



EXAMINING THE EFFECT OF TRAINING DELIVERY TECHNIQUE ON EMPLOYEE PERFORMANCE IN NYAMIRA COUNTY GOVERNMENT

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ABSTRACT

This study examined the effect of training delivery technique on employee performance in Nyamira County Government. The occurrence of a rise in client grievances across various counties mostly attributed to inadequate service delivery. The primary cause of this unsatisfactory service delivery is attributed to the employees of the respective counties. The study targeted 72 employees' specifically departmental heads and human resource officers who are in charge of employee training management. Census sampling procedure was used to get 72 respondents. Questionnaires were used to collect primary data from the field. The study focused on establishing the effect on training delivery technique on employee. Data was analysed by (SPSS) v 26. The study results noted that training delivery technique was found to be positively related to employee performance. A unit increase in training delivery technique leads to an increase in employee performance. The study results noted that training delivery technique ($\beta = 0.237$) was found to be positively related to employee performance. A unit increase of 0.237 in Training delivery technique leads to an increase in employee performance. From t-test analysis, the t-value was found to be 1.479 and the p-value 0.012. Statistically, this null hypothesis was rejected because $p < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that training delivery technique affects employee performance. It is recommended that the training policy be revised to include all staff who require training based on a training needs assessment. Recognition and positive reinforcement should be provided for exemplary work performance.

Keywords: Delivery Technique, Effect, Employee Performance, Nyamira County Government, Training

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INTRODUCTION

Lubaale (2015) highlighted the occurrence of a rise in client grievances across various counties mostly attributed to inadequate service delivery. The substandard provision of services, such as inadequate garbage and solid waste management, pollution, water scarcity, and deficient road infrastructure, has generated significant apprehension among all counties. The primary cause of this unsatisfactory service delivery is attributed to the employees of the respective counties. Nyamira County is also affected by the inadequate state of service delivery. Employee training in the devolved government setting refers to a process in which representatives are provided with support to develop the necessary skills and capabilities to effectively perform various functions associated with their current or anticipated functional roles (Tukunimulongo, 2016). This training aims to enhance their overall abilities as individuals and enable them to identify and exploit their inherent potential for personal, and/or provincial, development processes.

This research endeavour aims to provide organizations with a comprehensive understanding of the significance of training programs. Additionally, this will allow the County Governments to strategically organize their training programs in order to enhance their effectiveness in terms of facilitating staff efficiency and ultimately leading to improved performance. Additionally, it guarantees the presence of a proficient labour force that can be effectively employed for the advancement of the nation. The contribution of labour is a crucial factor in determining the effectiveness and achievement of an organization. Efficient labour has the potential to enhance employee performance. Furthermore, as firms demonstrate improved performance, they have the capacity to enhance their output and make a greater contribution to the economy. Enhanced organizational performance enables enterprises to engage in competitive efforts aimed at developing

high-quality products, so contributing to the overall vitality of the economy.

LITERATURE REVIEW

Employee Training Delivery Technique and Employee Performance

As stated by Bauer (2011), it is essential that training programs incorporate sensory stimulation, specifically visual and aural, in accordance with the desired input rate of the material. Additionally, these programs should be tailored to meet the specific needs of the participants. It is imperative to ensure that the objectives are articulated with clarity, while also ensuring that the content is delivered in a logical manner and follows the appropriate sequence. The incorporation of procedures alongside principles in educational settings can enhance employees' long-term retention of knowledge. The comprehensive procedure should be initially instructed, followed by the provision of detailed particulars. Trainees should be allotted sufficient time to engage in practical exercises related to the skills being taught; nevertheless, it is advisable to limit the duration of these practice sessions. In order to optimize performance outcomes, it is imperative that all trainees actively engage in the process of participation. It is imperative for the trainees to be informed of their progress throughout the duration of this procedure, and appropriate recognition should be given to those who demonstrate exemplary performance.

Othman and Poon (2000) assert that there exists a multitude of training delivery approaches, mirroring the diverse range of training content areas. Many firms that offer training programs tend to utilize a diverse range of training methodologies for providing material and fostering employee development in management. According to Hartenian (2003), the significance of teams inside an organization may be undervalued, irrespective of the business's industry or size. Team training is a method that enhances individuals' ability to effectively engage in group problem-solving

activities. This approach emphasizes the importance of observation and feedback as integral components of the training process (Forbush & Morgan, 2004). The utilization of team training is a common practice observed in several sectors such as the industrial sector, government organizations, and the military. Various team training methodologies have been created, including cross-training, coordination training (Lacerenza et al. 2017), leadership training, self-correction (Smith-Jentsch et al., 2010), and distributed team training. The available evidence suggests that team training is effective when it is grounded in theoretical principles. The training program focuses on essential abilities and provides students with practical opportunities to get feedback (Salas & Cannon Bowers, 2001).

