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**STAFF TRAINING AND DEVELOPMENT AS A STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICE
IN ACHIEVING INSTITUTIONAL PERFORMANCE IN KENYA: NAROK COUNTY GOVERNMENT
PERSPECTIVE.**

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ABSTRACT

The purpose of this study was to assess the contribution of Training and development as a strategic human resource management practice in achieving institutional performance. A multi-respondent survey of qualitative and quantitative data was collected using questionnaires from the 400 staff selected through purposive and stratified sampling from a population of 2496 Employees from Narok County Government. The data collected using self administered questionnaires was analyzed using descriptive statistics; Percentages, Mean and Standard deviation and inferential Statistics; Factor Analysis, Pearson Correlation Coefficient, and Chi-square. The study findings show statistical estimates of Pearson's R of 0.594, Phi value of 2.766 and Cramers V is 0.532 and both have a P- value of 0.000. The Pearson chi square is 2312.640 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This is a significant association and dependency between training and development and the performance of county governments in Kenya. The study therefore recommends that institutions should emphasize on strategic development, adoption, integration and implementation of training and development practice as examined in the achievement of institutional performance of Narok County Government. The findings are useful to the government of Kenya, Narok County Government, Staff and contribute to the knowledge gap.

Background

Strategic HRM has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2004). Myrna (2009) says effective training is not an isolated event in an organization. Training must be strategic in that it is designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization's strategic plan. Effective training is therefore can't be designed until there is full understanding of the organization. He further reiterates that it can only be achieved through SWOT Analysis and a proper understanding of the organization's vision and hence creating a competitive advantage. Training Needs Analysis is also very important to know the training gaps between the employee's current performance and desired performance level. Maund (2001) defined needs assessment as a systematic process of determining goals, identifying discrepancies between actual and desired conditions and establishing priorities for action. He further says that Ghanaian firm's to establish



a successful training and Development program, the following steps ranging from determining what training is relevant to the employees job, What Training will improve performance, If the Training will make a difference, Differentiating training needs from Organizational problem to improving job performance with organizational goal and bottom line needs to be considered.

Problem statement

Studies have shown a positive relationship between Training as an HR strategy and performance of Institutions (Huselid 2007; Armstrong & Baron, 2009; Gardner & Moynihan, 2003). Since, Kenya adopted a devolved system that led to the formation of forty seven County Governments (GoK, 2010). The contribution of SHRM practice in government institutions performance from different sectors and contexts of devolved systems has not been assessed. On Narok County for example, Auditor General in his Audit report of June 2013 noted that the county is faced with a Human resource challenge because of unqualified staff. It further noted challenges in the use of Information Communication Technology and Maintenance of Books of accounts (Kenya National, Narok County Audit Report, 2013). Complaints have been raised on, Intellectual Capital availability, Management of resources, staff morale and staff turnover (Koisaba 2015). Based on these claims the NCG Governor reshuffled his cabinet and 22 Chief Officers while giving warning for possible retrenchment of ninety non performing County Staff. It is against this background that this study was conducted in order to find out if training and development of the county staff will enhance performance of Narok County Government.

General Objective

The general objective of this study is to assess the contributions of Staff training and development as a strategic human resource management practices in achieving institutional performance in Kenya: Narok County Government Perspective.

Specific Objectives

To examine if training and development of staff improves institutional performance of Narok County Government.

H0₁: There is no relationship between training and development and achievement of institutional performance.

Justification of the Study

The aim of this study was to assess how best we can achieve institutional performance using training and development as a strategic human resource management practice in Kenyan County Governments. This was achieved through a careful examination and investigation of the factors that contributes to training and development practice in achieving institutional performance in Narok County Government. This study helps employees improve their skills in understanding the importance of Training and Development in SHRM to their performance. Management of County Governments will be improved through measures that enable workers to better apply Training and Development techniques at work and thereby improve on their performance. This enables County Governments execute their mandate of service delivery more efficiently to all residents within their areas of jurisdiction assisted by effective and efficient workers. The study also assist scholars of SHRM understand the factors contributing to the



use of training and development as a SHRM practice in current management of institutions. It also provide new knowledge and insight into the organization of high organizational performance hence assist the development of programs that can help institutions better their performance and thus contribute to social and economic development of the whole country.

