

**THE EFFECTS OF TRAINING PRACTICES ON EMPLOYEE'S PRODUCTIVITY IN THE PUBLIC SERVICE: A CASE OF THE MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT, KAKAMEGA CENTRAL SUB COUNTY**

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**ABSTRACT**

Training is of growing importance to companies or institutions seeking to gain an advantage among competitors. There is significant debate among professionals and scholars as to the effect that training has on both employee and organizational goals. The main purpose of this study was to determine the effects of training and development practices on employee's productivity in the public service, a case of the ministry of Interior and National Coordination Kakamega Central Sub County. The study was conducted in two Divisions that make up Kakamega Central Sub-county that is Lurambi and Municipality with 5 Locations namely; South, Butso, Central, Butso East, Bukhungu and Shieywe Location with a population of 250 employees. Out of 250 employees, the study targeted 20%. Data was collected using questionnaires and interview schedules. The collected data was organized under different variables and the frequencies established. Percentages and tables were calculated to allow for the use of descriptive statistics. The results were then presented in the frequency tables. The second level of the data analysis involved inferential statistics where Karl Pearson's correlation was used to establish the relationship among the variables. The findings showed that some, (40%) of the employees had training while majority (60%) had not been given any training. The research also revealed that majority of the employees (70%) did not know the criteria used to select employees for training. The study further established that overwhelming majority of the respondents (84%) believed that training has positive effect on their performance. The study therefore recommends that the

ministry reviews its training and development policy through evaluation of training for its effectiveness.

**Key Words:** *training, organizational goals, productivity, performance*

## Introduction

Human Resource Development has played a significant role in the economic development worldwide. Globally it has been acknowledged that education and training are major tools of empowering and transforming employees to become useful members of the organization. A recent study of small to mid-sized manufacturing firms found a significant positive relationship between company performance, as measured by profitability and quality management training Ryan, Smith and peter (2001) For instance In France Labor productivity and educational level rose to become among the highest in the world in 1960's and 1970's. This expansion led to an upsurge of interest in the management training and development which itself has been encouraged by a law that requires companies to devote 1.5% of the value of their payroll to training or forfeit the money to the government. With these efforts by the government, it has become necessary for organizations to provide long and systematic training and development programs for its employees. This is because every aspect and activity of an organization involves people. For instance, a manager in an organization will not be successful until he has subordinates beneath him who are well equipped with skills, talent and knowledge. To manage an organization both large and small requires staffing them with competent personnel. The formal educational system does not adequately teach specific job skills for a position in a particular organization. Few employees have the requisite skills, knowledge, abilities and competencies (SKAC) needed to work. As a result, many require extensive training to acquire the necessary SKAC to be able to make substantive contribution towards the organization's growth, Barron and Hagerty (2001). 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 and development are the processes of investing in people so that they are equipped to perform. These processes are part of an overall human resource management approach that hopefully will result in people being motivated to perform. Barron and Hagerty( 2001). It goes without saying therefore that the training and development of employees is 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 (2002:329), 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. The survival of an organization implies the prosecution of sustainable competitive advantages. The knowledge and skills of an organization's employees have become increasingly important to its

performance, competitiveness and advancement. Theories placing the origin of these advantages outside the company are now losing validity in favour of those centered on internal elements, especially the theory of resources and capacities. Among the internal resources which can be considered sources of competitive advantage is the human element, mainly due to its intangible characteristics: knowledge, skills and attitudes Wright et al., (1994). Although all practices of human resource are implied in the development of these resources, training is one of the main activity in order to have qualified, flexible, and proactive employees and to achieve the correct running of each stage of the process of knowledge management Alavi and Leidner, (2001); Bollinger and Smith, (2001). Organizations spend an enormous amount of time and money on training in order to assist employee's learning of job-related competencies Cascio, (2000) Noe, (2006). As a result of the financial investments organizations make in training, it is important to provide results that training efforts are being fully realized Casio, (2000); Dowling & Welch, (2005). Training is the universal managerial tool for coping with market demands and changing customer needs. Moreover, a major skills gap threatens organizations of all types and sizes. The most immediate skills gap has been identified at entry-level positions Mirvis, (1997). Gary (2003) defines On-the-job training as having a person learn a job by actually doing it. Every employee, from mailroom clerk to company president, gets on-the-job training when he or she joins a firm. In many firms, OJT is the only training available. OJT is one of the best training methods because it is planned, organized, and conducted at the employee's worksite. This method will generally be the primary method used for broadening employee skills and increasing productivity. It is particularly appropriate for developing proficiency skills unique to an employee's job especially jobs that are relatively easy to learn and require locally-owned equipment and facilities. The Government of Kenya has put in place various Training Institutions which include:- Government Training Institute Namely Matuga KSG, Mombasa KSG, Baringo KSG, and Embu KSGs, Institute of Human Resource Management, Federation of Kenya Employers, Tom Mboya Labour College, Kenya Teachers Technical College, Public Universities among others which have programs running throughout the year that address work specific issues. As a result of the above Institutions, the government of Kenya is able to employ people with the right skills, knowledge, attitude and competence (SKAC) which is important to the economic development of the country.