Mentoring can also serve as a means of delivering training. According to Hartenian (2003), mentors possess a set of specialized knowledge, skills, and abilities (KSAs) that include problem-solving, conflict resolution, communication, and the ability to define objectives and plan. Anam, (2014) assert that simulation is a widely utilized method for providing training, routinely employed by corporations, educational institutions, and the military. According to Salas and Cannon-Bowers (2001), numerous simulators and virtual environments possess the capability to replicate various elements such as geography, equipment malfunctions, movement, as well as vibratory and visual cues. Seminars serve as a platform for trainees to convene in small cohorts and engage in frequent meetings centered on a single subject matter. Trainees are encouraged to actively participate in these sessions (Anam, 2014). Seminars facilitate the enhancement of staff members' familiarity with their job functions and promote their active engagement in these functions. According to King et al. (2014), these tools also facilitate individuals in effectively managing recurring issues.

The performance of trainees is likely to improve when they exhibit a high level of interest and are

presented with challenging tasks. In order to ensure accuracy, it is imperative that simulations replicate the real-world conditions with the highest degree of realism achievable. According to Bauer (2011), information retention is influenced by the presence of unique or exceptional material. However, sustaining knowledge can be facilitated by opportunities for relearning. The process of providing training to both new and existing workers has proven to be crucial in achieving optimal efficiency within devolved units. Organizations that fail to recognize and incentivize employee achievement are at risk of losing their employees to rival entities, both domestically and internationally. This phenomenon has a significant impact on the growth and profitability of organizations and institutions over an extended period. It leads to an escalation in expenses related to the recruitment of new personnel, as well as their training and development. In order to achieve success, firms should have a policy of equitable and competitive treatment towards their employees, with the aim of enhancing employee retention. Only a small number of firms recognize people as valuable assets that can contribute positively to the organization's performance when well managed (Noor et al., 2015). This assertion holds true in the context of devolved systems as well.

Employee performance refers to the systematic attainment of certain objectives within a company, guided by predetermined criteria and measures such as time allocation, accuracy, and incurred expenses (Khan et al., 2012). There exist numerous expectations regarding employee performance, and when these expectations are met, the employees' performance is considered satisfactory. The correlation between human resource management methods and the enhancement of workers' abilities and performance has been established (Hafeez & Akbar, 2015). There is a necessity to establish a favourable environment that facilitates personnel in executing their designated duties with the objective of attaining the predetermined goals. It is expected that an employee should possess motivation in

order to effectively accomplish predetermined objectives, facilitated by the establishment of a conducive work environment. According to Akbar et al., (2012), there are several aspects that have an impact on an employee's performance. These factors include development training, work environment, organizational regulations, and the relationship between the employer and employee. The evaluation of employee performance can be conducted through various methods, such as quantifying the number of units produced, attaining predetermined objectives to assist management, demonstrating professionalism, and exhibiting effective teamwork skills. The performance of employees plays a crucial part in enabling a company to surpass its competitors, resulting in significant success with stakeholders (Osunde, et al. 2015).

Training involves enhancing the competencies and expertise of personnel. Choi et al. (2016) posited that businesses have two potential training techniques at their disposal to enhance the competencies and expertise of their workforce. The training activities or categories encompass on-the-job training and off-the-job training. On-the-job training facilitates the training of employees in real-life tasks within the workplace setting, while they are actively engaged in their regular working hours. Off-job training refers to the process by which individuals receive training outside of their regular working environment. Examples of on-the-job training encompass various methods such as work rotation, job shadowing, internships, mentoring, and apprenticeships. Examples of off-job training encompass various methods such as role-playing, conferences, seminars, lectures, team training, and simulations.

Certain delivery systems are more effective than others since their major purpose is to effectively communicate specific knowledge, abilities, attitudes, and task-related information to persons undergoing training. Therefore, it is crucial to employ a variety of training delivery methods in

order to efficiently provide training information over numerous channels (Othman & Poon, 2000).

When determining the most appropriate training delivery technique, it is crucial to consider the specific characteristics of the task and the necessary skills.