Theoretical framework

In an attempt to explain the relationship between SHRM and Institutional performance, the researcher focused on three competing normative theories as debated by numerous researchers: universalistic, contingency and configurational theories. The most influential model of external fit is that from Schuler and Jackson (2001) which argues that business performance will improve if their HR practices support their choice of competitive strategy: cost leadership, quality enhancement and innovation. Under this model, organizations need to work out the required employee behaviors to implement a chosen competitive strategy and devise supporting HR practices to enable those behaviors to be encouraged in the workforce. Vertical integration can be explicitly demonstrated through the linking of a business goal to individual objective setting, to the measurement and rewarding of attainment of that business goal. Schuler and Jackson (2001) defined the appropriate HR policies and practices to 'fit' the generic strategies of cost reduction, quality enhancement and innovation.

Wilkinson (2002) noted that the key point about configurational perspective is that it seeks to derive an internally consistent set of HR practices that maximize horizontal integration and then link these to alternative strategic configurations in order to maximize vertical integration and therefore organizational performance. Thus SHRM, according to configuration theorists requires an organization to develop a HR system that achieves both horizontal and vertical integration. The configuration approach contributes to the SHRM debate in recognizing the need for organizations to achieve both vertical and horizontal fit through their HR practices, so as to contribute to an organization's competitive advantage. For County governments to be competitive in their level of service delivery to the citizens the institutions will strive to both vertical and horizontal fit through proper implementation of Training and Development to achieve institutional performance.

Conceptual framework

The purpose of this study is to develop a model to show the relationship between Training and Development as a SHRM practice and institutional performance. In this study training and development as a SHRM practice, is the independent variable that influences institutional performance which is the dependent variable. This is diagrammatically illustrated in Figure 2.

Independent Variables

Dependent variables

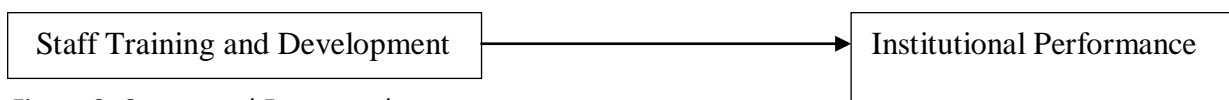


Figure 2: Conceptual Framework



As knowledge increasingly becomes a key factor for productivity and source of competitive advantage, Training and Development gains direct relationship with effectiveness of the devolution of counties in Kenya. Training helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance. It is considered as one of the processes in achieving organizational goals by maintaining employees, and also managing them effectively. When the County employees are well trained and thoroughly developed they will deliver the agenda of their respective County Governments.

Institutional Performance

The performance of individual employees determines the end results on the achievement of certain objectives and institutional goals. Highly performing employee's leads to high institutional performance while low performing employees will cause low performance of institutions. Increasing demand for county government's services requires an expansion of the human resource management function and implementation of new strategies, models, and practices to assist the governments in meeting these services and performance challenges. In contrast to the traditional civil service focus on matching particular individuals with certain jobs and measuring the accomplishment of specified job duties, SHRM encourages HR managers to explore the skills and potential of all employees and to ask how employees might be deployed more effectively to help an organization achieve its strategic goals. In order to implement SHRM practices, an organization must develop an overall strategic plan as well as a human capital plan that integrates the workforce requirements with the goals identified in the larger strategic plan.

Despite the extensive literature favoring the use of non-financial measures such as Total Quality Management (TQM), Business Process Reengineering (BPR) and the Balanced Scorecard (BSC), Ruzita (2007) has indicate that financial measures such as sales revenue, operating income, sales growth, manufacturing costs, and cash flows are still important and receive more weight in the performance measurement systems in Kenyan County Government context. Armstrong (2006) further mentioned that reward practice will enhance motivation, commitment, increase job engagement and develop discretionary behavior.

