



**DETERMINANTS OF TRAINING AND EMPLOYEE PERFORMANCE AT KENYA
TEA DEVELOPMENT AGENCY LIMITED, KENYA**

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ABSTRACT

This study sought to examine determinants of training and employee performance in KTDA Limited. Specifically, the study sought to establish influence of training needs analysis on employee performance at KTDA Limited and to assess influence of training plan on training and employee performance at KTDA Limited. This study used a descriptive research design. The target population makes a part of the universal population (Creswell, 2014). The target population was the staff of KTDA. The organization has a total of 516 employees distributed across three (3) subsidiaries. The study hence targeted all respondents regardless of the level in the organization structure. The study used Yamane sampling formula to get the sample size. Stratified random sampling was used to get the desired sample size of 225 staff. The staff were stratified according to the three management levels; top, middle, and low level management. The study used primary data. The study's primary data was obtained using semi-structured questionnaires. The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Qualitative data was analyzed on thematic basis and the findings provided in a narrative form. Before the data could be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Data analysis will be done through use of descriptive statistics and inferential statistics. Inferential data analysis were conducted by use of Pearson correlation coefficient, and multiple regression analysis. The study results were presented through use of tables and figures. The beta coefficients findings indicate statistically significant positive relationships between Training Needs Analysis ($B = 0.369$, $p < 0.001$), and Training Plan ($B = 0.241$, $p < 0.001$) with Employee Performance at KTDA Limited. The study thus concludes that various factors, including effective training needs analysis and comprehensive training planning, significantly influence training and employee performance at KTDA Limited. These findings emphasize the importance of strategic investment and planning in driving organizational success through employee development and performance enhancement. By conducting thorough training needs analyses and developing comprehensive training plans, the organization can foster a culture of continuous learning and development that drives organizational success.

Key Words: Determinants of Training, Employee Performance, Training Needs Analysis, Training Plan

Background to the Study

Training employees physically, socially, intellectually and mentally is very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Knowledge is the ability, the skill, the understanding, the information, which every individual require acquiring in order to be able to function effectively and perform efficiently (Cole, 2012). Employee capacity building allows employees to broaden their knowledge and abilities in order to improve teamwork efficiency and personal development (Pulasinghage, 2019). When employees receive training, they gain confidence in carrying out tasks and increased job satisfaction than those without training which translates to improved employee performance. Change is unavoidable in this age of technological growth. As a result, businesses must ensure that employee training is consistent in order to meet the challenges posed by political, financial, sociological, and environmental changes. Individuals and organizations can both benefit from training to ensure that their personnel can swiftly adapt to new technology, increasing their efficiency and output (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016).

Previous studies considered training as an essential activity for effective human resource development in any organization. The key principles of training emphasize on providing meaningful inputs for employees based on relevant theories, and to take into consideration the features of effectiveness and efficiency, differences among employees, and continuous development (Diab & Ajlouni, 2015). Employee training refers to programs that aim to provide employees with required information, new skills to enhance the opportunities of professional development (Elnaga & Imran, 2019). Training is associated with the skills that an employee should gain to help him by working with others in an attempt to achieve organizational vision and missions (Truitt, 2016). (Sabir, Akhtar, Bukhari, Nasir, and Ahmed, 2018) thought about training as the acquisition of knowledge, skills, and abilities by professional development. If employees are to experience flexibility and effectiveness on the job, they need to acquire and develop knowledge and skills, and if they are to believe that they are valued by the organization they work for, then they need to see visible signs of management's commitment to their training and career needs.

Training of employees is a process of investing in people so that they are equipped to perform well. This process is part of an overall human resource management approach that hopefully will result in people being motivated to perform. It goes without saying therefore that the training of employees are an issue that has to be faced by every organization. However, the amount, quality and quantity of training carried out vary enormously from organization to organization. According to (Cole, 2018), factors influencing the quantity and quality of training and development activities include: the degree of change in the external environment, the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management see training as a motivating factor in work. Similarly, (Singh and Mohanty, 2016) revealed that the investments in employee training result in beneficial organizational outcomes. Training focuses on imparting short-term knowledge and skills to enable employees perform in their current job while development has a long-term focus to prepare the employee to take on greater responsibilities in future.

Statement of the Problem

Training and development play a pivotal role in enhancing the knowledge, skills, and competencies of employees within an organization. An effective training and development program not only benefits individual employees but also contributes to the overall growth and success of the organization. The role played by staff training and development can no longer be over-emphasized.