METHODOLOGY

Descriptive research design was used since the study since it enabled the research to describe variables under study. The study targeted 72 employees' specifically departmental heads and human resource officers who are in charge of employee training management. Census sampling procedure was used to the population of the study, since the populace is little; every one of the individuals from the objective populace was incorporated into the investigation. As per Kothari (2004) when the populace is under 100% of the 72 respondents, a registration is prescribed to make the examination measurably huge. Questionnaire were used in data collection. The examination was dependent for the most part on essential information sources and essential information was gathered utilizing semi-organized polls with both close-finished and open-finished inquiries. Drop and Pick method was used by the researcher to collect questionnaires after two weeks of inquiries under investigation. Data analysis was done by descriptive statistics such as means and standard deviation. Data was coded and checked for analysis by Statistical Package for Social Science (SPSS) v 26.

RESULTS AND DISCUSSIONS

Results: Descriptive statistics were used to analyze based on the 5-point Likert scale.

Training Delivery Technique and Employee Performance

The respondents were asked to indicate the extent to which they agreed with the following statements relating to the training delivery technique and employee performance on a scale of 1-5 where; strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1. The findings were

presented using averages or mean weights and standard deviations as tabulated below;

Table 1: Training Delivery Technique and Employee Performance

Statement	SA %	A %	N %	D %	SD %	Mean	Std. Dev
Training programs are tailored to meet the specific needs of the participants.	26.9	52.8	6.9	8.5	4.9	3.68	0.768
Trainings are principled in educational settings that can enhance employees' long-term retention of knowledge.	27.5	57.7	6.9	4.6	3.3	3.72	0.865
Training programs incorporates sensory stimulation.	17.7	56.1	11.5	7.9	6.9	3.67	0.649
Training programs tend to utilize a diverse range of training methodologies for providing material and fostering employee development in management	19.3	21.6	28.9	20.0	10.2	3.53	0.729
Mentoring also serves as a means of delivering training.	29.8	41.6	12.1	11.1	7.2	3.55	0.883
Seminars serve as a platform for trainees to convene in small cohorts and engage in frequent meetings centered around a single subject matter	0.48	0.95	15.24	30.00	53.33	4.35	0.80

Discussions: The study established that Training programs are tailored to meet the specific needs of the participants was represented with a mean of 3.68 and Std. Dev of 0.768, on the statement that the trainings are principled in educational settings that can enhance employees' long-term retention of knowledge was represented with a mean of 3.72 and a Std. Dev of 0.865, On the factor that Training programs incorporates sensory stimulation had a mean of 3.67 and Std. Dev of 0.649, on the factor that Training programs tend to utilize a diverse range of training methodologies for providing material and fostering employee development in management had a mean of 3.53 and Std. Dev of 0.729 and lastly, on the statement Mentoring also serves as a means of delivering training had a mean

of 3.55 and Std. Dev of 0.883. This implies that training delivery technique factors had significant effect on employee performance.

Hypothesis: There is no significant effect of training delivery technique on employee performance in Nyamira County Government.

The study results noted that training delivery technique ($\beta = 0.237$) was found to be positively related to employee performance. A unit increase of 0.237 in Training delivery technique leads to an increase in employee performance. From t-test analysis, the t-value was found to be 1.479 and the p-value 0.012. Statistically, this null hypothesis was rejected because $p < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that

training delivery technique affects employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions: The study focused on establishing the effect on training delivery technique on employee. The study results noted that training delivery technique was found to be positively related to employee performance. A unit increase of in Training delivery technique leads to an increase in employee performance. The outcome of the findings concluded that there was a positive significant statistical relationship between training delivery technique and employee performance ($r=.517^{**}$, $n=94$, $p=.05$), with high level of training delivery technique associated to improved employee performance and vice-versa.

Recommendations: It is recommended it is important to evaluate and analyze the causes behind the poor performance of staff members instead of simply criticizing them. The departmental leaders should make a concerted effort to provide support to all departments and staff members,

regardless of their position, in their endeavor to gain further knowledge and skills, without any form of prejudice. The organization should actively address the training issues raised by its staff and implement appropriate corrective actions instead of disregarding them. The Government should guarantee that the compensation of employees is proportionate to their job responsibilities and degrees of training. It should implement a reward system that aligns with the current cost of living and economic conditions. This would aid in mitigating the significant emigration of healthcare personnel to nations that provide more appealing remuneration packages. Current promotion practices should prioritize competencies and work performance rather than duration of service. The researcher suggests that, a similar study to be done in other counties so as to compare the study findings, the researcher also suggests that a study on the effect of training programs on employee performance in the private sector can also be undertaken in future so as to enhance employee performance.

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