Thus, the question of whether strategic human resource practices improves or worsens firm financial performance is stills worthy of further research such as the one being undertaken in this study. Besides, the impact of strategic human resource practice on firm performance has not received adequate research attention in Kenya. Research also shows most of the studies on impact of strategic human resource practice on institutional performance that have been reported were carried out on industrialised countries such as the United States (Martell and Carroll, 1995), United Kingdom, Australia and Asia (Purcell, 2002 and 2004; Storey, 1995 and Legge, 1995) among others. This means that there is a major gap in the relevant literature on developing countries including Kenya, which has to be covered by research. This research attempts to fill this gap by studying the situation of the Kenya's county governments and providing more empirical evidence on the effects of strategic human resource practices on institutional performance.



METHODOLOGY

The study used a survey research design to collect data from the target population using self administered questionnaires. A mixed method approach utilizing both qualitative and quantitative methods was adopted. Qualitative approach was used to supplement and strengthen the quantitative aspects and provide an opportunity for the researcher to observe the application of HRM strategies first hand.

The population of the study was all staff working in Narok County Government who include; County Executives, Chief Officers, Directors, Departmental managers and employees in the county. The study targets a total population of 2496 distributed in all departments. A sample of 400 employees, which fulfils the requirements of efficiency, representativeness, reliability and validity, was selected based on cost, accepted confidence level and size of the population (Mugenda & Mugenda, 2012). The Yamane formula for calculating sample sizes was used.

$$n = N / 1 + N(e)^2$$

$$n = 2496 / (1 + 2496(0.05)^2)$$

$$n = 2496 / (1 + 2496(0.0025))$$

$$= 2496 / 6.24 = 400$$

A total of 52 individuals from County Executives, chief officers and directors were purposely selected from the county. 14% of the other employees were selected using stratified random sampling because this method enables the researcher to achieve the desired representation from the various subgroups in the population and confidence that if another sample of the same size is selected the findings from the two samples were similar to a high degree.

The study collected both primary and secondary data using various means. Primary data was collected using self administered questionnaires while secondary data was collected from relevant documentaries as well as counties documentations. The questionnaire was formulated using Likert scale type of questions that are close ended. This enables the researcher to study the employee's perception on Contribution of strategic HR practices in achieving institutional performance.

A pilot test was carried out to test the validity and reliability of research instruments before the study is conducted. A Cronbach's coefficient alpha scale of 0-1 was used to determine the internal reliability of research instrument to be used in the study. Wallen & Fraenkel, (2001) deposits that Cronbach's coefficient alpha of 0.7 and above is considered suitable for any study. The reliability of instruments was tested in its entirety and subscales tested independently hence a cronbach's Alpha of 0.98 was realised. The self administered questionnaires were distributed to the respondents and collected in 3 weeks using trained research assistants.

Using SPSS statistical software, both descriptive and inferential statistics were used to analyse the data collected. Descriptive statistics; Frequencies, Percentages, Mean, Standard Deviation and Kurtosis was calculated on the independent variables to summarize and classifying the data collected into meaningful form for easy interpretation. Inferential statistics; Factor Analysis, Correlation, Chi-Square, and Pearson Correlation Coefficient test was used to reduce the factors using factor loading, determine relationships



between independent and dependent variables, check the normality of variables, and make generalizations about the characteristics of populations based on data collected.

Anonymity and confidentiality was provided to protect respondent's identity. A cover letter was used to introduce the subject matter of the study and the researcher. The researcher assumed the responsibility to report problems and weaknesses experienced as well as the positive results of the study.