Staff training and development are based on the promise that staff skills need to be improved for organizations to grow (Mathias, & Vivian, 2017). Global technology developments that occur internationally affect day-to-day corporate operations have hastened the requirement for staff training in all organizations. Despite the efforts of the KTDA Human Resource department, the company is currently experiencing a shortage of trained manpower, which is attributed to ineffective training programs and methods, insufficient finances/budget, and an incorrect identification of the employees' training needs. Due to improper identification of training needs, and lack of training programme/calendar, KTDA has experienced high staff turnover. The company has also failed to meet their aim for training program implementation for many years. In the years 2019 and 2020, for example, the training program was implemented by 45% on average, implying that only 225 of the 500 employees who were allocated for training were trained, indicating a very low level of success with the training programs (KTDA, 2021).

Mwangi (2018), in his research on the factors affecting training and development practices by MFIs in Kenya, states that the purpose of training and development is to raise competence and performance of the organization. Mohamed (2016) study on perceived factors influencing effectiveness of training at Public Service Commission found that training needs analysis determines effectiveness of training programmes. There is a study limitation on determinants of effective training and development in the private sector in Kenya. This study hence sought to fill the research gaps.

Specific Objectives

- i. To establish influence of training needs analysis on training and employee performance at KTDA Limited.
- ii. To assess influence of training plan on training and employee performance at KTDA Limited.

LITERATURE REVIEW

Theoretical Framework

Hierarchy of Needs Theory

The hierarchy of needs theory was developed by Abraham Maslow in 1950's. This theory argues that while people aim to meet basic needs, they seek to meet successively higher needs in the form of a pyramid. Maslow's Hierarchy of Needs has often been represented in a hierarchical pyramid with five levels. The four levels (lower-order needs) are considered physiological needs, while the top level of the pyramid is considered growth needs. The lower level needs must be satisfied before higher-order needs. Need theories suggest that to motivate learning, trainers should identify trainees' needs and communicate how training program content relates to fulfilling these needs. Also if certain basic needs of training such as physiological and safety needs are not yet met, the staff are unlikely to be motivated to learn (Maslow, 1943). Another application of need theory relates to providing employees with a choice of training programs to attend. Giving people a choice of which training course to attend can increase their motivation to learn. This is because trainees are able to choose programs that best match their needs, McGraw Hill (2009).

The base of the pyramid represents the most basic and essential needs for human survival, including air, water, food, shelter, clothing, and sleep. These physiological needs must be satisfied before moving on to higher-level needs. When these needs are unmet, they become the primary focus of an individual's attention. Once an individual's physiological needs are reasonably satisfied, they turn to safety and security concerns. This includes personal safety, financial security, health, and a stable living environment. People seek stability and predictability in their lives, as these provide a sense of safety and reduce anxiety. After fulfilling physiological and safety needs,

individuals seek social connections and a sense of belonging. This level includes the need for love, friendship, intimacy, and a sense of community. People desire meaningful relationships, both romantic and platonic, and they want to be part of social groups. This theory was used to assess the influence of training needs analysis on training and employee performance at KTDA Limited.

