

# Effect Of Training On Employee Performance In Turkana County Government, Kenya

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*Abstract: Many public sector establishments participate in training of staff and have divisions, units and sectors responsible for training and development. County governments are expected to provide services to its citizens at the local level. As such, training is critical to achieving organizational goals and increase employee output. Training of employees at the county is aimed to increase service delivery, attainment of the county's goals and increase employee output. The county government concept is relatively new, the devolved units grapple engaging the newly recruited employees through numerous training programs in order to improve performance. Despite intensive training programs being performed in the county, there still exist training gaps as indicated by employee performance appraisal reports. This study aimed at examining the effect of training on employee performance in Turkana county government, Kenya. The research objective sought to examine the effect of mentoring on employee performance. The study adopted descriptive to analyze data. The study's sample size was 321 employees, with 15 participants being interviewed and 306 receiving structured questionnaires. The 15 interviewees were purposively selected while the 306 respondents supplied with questionnaires were chosen using simple random selection procedure. The study used both primary and secondary data sources. The study used both questionnaires and interviews to collect data. Content analysis was used to analyze qualitative data and presented in narrative form. Analysis of descriptive statistics including means and standard deviations was used in analysing quantitative data. The results established that mentoring had positive and significant effect on employee performance in Turkana county government.*

## I. INTRODUCTION

The successful use of human capital is very necessary so as to attain the organization's set objectives. Without the empowerment of human resources as a strategic resource within the business, the organization's long-term strategic destiny will be difficult to attain (Alagaraja, 2013). Swanson and Holton (2013) posit that there is an increase in demand for the implementation of effective and productive practices for the development of human resources to increase employee competence and improve organizational productivity. Education thus plays a distinct role in achieving an organizational purpose by balancing organizational and employee interests.

The success of an organization is dependent on its human capital. Training is among the tools in Human Resource Management practices that helps advance employee knowledge and abilities within an organization, (Kuruppu, Kavirathne & Karunarathna, 2021).

Organizations around the world have tried to focus on enhanced skilled workers' abilities, experience, and capacity to a source of competitive advantage (ShuRung & ChunChieh, 2017). Managers in charge of human resource training construct numerous training programs in order to increase employees' desired skills, knowledge and ability to position them accomplish their obligations (Lakra, 2018). These training sessions are designed to help staff become more comfortable with their responsibilities, but also to enable them cultivate a greater dedication to their work.

Employees who are competent, professional, and experienced are critical to a company's success. As a result, firms must value continual staff training and development in order to maintain profitability (Nishtha & Amit, 2016). Because abilities deteriorate and become redundant over time and must be supplied, training is essential at all levels of the organization. Satterfield and Hughes (2017) argued that training changes workers' actions and working capacity, resulting in enhanced efficiency and favorable outcomes for employees. Training is the most effective tool for an organization to inspire and retain high-quality human resources.

Training is a continuous process of learning new abilities, an employee's talent and expertise. The implementation of training programs takes into account the required methods of skills and knowledge creation to achieve the set target and objectives (Kearney, 2015). Aguinis and Kraiger (2018), observe that training in human resources aims at enhancing the capacity of workers and recognizing the various training needs of each individual worker and improving the knowledge, skills and procedures of employees and more operational organizations. In this study, training will be evaluated in terms of mentoring, job rotation, apprenticeship and coaching.

Mentoring is a relationship between the senior and the junior employee that encourages employees in sharing their individual professions, skills and expertisms at the same time acquiring learning and improvements (Ismail & Arokiasamy, 2015). Sarason, Piece, Shearin and Sayers (2015), note that mentoring programs help workers feel that they are respected by the organization and that they are involved in their personal growth, leading to improved productivity and a decline in turnover. County employee mentoring is also an unavoidable criterion that will have a positive effect on the Counties in the immediate future as adequate training of their subordinate to enhance performance is important for all County employees.

Employee performance is measured by the outcomes and accomplishments made at work. It also shows the employee's financial and non-financial accomplishments that create a direct correlation with an organization's output as well as its progress (Anitha, 2014). Hameed and Waheed (2014) noted that performance is seen as a force that drives employees towards achieving company's sustainability. In addition, it is recognized that workers who perform well contribute to the organization's productivity and performance. Therefore, as a result of good employee efficiency, the overall effectiveness and competitiveness of the processes of a company is.

Employee performance is seen as how the employee is productive in relation to the description of his or her job towards contributing to the achievement of the goals of the organization. In the current situation, in every company's most valuable asset is its employee (Elnaga & Imran, 2013). Zahargier and Balasundaram (2016) argue that an effective and highly efficient organization can be accomplished by involving workers in improving their efficiency. Therefore, to retain the competitive advantage, workers should be able to demonstrate absolute commitment to the required performance levels.

The Kenyan Constitution of 2010 was a watershed moment in the country's history, as it shifted the balance of power away from the central government and toward county

governments. The national government and the county government are the two layers of governance that have been established. The new Constitution resulted in the formation of 47 county governments. Kenya's County government structure composed of three arms; the County Executive (Committee), the Legislature (County Assembly), and the County Public Service serve as the main bodies of the County governments (Constitution of Kenya, 2010).