### **Statement of the problem**

Training enhances skills, knowledge, abilities and competences and ultimately workers performance and productivity in organizations Cole (2002). The ideal learning organization is one where people continually expand their capacity to create the results they truly desire where new expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together (Senge 1990). The government of Kenya engages her employees in the training and development of their staff in line with the ministry of planning and Vision 2030. There have however, been complaints about services offered by the civil servants country wide. This is an indication that despite staff undertaking

training, the impact of this has not been felt. This study therefore sought to assess the impact of training and development practices on employee productivity in the ministry of interior and coordination of national government (formerly ministry of Internal security).

### **Literature Review**

Training and needs assessment helps an organization to identify the gap existing between present performance and the desired performance. This involve organizational tasks and individual analysis where gaps in performance or anticipated gap due to changing environmental conditions are identified.

The study done by Chege, Musiega and Otuko, in 2013 concluded that it is not enough just to throw training to employees and hoping for the best from them. They found out that most of the training is not tied to the organization's goals as it is often conducted in a vacuum, which is unrelated to the problems faced by the organizations. This means that training results are considered less important than the activity itself because the organizations are satisfied as long as the employees attend.

Hence, whether the employees retain anything or can apply what they have learned from the training to the job, it is immaterial because it is the activity that count and not the results benefited from the training Hamid (1987) However, the manager not aware of the purpose of training nor he was given tools to help in coaching the employees in applying what they had learned in training on the job. So, employees often questioned the value of the relevance of training they undertook.

Organizational analysis looks at a given organization and its objectives and the kind of problems that the organization may experience or is experiencing so as to plan for remedial action. Among the areas looked at include the strategic objectives of the organization, resource utilization within the organization, scanning of the organization environment to identify threats and opportunities and analyze organization climate to identify whether the behavior, feelings, opinions, belief and attitudes of employees are positive or negative. Task analysis looks at the duties and responsibilities of a job together with the skills, knowledge, abilities and expected behavior to give a given standard of performance. It looks at tasks to be performed, contents of those tasks, knowledge, skills and attitude required standards of performance and methods of performing tasks.

### **Types of training**

The development of operative training according to Flippo (1984) calls for specific increases in skills and knowledge to perform a particular job. The methods of training would to a large extent determine whether training would be on-the- job or off-the-job. On- the -job training these are training exercises conducted at one's workplace and involve learning how to perform a given job

in the actual job setting. Internships – Are usually a combination of classroom and on the job training. They are often used to train prospective managers or marketing personnel

Apprenticeships – Develops employee who can do many different tasks. This type of training usually involves several related groups of skills that allow the apprentice to practice in any particular trade within the organizational set up and they take place over a long period of time in which the apprentice works for and with the senior skilled worker. Are appropriate for jobs requiring production skills.

Job rotation – Involves moving an employee through a series of jobs or from different depts., so that he/she can get a good idea for the tasks that are associated with different jobs. It's usually used in training for supervisory position. It helps relieve boredom and thereby raise the productivity of shop floor worker

Orientation – Are for new employees and help them become productive as quickly as possible. It includes the following topics:-the company's history and mission, the key members in the organization, rules and regulations for employee.

Learning by doing- Used to teach new skills and methods to employees. Here the new employee observes a senior experienced worker and learns what to do.

Mentorship – A senior or expected employee takes charge of the training and development of a new employee. This suggests a much closer association than master/appropriate and element of a father/son relationship can exist whereby the mentor acts as an advisor and protector to the trainee.

Coaching- It takes place at one's work place with the trainees supervisor teaching him or her how to perform a job, offering suggestions for improvement and monitoring the performance.

Off- the- job training– It involves separating employees from the job situation and having his attention focused on the learning exercise at a location specifically designated for learning purposes away from the work place.

Lecture – Present training materials verbally and are aimed to deliver a great deal of material to many people simultaneously. It's more cost effective to lecture to a group than to train people individually.

Role Playing and Simulation – it attempts to bring realistic decision making situation to the trainee. Likely problem and possible solutions are presented for discussion. The saying that there is no better trainer than experience is exemplified with this type of training. The method is used in marketing and management training.