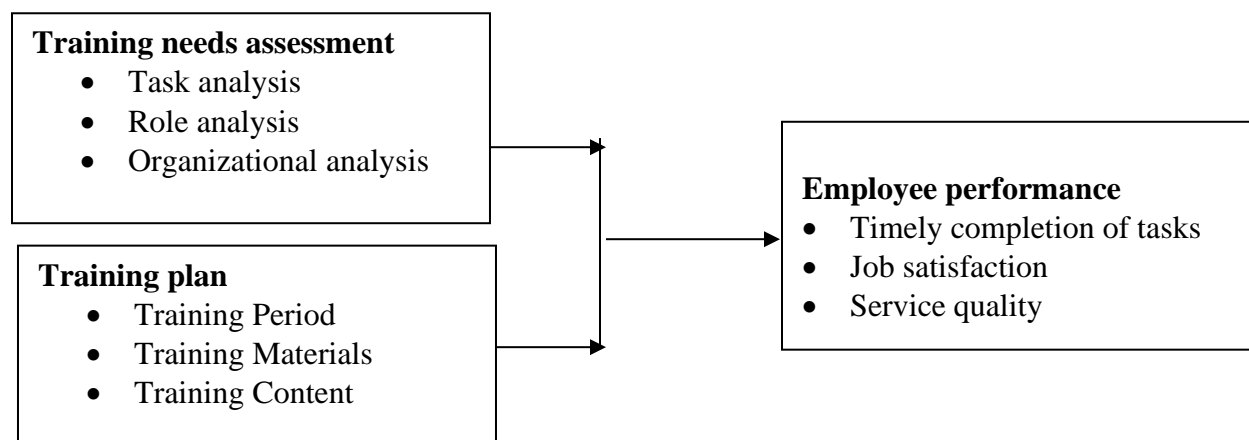
Human Capital Theory

This theory postulates that human beings can increase their productive capacity through greater and improved education and skills training. Economists; Theodore Schultz and Gary Becker in 1960's emphasized that education and training were investments that could improve the productivity of an employee. In this theory, Schultz pointed out that, investing in human capital enables employers to see growth measured through employee's abilities, values and skills set which in turn increases the business productivity, profits and achieve competitive advantage. Organizations should always aspire to invest in its employees through training and development which yields higher productivity from them hence creation of a competitive advantage for the organization.

The components of human capital entail the intellectual capacity (the unique knowledge as well as skills possessed by the employees), the social capital (which comprises of the flexible networks of the employees which allows the company to link with others hence facilitating diverse knowledge), the organizational capital (which comprises of the knowledge which the company owns and has stored in its manuals and database). Hogarh (2016) holds that emotional capital is concerned with the ability to change the potential in the intellectual capital into real action. Sutherland, Wachira, Gakure and Orwa (2016) indicate that organization employees possess a significant organizational value. However, when the employees leave the organization, they take with them the organizational value they possess. Therefore, organizational value is created by the knowledge, the skills as well as the individual abilities to create value. As a result, organizations should focus on how to attract, retain, develop and maintain human capital (Ebenezer & Tamatey, 2017). For the performance of rehabilitating street families in Nairobi County, Kenya to function effectively, the human resource (project team) should possess good monitoring and evaluation skills, better training and adequate experience in their area of expertise. This theory encourages organizations to set aside budget/finances which enables effective training of its employee for better performance.

Conceptual Framework

Conceptual framework is defined as a visual presentation of key variables, factors or concepts and their relationship among each other which have been or have to be studied in the research either graphically or in some other narrative form (Miles, Huberman, & Saldana, 2013). The model depicted below shows the relationship between the dependent and independent variables. In this study the dependent variable was employee performance at KTDA Limited while the independent variables include; training needs analysis, and training plan

Independent Variables**Dependent Variable****Figure 1: Conceptual Framework****Training Needs Analysis**

Training needs assessment is a systematic process for identifying the gaps in knowledge, skills, and competencies within an organization and determining the specific training and development needs of employees. It involves three primary types of analysis: Task analysis, Role analysis, and Organizational analysis. Task analysis focuses on identifying the specific tasks, activities, and job-related skills that employees need to perform their roles effectively. It involves breaking down a job or a set of tasks into its core components.

Role analysis goes beyond individual tasks and looks at the broader roles and responsibilities within an organization. It aims to understand the demands and expectations associated with different roles. Organizational analysis examines the broader context within which training takes place. It considers the overall goals, resources, and culture of the organization.

Training Plan

A training plan is a structured and systematic document that outlines the objectives, strategies, methods, resources, and schedules for a training program. It serves as a blueprint for guiding the development and delivery of training to help individuals or groups acquire specific knowledge, skills, or competencies. Training plans are used in various contexts, such as organizational training and development, educational institutions, and personal development. Training plan entails; Training Period, Training Materials and Training Content.

The training period refers to the timeframe during which the training will take place. The duration of training varies based on the complexity of the subject matter, the depth of the training, and the needs of the participants. For short, focused topics, training may last a few hours or a day, while more extensive programs can span several weeks or even months. The training period should align with the organization's objectives and the capacity of the participants to absorb and apply the knowledge and skills gained. It's crucial to strike a balance between providing adequate training time and avoiding unnecessary disruptions to regular work duties.

Training materials encompass the resources and tools used to facilitate learning during the training program. These materials can include textbooks, workbooks, digital content, presentations, videos, and any other resources that support the training objectives. It's essential that training materials are well-structured, up-to-date, and easily accessible to participants. These materials play a pivotal role in conveying information and enabling hands-on practice. Additionally, the choice of training

materials should be consistent with the training content and the learning styles of the participants. Interactive and engaging materials often enhance the learning experience.