Findings of the Study

The findings of the study were presented in this section after tabulation, data analysis and interpretation. The study distributed a total of 400 questionnaires and only 342 were returned and used for the analysis. This is 85.5% which was considered appropriate. According to Marton (2006) a response rate above 70% is considered appropriate for a descriptive study. The distribution of responses according to the departments is presented in table 4.1

Table 1: Departments

Departments	Frequency	Percent
Education, Social work, Youth and Gender	63	18.4
Agriculture, Livestock & Fisheries	26	7.6
Health	61	17.8
Transport & Roads	20	5.8
Tourism, Trade & Industry	49	14.3
Environment, Water & Natural Resource	16	4.7
Finance, Economic Planning & ICT	41	12.0
Administration Coordination of Decentralization & Disaster Management	26	7.6
Land & Urban Planning	8	2.3
County Assembly	20	5.8
Public Service Board	12	3.5
Total	342	100.0

The results on table 4.1 shows that majority 63(18.4%) of the respondents who participated in the study were from the Education, Social work, Youth and Gender departments at the county government. This was followed by health with a response rate of 61(17.8%), while Lands and Urban planning had the least number of respondents 8(2.3%). This was quite proportional to the number of employees in these departments with Education, Social work, Youth and Gender departments having the highest number of employees in the entire county.

Demographic data

Demographic variables are important in any descriptive survey because they have an influence on the response. For this study the gender, duration of service, engagement level and duration of service were considered.



Gender of the Respondents

Gender is an important factor in a social study as it helps to give a picture on how male or female responses perceive a certain situation. The response from the study is presented in figure 2.

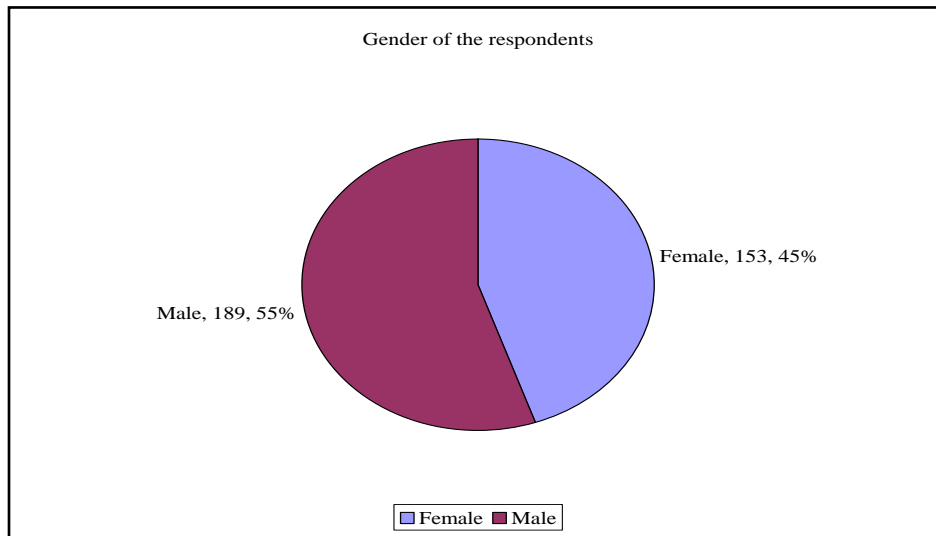


Figure 2: Gender of Respondents

The results in figure 2 show that the number of males who participated in the study was 189(55%) while the number of female was 153(45%). This reflects a small disparity between the employees in the county government.

Engagement Level

The study sought to establish the level of engagement by the respondents in order to establish the distribution of the respondents. This was presented in table 2.

Table 2: Engagement Level of the Respondents

Level of engagement	Frequency	Percent
Executive	7	2.0
Chief Officer	7	2.0
Director	6	1.8
Manager	23	6.7
Employee	299	87.5
Total	342	100.0
Mean	4.75	
Standard Deviation	.768	
Kurtosis	12.885	
Std. Error of Kurtosis	.263	

The results presented on table 2 shows that 87.5 % of the respondents were employees with only 12.5% representing the management level.



Duration in Service

It was also important to establish the duration of service among the respondents. Majority of the respondents 227(66.4%) have worked for the county government for between 1- 5 years while only 10(2.9%) , 52(15.2%) have worked for between 6-10 years, 15(4.4%) have worked for between 11-15 years, 16(4.7%) have worked for 16-20 years, 22(6.4%) have worked for 21-25 years while 10(2.9%) had worked for more than 26 years meaning most of the employees at the county government were hired when the county government come into existence while the rest were adopted from the former Local government and secondment from the National Government. The results indicate a mean of 1.78 and a standard deviation of 1.378.