Vestibule training – Vestibule training is conducted by qualified instructors in a classroom away from the work place. The worker is trained to use machine or perform a task similar to the ones in the real work situation. The effort in vestibule training is to simulate the regular working conditions of the job, which the trainee are being prepared and are expected to apply their newly acquired skills when they are assigned to their real job.

Perceived organizational support has aroused a great deal of interest among researchers. For example in the Fields of psychology and management Organizational support has been defined in various ways. Eisenberger (1986) defined organizational support as “employees in an organization from global beliefs concerning the extent to which the organization values their contributions and cares about their well-being.” It is also defined as “how much the organization values employees' contributions and cares about them” Allen et al (2008).

Perceived organizational support created by reason of job conditions and some human resource practices provide creation of positive employee attitude and behavior. Some organizations support their employees financially to enable them acquire required knowledge, skills, attitude and behaviors through training institutions for instance, Universities or tertiary institutions. This is to enable the employees of an organization to perform more efficiently and effectively with minimum supervision. This support can be given either fully or partially. The financial support is meant to motivate employees and to retain them in the organization.

### **Customer satisfaction**

The major challenge facing many organizations is maintaining old customers, retaining new ones and attracting potential customers. This challenge has an effect on the organization's productivity which can decline, remain same or prosper. Kotler and Armstrong (2004) assert that customers are the kings and queens of any organization. Indeed customer care programmes which are well implemented have significantly promoted organizational sales, profits and services provided due to upsurge in number of customers. Many firms are intent on developing strong bonds of loyalty with their ultimate customers. In the past many companies took their customers for granted since market was growing so fast that companies did not worry about satisfying their customers (Good wright, 2006).

Today however, things have drastically changed. Customers are much harder to please, they are smarter, more price conscious, more demanding, less forgiving and being approached by more competitors with equal or better offers than yours. The challenge is not to produce a satisfied customer since several competitions can do this. The challenge is to produce a loyal customer (Barry, 1986).

### **Research Methodology**

This study was guided by descriptive survey design to establish the relationship between variables especially the effects of training practices on employee's productivity. The study targeted all the 250 employees of Ministry of Interior and National Coordination regardless of gender or grade. This study used questionnaires as the primary instrument of data collection. They were used so as to get the uniform responses from employees. Data analysis was done at two levels; first the data was collected through questionnaires coded manually. The range of specific multiple choice answers gave the respondents wide areas to choose from. Then data was organized under different variables and the frequency established. Percentages and tables were calculated to allow for the use of descriptive statistics. The results were then presented in the frequency tables. The second level of the data analysis involved inferential statistics where Karl Pearson's correlation was used to establish the relationship among the variables.

## **Research Findings**

### **Selection for Training**

It has been established that training has long been taking place in the Ministry of Interior and Co-ordination of National Government. It is also clear from the responses from Table 4.6 above that 40% of respondents have participated in training in one form or the other. Literature tells us training is a planned and systematic flow of activities involving determining training purpose and policy, and following through by determining training and development needs, planning the training, implementing the training, and evaluating the training.

Selecting participants through a careful process of training needs identification is therefore the proper process of initiating training. Subsequently, respondents were asked a series of questions to determine the flow, planned and systematic nature of the training and development process at Ministry of Interior and National Co-ordination. The starting point was to know how respondents were selected for inclusion in the training programs they participated in.

Findings indicated that many respondents (35 out of 50) do not know how they are selected for the training programs they participated in. When the Training Manager was asked about the criteria for selecting employees for training, his response indicated that participants are selected based on various criteria and he was not able to specify exactly how training needs are identified except to say that it depends on the circumstances.

### **Types of Training**

It was important for the study to determine the kinds of training that take place at Ministry of Interior and National Co-ordination. In the interview with the Training Manager, he indicated that they engage in job training, refresher training, development training, group training. The respondents were also asked what kind of training they have received over the period and the 50 respondents who have received one form of training or the other mentioned various programs with the key ones summarized below as a percentage of the total for each type.

### **Methods of Training**

The selection of method for training has to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. DeCauza et al (1996:70) explained that the most popular training and development method used by organizations can be classified as either on-the-job or off-the-job. Looking at the sophistication of the equipment used by this ministry, for example use of signals. Regarding the types of training, that Ministry of Interior and National Co-ordination engages in orientation training for new employee include; refresher training for existing employees, job training, and career development training. Regarding training methods, he mentioned on the job

training, mentoring, seminar among others. It was necessary to assess these methods from the point of view of the respondents. So they were asked a question regarding what training methods they had experienced.