The training content is the core of any training plan. It defines what participants will learn and the specific skills, knowledge, or competencies they will acquire. Training content should be designed to meet the organization's objectives and the needs of the participants. This involves identifying learning objectives, outlining the topics to be covered, and determining the order in which they will be presented. The content should be logically structured, gradually progressing from foundational concepts to more advanced ones. It's also important to ensure that the content is relevant, up-to-date, and aligned with industry best practices.

Empirical Review

Training Needs Analysis and Employee Performance

According to Guest (2017) mentioned in his study that training need analysis, as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance. The result of Farooq and Aslam (2018) study depicts the positive correlation between training and employee performance as $r=0.233$. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employees job related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals. Moreover, the result of the study of Sultana. *et.al*, (2019), conducted in telecom sector of Pakistan, states the R^2 as .501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explains training is good predictor of employee performance.

As depicted by the work of Harrison (2019), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart *et al.*, 2015). According to Swart *et al.*, (2015), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be moulded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work-life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention, that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart *et al.*(2015) this employee superior performance occur only because of good quality training program that leads to employee motivation and their needs fulfilment.

According to Wright and Geroy (2019), employee competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the

employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner.

Scott, Clothier and Spriegel (2017) argued that training is the crux of better organizational management, as it makes employees more efficient and effective. They further elaborated that training practice is have a strong bond with all other human resource practices as (Mamoria, 2019), it enables employees to develop themselves within the firm and raise their market value in the market. Moreover, training supports to shape employees' job related behavior and facilitate them to participate for the success of the organization and ultimately firm gets higher return due to superior performance of its employees. Mamoria (2019), further mentioned that a well trained worker is able to make a best use of organizational resources along with minimum level of wastages. As stated by Ohabunwa (2019), when employees are well trained organization can delegate responsibility and authority to them with full confidence of ensuring organizational success.

Training Plan and Employee Performance

Karim, Choudhury and Latif (2019) conducted a study on the impact of training plan on employees' performance. The study found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance. The study suggested that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees in order to improve performance. The study decided that there is need for continuous training and development taking into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others.

Armstrong (2016), "stating an understanding emphasizes that training ought to be advanced and operated at intervals a company by appreciating learning theories and approaches if the training is to be understood" employee Training and Development activities represent an important or organizational attempt to ensure that adequate human resources are available, meaning that the organization should continue developing their employees, both to ensure that job skills remain current and prepare employees for advancement, (Steer, Ungson, and mowday,2017). The one influence a manager is unambiguously expected to create is to offer others vision and talent to perform. According to Cole (2018), training could be an education activity directed towards the gaining of specific knowledge associated skills for the aim of an occupation or task. Effective training and development programs aimed at improving the employees' performance (Amir and Imran, 2019).

Ronald, (2019) said that all training is not carried out off the sites, in facts some of them occur in the work setting, generally is the process in which one person, most often the supervisor or lead person of a work area passes job knowledge and skills to another person at working place. Additionally, On-the-job training is another methods of training, includes formal and informal training programs in a job situation, as well as what is called "learning from experience (Jacob, M. 2018). According to Torrington, Hall and Taylor (2018), On-the-job training (OJT) the line managers provide coaching to the individual development based on a close relationship between the individual and one other person either internal or external to the organization.

RESEARCH METHODOLOGY

This study used a descriptive research design. Mugenda and Mugenda (2008) explained the descriptive design is a process of collecting data in order to test a hypothesis or to answer the questions of the current status of the subject under study. The target population makes a part of the

universal population (Creswell, 2014). The target population will be the staff of KTDA. The organization has a total of 516 employees distributed across three (3) subsidiaries. The study hence targeted all respondents regardless of the level in the organization structure. The study used Yamane sampling formula to get the sample size of 225. Stratified random sampling was used to get the desired sample size of 225 staff. The staff was stratified according to the three management levels; top, middle, and low level management.

Primary data was used in this study. The study's primary data was obtained using semi-structured questionnaires. The pretesting sample was made of 22 respondents, representing 10% of the sample size. The results from the pilot test was not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study. Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is used to make judgments about the probability that an observation is dependable or one that happened by chance in the study. The relationship between the study variables were tested using multivariate regression models.