Training and Development of Staff Improves the Institutional Performance

The second objective of the study sought to establish whether training and development of staff improves the institutional performance of Narok county government. The objective was tested using factor analysis, descriptive analysis and correlation analysis. Factor analysis helped to establish whether the items were suitable for further analysis or not. For this case the variable was accepted for further analysis if the value of KMO was more than 0.4 and the Bartlett's test of sphericity was less than 0.05.

Factor Analysis

This analysis was performed to test whether the items explaining the variable were suited for further analysis or not. The results of KMO and Bartlett's test were presented in table 4.7 while the component matrix was presented in table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.807
Bartlett's Test of Sphericity	Approx. Chi-Square	891.443
	Df	28
	Sig.	.000

The study established that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.809 and the Bartlett's test of sphericity was 0.000. This indicated that the items have sampling adequacy and hence can be used appropriately for further analysis.

The component matrix was used to determine the factor loading so as to know which items will be used for further analysis. The results were presented in table 4.



Table 4: Component Matrix

Items	Component
I am aware of existing policies on Training and Development of staff in the County Government	.600
There is an existing Training and Development Officer in the County Government	.674
I have attended trainings on current job skills sponsored by the county and it has improved my performance rate at work	.658
Training and Development of staff is continuously Practiced based on Individual or departmental needs hence improved County performance	.778
Training and Development Process is not bias among the staff of the county hence a motivated workforce	.822
Employees Performance has highly improved due to Training and Development of Staff	.740
There is a continuous Training need assessment at the department and county level.	.630
The County Government has a budget allocation for Staff training and Development	.433

From the results it is noted that all the factors under this objective had a factor loading of 0.4 and above and hence were used for the analysis. The highest factor loading among the items was 0.822 while the lowest factor loading was 0.433. Since all the factors had a factor loading of more than 0.4 then they were considered suitable for further analysis.

Descriptive Analysis

This section provided the summary of the findings where the mean the standard deviation, the frequency and the percentages were presented. The results are presented in table 5

Table 5: Descriptive analysis

	i	ii	iii	iv	V	vi	vii	viii
Strongly Disagree	39 (11.4)	42 (12.3)	66 (19.3)	58 (17.0)	71 (20.8)	41 (12.0)	61 (17.8)	27 (7.9)
Disagree	42 (12.3)	74 (21.6)	51 (14.9)	65 (19.0)	75 (21.9)	80 (23.4)	69 (20.2)	53 (15.5)
Neutral	57 (16.7)	66 (19.3)	55 (16.1)	71 (20.8)	49 (14.3)	67 (19.6)	67 (19.6)	97 (28.4)
Agree	157 (45.9)	105 (30.7)	98 (28.7)	90 (26.3)	90 (26.3)	83 (24.3)	79 (23.1)	103 (30.1)
Strongly Agree	47 (13.7)	55 (16.1)	72 (21.1)	58 (17.0)	57 (16.7)	71 (20.8)	66 (19.3)	62 (18.1)
TOTAL	342	342	342	342	342	342	342	342
Mean	3.38	3.17	3.17	3.07	2.96	3.18	3.06	3.35
Std. Deviation	1.202	1.279	1.423	1.345	1.409	1.326	1.386	1.174
Kurtosis	-.516	-1.090	-1.270	-1.183	-1.355	-1.192	-1.261	-.701
Std. Error of Kurtosis	.263	.263	.263	.263	.263	.263	.263	.263



(For the values of i-viii, cf. from table 5)

The results presented show that the respondents were not sure with most of the statements being given. The statement, I am aware of existing policies on Training and Development of staff in the County Government has the highest mean value of 3.38 indicating undecided. While the statement Training and Development Process is not bias among the staff of the county hence a motivated workforce shows the lowest mean of 2.96. It is noted from the results that most of the respondents disagreed with most of the statements that examined the effect of training on the performance of county governments. The negative kurtosis indicates that the descriptive responses were inclined to disagree than to agree. Correlation analysis measures the extent of association between the ordering of two random variables although; a significant correlation does not necessarily indicate causality but rather a common linkage in a sequence of events. Thus, the study analyzed the relationships that are inherent between training and development and the performance of county governments. Table: 6 presented the results.