On how the training plan, lessons, and trainers were determined, the Training Manager indicated that it depended on the situation at hand. Training is a planned and systematic process that goes to develop employees and it is significant to note that the training process at Ministry of Interior and National Co-ordination seem to depend on contingency. No wonder when respondents were asked how easily accessible training is to them, majority believe training is not accessible

### Sponsorship for Further Studies

It was also necessary for the study to assess Ministry of Interior and National Co-ordination commitment to career development issues. Granting of sponsorships for further studies is one such opportunity to develop the capacity of staff to meet future challenges. Accordingly, respondents were asked 'Have you ever been sponsored for further studies or personal development programs? What kind of sponsorship were you offered?' Indeed, most of the respondents indicated that they have never been sponsored. The employees sponsored themselves in furtherance of their education to obtain professional or higher level certificates. Accordingly, employees were asked whether they have ever self-sponsored themselves to acquire skills, knowledge and abilities. Table 4.8.2 below summarizes the responses;

### Career Progression Projections for Employees

Regarding whether respondents are aware of the existence of any career development projections for them, all respondents (100%) indicated that they are not aware of the existence of any such development program.

### Training and Development Projections for Employees

Respondents were also asked whether they are aware of the existence of any employee training and development projections for them. All respondents said they were not aware of any such projections. For an organization that has been engaged in training for the past ten (10) years, these omissions are significant because they have far reaching consequences for worker performance and productivity as far as the training and development component is concerned.

### Effects of Training and Development on Worker Performance and Productivity

Training is a planned and systematic effort by which Managements of organizations aim at altering behavior, and encouraging employees in a direction that will achieve organizational goals. One of the key known benefits of training is the motivation it provides those who receive it. Indeed, according to Cole (2002), employees who receive training have increased confidence

and motivation. That is, training can achieve high morale for an organization. Training is known to increase the availability and quality of staff. The study therefore sought the opinion of the respondents whether they feel motivated and satisfied with the training and how it is applied at Ministry of Interior and National Co-ordination. Findings showed that an overwhelming majority of respondents (72%) don't feel motivated by the training activities of Ministry of Interior and National Co-ordination. This is significant because motivation generally seeks to boost employees' morale to work hard and thus increase productivity.

### **Training and employee performance**

Productivity relates to output per unit of input, for instance, output per labor hour. It is measured in terms of effectiveness and efficiency of an effort. The sources of productivity gains include (Schiller, 2002): (1) Higher skills – an increase in labor skills; (2) More capital – an increase in the ratio of capital to labor; (3) Improved management – better use of available resources in the production process; (4) Technological advancement – the development and use of better capital equipment.

It is difficult to isolate the various variables that contribute to productivity and measure their true effect and contribution to productivity. The focus of this study however, is the aspect of productivity which relates to employee training and development and the impact of such higher skills on the performance and productivity of the individual employees. This focus is founded on the basis that employees will not perform well at work no matter how hard they try and regardless of how much they want to until they know what they are supposed to do and how they are supposed to do it (Zaccarelli, 1988).

Thus, it is the knowledge and skills acquired for the job that makes employees effective and efficient. Training is the means by which such skills; knowledge and attitudes are impacted to employees to enhance efficiency and effectiveness. In measuring the impact of training and development on worker performance and productivity, respondents were asked the key question 'In your opinion, do you think training has helped improve your performance since joining Ministry of Interior and National Co-ordination?' Findings illustrated clearly that as many as 32 out of 50 respondents. Only a few (36%) do not link training to productivity or are not sure. This implies that training has a positive impact on employee's productivity.

### **Summary of findings**

The study established that Ministry of Interior and National Co-ordination provided professional support to employees in their respective departments. The findings are that many of the respondents do not feel motivated by the training offered, and indeed many have even never participated in training and development activities. It was also established that the respondents do not feel training has offered them opportunity to identify potentials for further development. Clearly also, an overwhelming majority of respondents 84% do believe training has had a

positive impact on their performance and further indicated that training indeed had impact on their job skills. All the facts go to support the hypothesis that training and development activities have largely a positive impact on individual effectiveness and efficiency in the performance of their jobs. The results also revealed that employees sponsored themselves to acquire new skills, knowledge and abilities through formal education programs. These employees are however not promoted or upgraded because most the time their programs are seen as being unapproved by Management. This was contrary to the objectives stated in the staff training policy that opportunities will be given to employees as necessary for more training and development program to improve their role and performance to their duties.