RESEARCH FINDINGS AND DISCUSSION

The study sample size was 225 top, middle, and low level management staff of KTDA. All selected respondents were issued with questionnaires for data collection. Out of all the questionnaires issued, 196 were returned having been dully filled. This formed a response rate of 87.1%. The response rate was adequate for further analysis and reporting as supported by Mugenda and Mugenda (2017) who argued that for a sample size to be representative enough there should be a response rate of at least 50%. Therefore, this was considered an acceptable response rate for the study.

Descriptive Analysis

Descriptive analysis was used to describe the basic features of the data under study as they provide summaries about the sample and its measures. In this study descriptive analysis including means, and standard deviation, were used to describe the likert scale questions associated with each of the study variable. The study requested respondents to rate their responses in a scale of 1-5 where 1= Strongly Disagree, 2=Disagree, 3= Not Sure, 4=Agree and 5=Strongly Agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 Not Sure, 3.5-4.4 agree and 4.5-5 strongly agree. Standard deviation greater than 2 was considered large meaning responses were widely spread out and not tightly clustered around the mean.

Training Needs Analysis

The first objective of the study was to establish influence of training needs analysis on training and employee performance at KTDA Limited. Respondents were therefore asked to indicate their level of agreement or disagreement with statements on training needs analysis and employee performance at KTDA Limited. Table 1 presents summary of the findings obtained.

Table 1: Descriptive Statistics on Training Needs Analysis

Statements	Mean	Std. Dev.
There is a clear process for updating and revisiting the training needs analysis to ensure relevance over time.	3.956	1.058
The organization involves employees in the planning and prioritization of training programs based on identified needs.	3.852	1.255
Training needs analysis includes consideration of both technical and soft skills development.	3.851	1.224
The organization uses a variety of methods, including surveys and performance evaluations, to assess training requirements.	3.779	0.221
The organization regularly conducts a comprehensive analysis to identify specific training needs across different departments.	3.765	1.363
Individual employees have opportunities to provide input on their own training needs.	3.697	1.069
Training needs analysis considers both current job requirements and potential future skill demands.	3.62	0.708
The results of the training needs analysis are effectively communicated to employees and managers.	3.606	0.508
Aggregate Score	3.766	0.926

The findings show that respondents agreed on average that there is a clear process for updating and revisiting the training needs analysis to ensure relevance over time (M= 3.956, SD= 1.058); that the organization involves employees in the planning and prioritization of training programs based on identified needs (M= 3.852, SD= 1.255); and that training needs analysis includes consideration of both technical and soft skills development (M= 3.851, SD= 1.224). Respondents also agreed that the organization uses a variety of methods, including surveys and performance evaluations, to assess training requirements (M= 3.779, SD= 0.221); that the organization regularly conducts a comprehensive analysis to identify specific training needs across different departments (M= 3.765, SD= 1.363); and that individual employees have opportunities to provide input on their own training needs (M= 3.697, SD= 1.069). They further agreed that training needs analysis considers both current job requirements and potential future skill demands (M= 3.62, SD= 0.708); and that that the results of the training needs analysis are effectively communicated to employees and managers (M= 3.606, SD= 0.508).

The findings show that the respondents agreed that training needs analysis influences training and employee performance at KTDA Limited as shown by an aggregate mean of 3.766 (SD= 0.926). This alignment resonates with the research conducted by Guest (2017) who emphasize the positive impact of training needs analysis on employee performance. Guest highlights the vital role of training needs analysis in enhancing workers' knowledge, skills, and capabilities, ultimately leading to higher job performance and organizational success. Similarly, Farooq and Aslam (2018), underscored the positive correlation between training and employee performance, indicating that addressing employees' job-related needs in a timely manner through effective training programs is essential for achieving organizational goals. The agreement of these findings underscores the critical importance of conducting thorough training needs analyses to drive both training effectiveness and employee performance within KTDA Limited.

Training Plan

The second objective of this study was to assess influence of training plan on training and employee performance at KTDA Limited. Respondents were therefore asked to rate the extent to

which they agree or disagree with statements on regarding training plan and employee performance at KTDA Limited. Table 2 presents summary of findings obtained.