Turkana County is among the 47 devolved units. It is a county in the former Rift Valley Province located in Kenya's North-Western area. It is bordered on the West by Uganda, on the North West by South Sudan, and on the North East by Ethiopia. The County borders West Pokot, Baringo, Samburu and Marsabit counties. Lodwar town is its capital. Turkana has seven (7) sub counties with thirty (30) wards. County employees are deployed both at the Headquarters and within the 7 Sub Counties in order to dispense necessary services at the grassroots level. For instance, Sub County and Ward Administrators are deployed at the Sub Counties and Ward levels respectively to enhance service delivery. In order to boost employee productivity and enhance continued service delivery, Turkana County government administration supports employee training through various methods that include mentoring.

In a series of engaging the stakeholders throughout, Turkana county government came up with a County Integrated Development Plan (CIDP), which is the main policy document that supports strategies and initiatives to boost county economic growth and development (Turkana County Integrated Development Plan, 2013-2017).

According to UNESCO (2020), Kenya has an adult literacy rate of 81.53% with male literacy at 84.99%, females 78.19%. Turkana County lags behind with literacy level at 82%. This indicates that unemployment rate is high pointing that the county is undeveloped since illiteracy dampens economic potential of a people.

## II. RESEARCH DESIGN AND METHODOLOGY

The study was carried out in Turkana county government in Kenya. A sample of 306 middle/lower level managers was picked using simple random sampling technique while the 15 human resource managers were purposively selected. The participants were drawn from the county ministries, the county public service board, the county Assembly and the office of governor.

The study adopted descriptive research design. The design was adopted because it acquired data from a wider population of county employees allowing in-depth analysis of both qualitative and quantitative data.

## III. RESULTS AND DISCUSSION

The study sought to examine the effect of training on employee performance in Turkana county government through a list of statements. The results are presented in Table 1.

Statement	M	SD
Mentoring helps employees develop individual skill or competency	4.19	0.81
Mentoring helps the employee improve their social skills	4.27	0.73
Mentoring helps organization achieve their talent development goals and ensure solid leadership development	4.16	0.84
Employee turnover is reduced in a healthy work environment, and employees feel more loyal to their employer	3.83	1.17
Employees can take charge of their own personal and professional growth through mentorship programs	4.03	0.97
Mentorship programs serve to increase leadership diversity by allowing people to share their perspectives, knowledge, and ideas	4.26	0.74
Aggregate Score	4.12	0.88

Table 1: Examining the effect of Mentoring on employee performance

The respondents agreed with the statements that; Mentoring helps the employee improve their social skills (M=4.27, SD=0.73) and that mentorship programs serve to increase leadership diversity by allowing people to share their perspectives, knowledge, and ideas (M=4.26, SD=0.74). This was followed by the statement that mentoring helps employees develop individual skill or competency (M=4.19, SD=0.89), mentoring helps organization achieve their talent development goals and ensure solid leadership development (M=4.16, SD=0.84), employees can take charge of their own personal and professional growth through mentorship programs (M=4.03, SD=0.97) and that employee turnover is reduced in a healthy work environment and employees feel more loyal to their employer (M=3.83, SD=1.17).

The findings in Table 1 indicate that the respondents agreed that mentoring improves employee performance in Turkana county government as a shown by aggregate mean score of 4.12 and a standard deviation of 0.88. The finding is consistent with Ofobrukun and Nwakoby (2015) that mentorship had a favorable impact on employee performance, with career support having a greater impact than psychosocial support. In addition, the findings concur with the results of Mundia and Iravo (2014) who explored the role of mentoring programs in organizations in terms of employee success and it was observed that mentorship activities acts a crucial part in improving the performance of the employee and are improved by knowledge transfer, advice on career growth and strengthening of mentoring skills. The findings also concur with Nyamori (2015) who argued that workplace mentoring helps to improve the willingness of workers to work and that job encouragements are the main roles of mentoring. He concluded that newly employed individuals who had undergone mentoring were able to set and achieve their goals.

From the interviews conducted on human resource managers, it was established that:

Mentoring instills knowledge and skills to an individual thus he or she is able to perform optimally, enhances confidence in an individual, brings the sense of belonging to the new individual and enhances socialization process within the workplace. Mentoring boosts self-confidence in an individual as employees are able to undertake their duties effectively. Mentoring reduces turnover as employees get to appreciate their work and the organizational environment. Mentoring enhance the employees to understand their roles and responsibilities. Mentoring improves leadership skills through sharing of ideas and knowledge. Mentoring is very crucial as it helps employees to grow in such a manner that service delivery is put at fore front and that ethics prevail.

#### IV. CONCLUSION AND IMPLICATION OF THE STUDY

The study findings established that mentoring had a positive and significant effect on employee performance in Turkana county government. County employees agreed that mentoring helps mentee succeed by improving performance, increasing confidence, and addressing strengths and weaknesses. This indicates that mentorship programs assist a mentee in learning and developing more quickly by encouraging exchange of information that does not always occur naturally.

The study recommends that the county needs to develop a mentorship program that focuses on employee career and leadership development. The program is understood to instill confidence in employees as they continue progressing and leading others, as well as enhancing employee diversity to solve problems. The county Administration should mentor its employees to increase knowledge sharing in order to promote innovation, fill knowledge gaps, and encourage leadership in organizations in this era of globalization.

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