Table 6: Correlation Analysis

	Performance of county government
Pearson Correlation	.453 **
Training and development	
Sig. (2-tailed)	.000
N	317

The Pearson’s correlation was determined to establish whether training and development of employees influences institutional performance. The results revealed that there is a positive and significant but weak relationship between the two variables. The correlation coefficient $R = 0.453$ and the p -value = 0.000. This indicates that training and development influences the performance of county government employees and therefore the management should be able to ensure that the employees get training for better performance. This agrees with the findings of Myrna (2009) who indicated that effective training is not an isolated event in an organization and must be strategic in that it is designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization’s strategic plan.

Chi Square Analysis

In order to test where there was an association between training and development and performance of county governments. The chi square test of independence was also used. The results were presented in table 7.



Table 7: Training and Development and Institutional Performance

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2312.640 ^a	806	.000
Likelihood Ratio	1177.031	806	.000
Linear-by-Linear Association	64.958	1	.000
N of Valid Cases	317		

The results presented on table 7 also show that the Pearson chi square is 2312.640 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This means that there is a significant association between training and development and the performance of county governments in Kenya. These results are also confirmed by the Phi and The Cramers V values presented in table 8.

Table 8: Symmetric Measures of association

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	2.701			.000
	Cramer's V	.530			.000
Interval by Interval	Pearson's R	.453	.045	9.028	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.434	.048	8.542	.000 ^c
N of Valid Cases		317			

The results on table 8 shows that Phi value of 2.701 and the Cramers V is 0.530 and both have a P- value of 0.000. This again shows that there is a very significant association between training and development of employees and performance in the county governments. Indicating that training and development has a significant association with the performance of employees at county governments in Kenya. The Pearson's R of 0.453 shows a weak but positive correlation between the variables. However, the T value of 9.028 which is much higher than the critical value of t at +2 provides a ground for testing the study hypothesis.

Dependent Variable (Institutional Performance Indicators)

The dependent variable also tested for sampling adequacy and the results were presented in table 9.



Table 9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Bartlett's Test of Sphericity	Approx. Chi-Square	1488.318
	Df	45
	Sig.	.000

The result shows that the items of the variable had a very high sampling adequacy since the KMO value was 0.913 which is far much above 0.4. The Bartlett's Test of Sphericity was also less than 0.05. This shows that the variable was suitable for use in further analysis.

The component matrix was computed to establish whether all the items could be used for further analysis or not. The results presented in table 10 shows those items were suitable for use in further analysis.

Table 10: Component Matrix

	Items	Component
i	Rate your level of participation in development of HR strategies such as Resourcing of staff, Training, Appraisal, Reward and Performance Management.	.643
ii	Rate the County Management Competencies to initiate, implement and Changing of HR Strategies.	.747
iii	Rate the attention paid in developing new HR strategies by Top management	.736
iv	Rate the attention paid in adjusting to new HR strategies by Top management	.739
v	Rate the commitment to HR strategic Management as a choice for your organization by Top management	.737
vi	Rate the relevance and suitability of strategic Human resource Management to your organization	.600
vii	Rate your organization success at identifying corrective actions on HR strategies	.719
viii	Rate the commitment of the Top management in providing financial resources to support implementation of Human resource Strategies	.744
ix	Rate your organization success at identifying corrective actions on HR strategies	.784
x	Rate your organization effectiveness at evaluating Impact of change in initiating HR strategies	.794

All the ten variables were established to have a factor loading of more than 0.4. The lowest loading was 0.600 while the highest loading was 0.794. This shows that the items were all suitable for use in further analysis.

Descriptive Statistics

Descriptive analysis was done to summarize the views and opinions of the respondents. The respondents were required to respond to various items using a scale of Excellent= 5, Very Good= 4, Good= 3, Fair= 2, Poor = 1. The results were presented in table 11.