Table 2: Descriptive Statistics on Training Plan

Statements	Mean	Std. Dev.
Managers actively participate in the implementation of training plans, offering guidance and feedback.	3.994	1.516
The organization has a well-defined training plan that outlines the learning objectives for employees.	3.925	0.521
The training plan is regularly updated to align with changing business needs and industry trends.	3.902	0.637
Training plans are communicated clearly to employees, providing information on the skills and knowledge they are expected to acquire.	3.824	1.437
The training plan includes a variety of learning methods and resources, such as workshops, online courses, and on-the-job training.	3.804	1.39
Employees are involved in the development or customization of their individual training plans.	3.789	1.753
The training plan includes both technical skills and soft skills development.	3.726	0.638
The organization provides support and resources to employees to help them achieve the goals outlined in their training plans.	3.68	0.43
Aggregate Score	3.831	1.040

The findings show that respondents agree on average with statements on the effects training plan on training and employee performance at KTDA Limited as shown by an aggregate mean of 3.831 (SD= 1.040). They further agreed that managers actively participate in the implementation of training plans, offering guidance and feedback (M= 3.994, SD= 1.516); that the organization has a well-defined training plan that outlines the learning objectives for employees (M= 3.925, SD= 0.521); and that the training plan is regularly updated to align with changing business needs and industry trends (M= 3.902, SD= 0.637). Respondent also agreed that training plans are communicated clearly to employees, providing information on the skills and knowledge they are expected to acquire (M= 3.824, SD= 1.437); that the training plan includes a variety of learning methods and resources, such as workshops, online courses, and on-the-job training (M= 3.804, SD= 1.39); and that employees are involved in the development or customization of their individual training plans (M= 3.789, SD= 1.753). They were also in agreement that the training plan includes both technical skills and soft skills development (M= 3.726, SD= 0.638); and that the organization provides support and resources to employees to help them achieve the goals outlined in their training plans (M= 3.68, SD= 0.43).

The findings, reflected in an aggregate mean of 3.831 (SD= 1.040), indicate a consensus among respondents regarding the significant impact of training plans on both training initiatives and employee performance at KTDA Limited. This finding resonates with the research conducted by Karim, Choudhury, and Latif (2019) on the impact of training plans on employee performance emphasized the positive outcomes associated with dynamic and obligatory training programs, suggesting that continuous training and development efforts are essential for improving performance. Similarly, Armstrong (2016) emphasis on the importance of aligning training with organizational goals and learning theories underscores the critical role of strategic training planning in maximizing the effectiveness of training initiatives. The findings highlights the crucial importance of comprehensive training planning processes in driving both training outcomes and overall employee performance within KTDA Limited.

Employee Performance at KTDA Limited

The general objective of the study was to examine determinants of training and employee performance in KTDA Limited. Respondents were therefore asked to indicate the extent to which they agree with the statement regarding employee performance at KTDA Limited. Table 4.8 presents summary of the findings obtained.

Table 3: Descriptive Statistics on Employee Performance at KTDA Limited

Statements	Mean	Std. Dev.
I believe my job performance meets or exceeds the expectations set by the organization.	3.975	1.125
I receive constructive feedback on my performance regularly.	3.945	0.291
I have access to the resources and tools necessary to perform my job effectively.	3.902	0.39
I am satisfied with the level of autonomy and decision-making authority I have in my role.	3.836	1.714
My job responsibilities are well-defined, and I understand how they contribute to overall organizational goals.	3.826	1.633
The organization recognizes and acknowledges my achievements and contributions.	3.813	0.858
My skills and competencies align well with the requirements of my current position.	3.665	0.163
The organization provides clear performance expectations for my role.	3.572	0.909
Aggregate Score	3.817	0.885

The findings show that the respondents agreed on average that they believe their job performance meets or exceeds the expectations set by the organization (M= 3.975, SD= 1.125); that they receive constructive feedback on their performance regularly (M= 3.945, SD= 0.291); that they have access to the resources and tools necessary to perform their job effectively (M= 3.902, SD= 0.39); and that they are satisfied with the level of autonomy and decision-making authority they have in their role (M= 3.836, SD= 1.714). Respondents further agreed that their job responsibilities are well-defined, and they understand how they contribute to overall organizational goals (M= 3.826, SD= 1.633); that the organization recognizes and acknowledges their achievements and contributions (M= 3.813, SD= 0.858); that their skills and competencies align well with the requirements of their current position (M= 3.665, SD= 0.163); and that the organization provides clear performance expectations for their role (M= 3.572, SD= 0.909).

