hypothesis 2: There is significant influence of management development on employee performance. A study by Abdul Hamed and AamerWaheed (2011) determined that employee development affects employee performance positively and boosts organizational effectiveness.

The findings were also consistent with the arguments of Adaptive Learning Theory which according to Chive, Grandio and Algre (2010) holds

that adaptive learning takes place when individuals and groups within organizations mainly put it into effect logic or deductive reasoning, concentrate, discuss and focus on improving any mental model, knowledge, process or routines.

The third specific objective was to establish the influence of organizational development on employee performance in Machakos County Government. The following hypothesis was tested using linear regression model to satisfy the requirements of the third objective of the study:

H_{03} : There is no significant influence of organizational development on employee performance.

H_{13} : There is significant influence of organizational development on employee performance.

Table 12: Model Summary for Organizational Development and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.223 ^a	0.050	0.043	0.27023

Predictors: (Constant), Organizational Development

From Table above, the degree and nature of correlation between organizational development and employee performance was determined by the “R”. This demonstrates that a unit change in

organizational development would lead to a change in employee performance by 22.3%. Adjusted R² = 0.043 showed the extent to which organizational development explained employee performance.

Table 13: Model Coefficients for Organizational Development and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.681	0.277	9.680	0.000
	Organizational development	0.194	0.069	2.806	0.006

Dependent Variable: Employee Performance

The results indicated that organizational development had statistically significant influence on employee performance ($\beta=0.194$, $t=2.806$, $p=0.006<0.05$). Based on the research findings, we reject the null hypothesis which stated that organizational development had no influence on employee performance.

The findings of the third objective were linked to the previous empirical investigations that had earlier been reviewed. The following hypothesis was stated: Hypothesis 3: Organizational development influences employee performance. A study by Juliana, Mulaa and Namanda (2010) established that there is significant relationship between organizational learning and employee performance.

The findings were also consistent with the arguments of Assimilation Theory which shows that there is a need for creation of new knowledge through meaningful learning resulting to a well-organized organizational development. It predicts that organizational development enhances employee performance.

CONCLUSIONS AND RECOMMENDATIONS

The study established that management training, management development and organizational development had statistically significant influence on employee performance in Machakos County Government.

The study empirically determined that management training had statistically significant influence on

employee performance. The also study empirically determined that management development had statistically significant influence on employee performance. The study finally empirically determined that management development had statistically significant influence on employee performance.

The recommendations were in light of policy and practice. The study recognized that organizational learning has statistically significant influence on employee performance. This implied that more policies were necessary to enhance organizational learning in Machakos County Government and similar organizations.

It also implied that management of Machakos County Government ought to allocate resources to support organizational learning. Such support should focus on management training, management development, and organizational development since they have each been found to significantly influence employee performance.

Suggestions for Further Research

This study focused on employee performance. Other researchers may consider investigating the organizational performance, considering financial and non-financial performance. This is because the findings of the current study are limited to employee performance. The current study focused on Machakos County Government. Other researchers may consider focusing on examining the same phenomenon in other counties. The current study did not investigate any moderating or mediating variable. Other researchers may consider

investigating organizational characteristics such as age, and size, as the moderating variables that would impact the relationship between organizational learning and employee performance.

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