Table 11: Institutional Performance Indicators

	I	ii	lii	iv	V	Vi	Vii	viii	lx	x
Poor	43 (12.6)	33 (9.6)	44 (12.9)	31 (9.1)	48 (14.0)	22 (6.4)	31 (9.1)	54 (15.8)	34 (9.9)	46 (13.5)
Fair	76 (22.2)	69 (20.2)	76 (22.2)	94 (27.5)	68 (19.9)	82 (24.0)	75 (21.9)	88 (25.7)	82 (24.0)	56 (16.4)
Good	93 (27.2)	93 (27.2)	81 (23.7)	101 (29.5)	78 (22.8)	92 (26.9)	108 (31.6)	77 (22.5)	94 (27.5)	89 (26.0)
Very Good	90 (26.3)	95 (27.8)	85 (24.9)	59 (17.3)	97 (28.4)	83 (24.3)	79 (23.1)	72 (21.1)	94 (27.5)	84 (24.6)
Excellent	26 (7.6)	38 (11.1)	31 (9.1)	32 (9.4)	26 (7.6)	48 (14.0)	34 (9.9)	36 (10.5)	23 (6.7)	52 (15.2)
TOTAL	342	342	342	342	342	342	342	342	342	342
Mean	2.94	3.11	2.95	2.90	2.95	3.16	3.03	2.84	2.97	3.12
Std. Deviation	1.161	1.165	1.207	1.127	1.207	1.157	1.126	1.253	1.113	1.272
Kurtosis	-.885	-.826	-.977	-.680	-1.011	-.903	-.713	-1.029	-.825	-.974

The results show that all the items had a mean less than 3.5 indicating that the respondents indicated that the institutional performance indicators were good. This is also confirmed by the high negative skewness indicated by the value of kurtosis.

Discussions of the Findings

The hypothesis stated that there is no relationship between training and development and achievement of institutional performance. The results of the study show agrees with the statement since the statistical estimates shows that Pearson's R of 0.453 shows a positive correlation and the T value of 9.028 which is much higher than the critical value of t at +2. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This means that there is a strong positive relationship with significant association and dependency between training and development and the performance of county governments in Kenya. This conforms to the findings of Myrna (2009) who noted that effective training is not an isolated event in an organization. Training must be strategic in that it should be designed to improve the knowledge, skills and abilities and abilities of employees to help them achieve the organization's strategic plan for better performance. Therefore, since the variable under study have a statistically significant association with institutional Performance then the county governments need to effectively put these Staff Training and Development into consideration if they have to improve on the performance.

Summary of the Findings

The study established that strategic human resource management practices have a positive relationship with firm performance. This shows that a firm that wants to develop a competitive advantage over its rivals should embrace these "best practices". The study distributed a total of 400 questionnaires and only 342 were returned and used for the analysis. This is 85.5% which was considered appropriate. According to Marton (2006) a response rate above 70% is considered appropriate for a descriptive



study. The results on table 1 shows that majority 63(18.4%) of the respondents who participated in the study were from the Education, Social work, Youth and Gender departments at the county government. This was followed by health with a response rate of 61(17.8%), while Lands and Urban planning had the least number of respondents 8(2.3%). This was quite proportional to the number of employees in these departments with Education, Social work, Youth and Gender departments having the highest number of employees in the entire county.

The study established that the number of males who participated in the study were 189(55%) while the number of female were 153(45%). This reflects a small disparity between the employees in the county government. Majority of the respondents 227 (66.4%) have worked for the county government for between 1- 5 years while only 10(2.9%) , 52(15.2%) have worked for between 6-10 years, 15(4.4%) have worked for between 11-15 years, 16(4.7%) have worked for 16-20 years, 22(6.4%) have worked for 21-25 years while 10(2.9%) had worked for more than 26 years meaning most of the respondents were hired when the county government came into existence while the rest were adopted from the former Local government and secondment from the National Government. The results indicate a mean of 1.78 and a standard deviation of 1.378.