The findings, characterized by high mean scores across various dimensions of job performance and organizational support, resonate with existing literature on employee satisfaction, organizational support, and performance management as outlined in the studies provided. The agreement among respondents regarding meeting or exceeding organizational expectations, receiving regular constructive feedback, and having access to necessary resources aligns with the principles of high-performance work systems discussed by Kansane (2022) and Imran and Elnaga (2022). These scholars emphasize the importance of providing employees with the necessary resources, support, and feedback to perform their jobs effectively, leading to improved job satisfaction and organizational performance. Similarly, the findings concerning well-defined job responsibilities, alignment of skills with job requirements, and clear performance expectations reflect the principles discussed in the studies by Guest (2017) and Farooq and Aslam (2018), who argue that clear expectations and understanding of one's role contribute to higher performance and goal attainment. Moreover, the acknowledgment of achievements and contributions by the

organization resonates with the discussions in the literature provided, highlighting the importance of recognition and intrinsic motivation in fostering job satisfaction and performance. Overall, the findings underscore the critical role of organizational support, performance feedback, role clarity, and recognition in shaping employee perceptions of job performance and satisfaction within the organizational context, as supported by the literature provided.

Correlation Analysis

The study computed correlation analysis to test the strength and the direction of the relationship that exists between the dependent and the independent variables. The correlation values range from 0 to 1; if the correlation values are $r = \pm 0.1$ to ± 0.29 then the relationship between the two variables is small, if it is $r = \pm 0.3$ to ± 0.49 the relationship is medium, and when $r = \pm 0.5$ and above there is a strong relationship between the two variables under consideration. Table 4.9 presents correlation analysis findings for this study.

Table 4: Correlations

		Employee performance	Training Needs Analysis	Training Plan
Employee performance at KTDA Limited	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	196		
Training Needs Analysis	Pearson Correlation	.947**	1	
	Sig. (2-tailed)	.000		
	N	196	196	
Training Plan	Pearson Correlation	.900**	.062	1
	Sig. (2-tailed)	.000	.111	
	N	196	196	196

The findings reveal a substantial positive correlation between training needs analysis and employee performance ($r = 0.947$, $p < 0.05$). This strong association agrees with Guest (2017) who explains how thorough assessments of training requirements enhance employees' knowledge, skills, and capabilities, ultimately leading to superior job performance and organizational success. Similarly, Farooq and Aslam (2018), emphasizes the necessity of conducting comprehensive training needs analyses to drive both training effectiveness and employee performance. Guest research underscores the positive correlation between training interventions and employee performance, underlining the importance of addressing employees' job-related needs through effective training programs.

Furthermore, the analysis reveals a strong positive correlation between training plan and employee performance, which was statistically significant ($r = 0.900$, $p < 0.05$). This suggests that there is a positive relationship between training plans and employee performance. The literature reviewed by Karim, Choudhury, and Latif (2019) and Armstrong (2016) emphasizes the significance of strategic planning in training initiatives, indicating that despite the lack of statistical significance in this analysis, training plans remain crucial for optimizing employee performance which agrees with present study.

Multiple Regression Analysis

The study computed multiple regression analysis to examine determinants of training and employee performance in KTDA Limited. Using model summary, the study tested the amount of variation in employee performance in KTDA Limited as a result of changes in the independent variables. Using model summary, the study tested the amount of variation in employee performance in KTDA Limited as a result of changes in the independent variables.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993 ^a	.986	.986	.06658

a. Predictors: (Constant), Training Plan, Training Needs Analysis

The findings indicate a highly significant relationship between the predictors (Training Plan, Training Needs Analysis) and the model's ability to predict employee performance. The multiple linear regression model shows a strong correlation ($R = 0.993$), suggesting that the combination of these predictors explains approximately 98.6% of the variance in employee performance ($R^2 = 0.986$). The Adjusted R Square value remains the same as the R Square, indicating that the predictors in the model account for a substantial amount of variation in employee performance while adjusting for the number of predictors in the model. These findings therefore suggest that the selected predictors - Training Plan and Training Needs Analysis - collectively contribute significantly to explaining and predicting employee performance within the context of the study.