### **Conclusions**

On the whole, the study sought to investigate the the effects of training and development practices on employee's productivity in the public service, a case of the ministry of interior and national co-ordination Kakamega central sub county. Ministry of Interior and National Co-ordination will need to take action to correct its training and development activities, and make sure the processes involved are duly followed. The findings of this research indicated that Ministry of Interior and Co-ordination of National Government's nature of work depends mainly on high technological and sophisticated equipment. This makes continuous training and development of its human resource crucial and vital, taking into consideration the rapid technological advancement.

From the results of the study, it can be concluded that Ministry of Interior and National Co-ordination certainly had a well-established policy to invest in the training and development of employees, however the processes involved are not being duly followed. It also organizes training programs from time to time for its employees to update their knowledge and skills and to ensure that maximum efficiency exist in Ministry of Interior and Co-ordination of National Government. Employees who realized the need for change in attitude, had to develop themselves through formal education in order to be abreast with modern technological advances self-sponsored themselves to acquire these skills.

### **Recommendations**

The following recommendations have been made based on the findings of the study in order to improve on performance. It is an undeniable fact that in recent times many organizations have come to the realization of the importance of the role of training and development programs as it increases the organization's staff efficiency, skills and productivity. In order to reap the full benefits of a training initiative, Ministry of Interior and Co-ordination of National Government should ensure that the following are instituted at the work place.

### **Systematic Training**

Identification of training needs should be done more professionally in conjunction with the line manager as well as the individuals involved together with the HR personnel. Everyone involved should agree exactly to what the trainees are lacking, for instance what skill is needed, and what attitudes need to be changed toward work performance. The needs identified should emanate from Ministry of Interior and National Co-ordination strategic plan, which also cover departmental/sectional/teams and individual plans. Ministry of Interior and National Co-ordination should see learning, training and development as well as training's objectives, plan, implementation and evaluation as a continuous process for organizational development and survival.

### **Create more Opportunities for training**

Training needs should be considered on the basis of overall company objectives. The goals of the company should determine what training programs are to be organized for staff. Staff should be motivated to add value to themselves and to their lives.

### **Career Planning and development**

Organizational career planning involves matching an individual's career aspirations with the opportunities available in the organization. Career pathing is the sequencing of the specific jobs that are associated with these opportunities. For career management to be successful in Ministry of Interior and National Co-ordination, both the Authority and employees must assume equal share of the responsibility for it. Employees must identify their aspirations and abilities, and through counseling recognize what training and development are required for a particular career information and training to its employees. Development and succession planning will also play a great role. Career progressions projection plans and training and development projections should be made available to each employee.

### **Develop employees through formal education**

The Ministry of Interior and National Co-ordination could develop its employees through formal education which will give employees the opportunity to attend short courses offered by consultants or an executive MBA and university programs which normally involve lectures by experts, business games and simulations, adventure learning and meetings with customers.

### **Motivation and Morale**

Motivation generally seeks to boost employees' morale to work hard and thus increase productivity. It is against this fact that the researcher wishes to recommend that in instituting proper training and development programs, Ministry of Interior and National Co-ordination should initiate a policy for motivation attached to training. Motivation include both extrinsic,

such as more pay, allowance, fringe benefits, and intrinsic such as recognition, appreciation, acceptance by fellow workers, opportunities for promotion, career development and consultation for important matters. Morale on the other hand increases productivity indirectly by reducing absenteeism, accidents, employee turnover and grievances. This means that the workforce can never develop in an organization where there is low morale and lack of motivation because motivation and morale leads to job satisfaction, which in turn leads to development.

### **Enrich job experience**

Most employee development occurs through job experiences. Development is most likely to occur when there is a mismatch between the employee's skills and past experiences, and the skills required for the job. To be successful in their job, employees in Ministry of Interior and National Co-ordination must stretch their skills. There are several ways that job experiences can be used for employee development in and these in Ministry of Interior and National Co-ordination include the enlargement of current job, job rotation, transfers and promotion to positions with greater challenge.

### **Improve interpersonal relationships**

An interpersonal relationship is another way for employees to develop skills, increase knowledge about the organization and its clients by interacting with a more experienced member. Interpersonal relationships can develop as part of a planned effort to bring together successful senior employees of the Ministry of Interior and National Co-ordination together with less experienced ones.

### **Evaluate training for effectiveness**

It is vital to evaluate training in order to assess its effectiveness in producing the learning outcomes specified when the training intervention is planned, and to indicate where improvements or changes are required to make the training even more effective. The basis upon which each category of training is to be evaluated should be determined at the planning stage while considering how the information required to evaluate learning events would be obtained and analyzed.

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