Training and Development of Staff Improves the Institutional Performance

The study established that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.809 and the Barlett's test of sphericity was 0.000. This indicated that the items have sampling adequacy and hence can be used appropriately for further analysis. The component matrix was used to determine the factor loading so as to know which from the results it is noted that all the factors under this objective had a factor loading of 0.4 and above and hence were used for the analysis. The highest factor loading among the items was 0.822 while the lowest factor loading was 0.433. Since all the factors had a factor loading of more than 0.4 then they were considered suitable for further analysis.

The results presented show that the respondents were not sure with most of the statements being given. The statement, I am aware of existing policies on Training and Development of staff in the County Government has the highest mean value of 3.38 indicating undecided. While the statement Training and Development Process is not bias among the staff of the county hence a motivated workforce shows the lowest mean of 2.96. It is noted from the results that most of the respondents disagreed with most of the statements that examined the effect of training on the performance of county governments. The negative kurtosis indicates that the descriptive responses were inclined to disagree than to agree. Correlation analysis measures the extent of association between the ordering of two random variables although; a significant correlation does not necessarily indicate causality but rather a common linkage in a sequence of events.

Thus, the study analyzed the relationships that are inherent between training and development and the performance of county governments. The Pearson's correlation was determined to establish whether training and development of employees affects institutional performance. The results revealed that there is a positive and significant but weak relationship between the two variables. On training and development the results show statistical estimates of Pearson's R of 0.453, Phi value of 2.766 and Cramers V is 0.532 and both have a P- value of 0.000. The Pearson chi square is 2312.640 with 806



degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This means that there is a strong positive relationship with significant association and dependency between training and development and the performance of county governments in Kenya.

Conclusions

The purpose of the study was to determine the Contribution of Training and Development Practice in achieving Institution Performance. The study found that Training and Development practices had a positive and significant association with performance. This means that with improved use of this practice, institutional performance also improves. The correlation between Training and Development practice and performance ranged is 0.453. This means that the different practices of Training and Development positively influence performance. The relationship was tested at a significant level of 0.05 using Chi Square Test of Associations. However, the findings indicate that direct and interactive contribution of the Training and Development practices vary with the performance measure. Thus the findings of this study are consistent with the stream of research and theory that support the universalistic perspective.

The results have shown clearly that there is a positive and significant association between staff Training and development and the performance of the institutions. Therefore, training and development has a strong positive correlation with institutional performance meaning that for the institutions to improve their performance training and development is a major strategic practice that must be put in place. Through training employees are able to equip themselves with appropriate skills that enhance their performance and hence the performance of the institution.

The level of interaction between the human resource department and other departments is also taking place to a great extent especially on human resource needs like training and organization strategic development. The research findings leave no doubt that Institutions that want to develop a competitive advantage over the others need to adopt these strategic human resource management practices and Implement them.

Recommendations

The County Governments in Kenya are faced with many challenges due to changes in the business environment. Thus, investment in training and Development of staff helps to improve on their performance, quality of service provided, labour cost reduction, high productivity and operating effectiveness. Thus, the study concludes that;

1. Training of Employees should be made continuous, current and available to all. A skilled workforce is productive to the institution. The current changes in technology calls for advanced learning to enable employees to be competitive in the use of certain equipments at work and Software. Training should start with orientation of individuals to work before applying any other forms. It's advisable that managers and supervisors to encourage for training culture within the work environment. Training needs assessments should be carried out before appointing the trainees as this will reduce wastage of resources and discrimination of staff. Training evaluation



is an important activity that should be adopted in order to assess the level of understanding among the trainees.

2. HRM specialists should be able to play a role of organizational change consultants, and the cost-effectiveness evaluation of SHRM interventions should be performed. This helps to reduce change resistance in institutions among the employees, strategies development, policies implementation and evaluation. All this helps to improve the County Performance at a low cost.

Suggestion for further study

Research on Training and Development and institutional performance suggest that future researchers to carry out research on other County Governments to establish the extent to which the Training and Development of staff had influence their performance. This is because this study focused on establishing the relationship between strategic Training and Development and institutional performance and not the extent to which the practice influence performance.

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