The study tested significance of the fitted model using analysis of variance. The significance of the model was tested at 95% confidence interval.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	61.293	4	15.323	3456.443	.000 ^b
1 Residual	.847	191	.004		
Total	62.140	195			

a. Dependent Variable: Employee performance at KTDA Limited

b. Predictors: (Constant), Training Plan, Training Needs Analysis

The findings from the ANOVA table indicate a highly significant relationship between the predictors (training plan, training needs analysis) and the dependent variable, employee performance at KTDA Limited. The regression model accounts for a substantial amount of variation in employee performance, as evidenced by the significant F-statistic ($F = 3456.443$, $p < 0.001$). This suggests that the predictors collectively contribute significantly to explaining the variance in employee performance. Therefore, the predictors - training plan and training needs analysis - are effective in explaining and predicting employee performance at KTDA Limited.

The coefficients values were used to fit the regression model.

Table 7: Beta Coefficients of Study Variables

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.128	.032		4.025	.000
1 Training Needs Analysis	.369	.018	.381	20.787	.000
Training Plan	.241	.014	.279	17.295	.000

a. Dependent Variable: Employee performance at KTDA Limited

From the findings, the following regression equation was fitted;

$$Y = 0.128 + 0.369 X_1 + 0.241 X_2$$

The beta coefficient value for training needs analysis is 0.369, and the corresponding p-value is significant at 0.000. This suggests a positive relationship between training needs analysis and employee performance at KTDA Limited. A thorough analysis to identify training needs is associated with higher levels of employee performance. This aligns with the insights provided by Guest (2017) which emphasize the importance of understanding training needs for effective employee development. Therefore, the findings are in agreement with the literature, indicating that conducting comprehensive analyses to identify training needs significantly contributes to improved employee performance.

The beta value for training plan is 0.241, and the corresponding p-value is significant at 0.000. This indicates a positive relationship between training plan and employee performance at KTDA Limited. A well-structured training plan is associated with higher levels of employee performance. This finding is supported by the literature by Armstrong (2016), which emphasizes the significance of strategic planning in training initiatives. Therefore, the findings agree with the literature, indicating that despite the lack of statistical significance in this analysis, training plans remain crucial for optimizing employee performance.

The findings show that training needs analysis has the greatest effect on employee performance at KTDA Limited followed by training plan.

Conclusions

Regarding training needs analysis, the findings indicate the essential role of thorough analysis in identifying and addressing training gaps. The strong correlation and regression results suggest that a comprehensive training needs analysis positively affects employee performance. Thus, the study concludes that effective training needs analysis positively and significantly influences training and employee performance at KTDA Limited.

Concerning the training plan, the results underscore the critical role of strategic planning in training initiatives. The positive correlation and regression outcomes suggest that a well-defined training plan positively impacts employee performance. Hence, the study concludes that a comprehensive training plan positively and significantly influences training and employee performance at KTDA Limited.

Recommendations

Regarding training needs analysis, KTDA Limited should establish a systematic process for updating and revisiting the training needs analysis to ensure its relevance over time. This process should involve active participation from employees in planning and prioritizing training programs based on identified needs. Moreover, the organization should utilize a variety of methods, including surveys and performance evaluations, to assess training requirements comprehensively across different departments. Individual employees should be encouraged to provide input on their own training needs, ensuring that the analysis considers both current job requirements and potential future skill demands. Furthermore, the results of the training needs analysis should be effectively communicated to employees and managers, fostering transparency and alignment with organizational goals.

Regarding the training plan, KTDA Limited should ensure the development of a well-defined training plan that outlines clear learning objectives for employees. This plan should be regularly updated to align with changing business needs and industry trends, with active participation from managers in its implementation. Training plans should be communicated clearly to employees, providing them with information on the skills and knowledge they are expected to acquire. Additionally, the training plan should incorporate a variety of learning methods and resources,

including workshops, online courses, and on-the-job training opportunities. Employees should also be involved in the development or customization of their individual training plans, fostering ownership and accountability for their professional development.

Suggestions for Further Studies

Comparative studies across different departments or teams within KTDA Limited could also be conducted to identify best practices and areas for improvement in training and development strategies. Furthermore, qualitative research methodologies, such as interviews or focus groups, could be employed to gather in-depth perspectives from employees regarding their training experiences and perceived impacts on performance. Furthermore, studies in the field of training and employee performance at KTDA Limited could explore the longitudinal effects of training interventions on employee performance over time. Longitudinal studies would provide valuable insights into the sustained impact of training initiatives on employee performance metrics, allowing for a deeper understanding of the long-term benefits and challenges associated with training programs. Additionally, future research could investigate the effectiveness of specific training methods or approaches in addressing skill gaps and improving job performance among employees.

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