

enhance water retention, and preserve genetic diversity, all of which are critical for long-term agricultural sustainability. This aligns with broader environmental goals and demonstrates that ILVs can be an integral part of sustainable agricultural practices that prioritize ecosystem resilience.

Key Takeaways

Ecological Contributions: ILVs are a key driver of biodiversity conservation, which is critical for sustaining the ecosystems that underpin agricultural productivity. Their cultivation enhances ecological resilience, making rural economies more resistant to environmental shocks such as climate change, drought, and pest infestations. This reinforces the argument that biodiversity-friendly agricultural practices, including the cultivation of ILVs, should be promoted and supported by agricultural policies.

Strategic Importance of ILVs for Rural Development

The findings of this study underscore the strategic importance of promoting indigenous leafy vegetables (ILVs) as part of a broader rural development agenda. ILVs represent a valuable resource for biodiversity conservation and economic empowerment in rural areas. By leveraging the ecological benefits of ILVs and aligning them with economic incentives, policymakers, development practitioners, and farmers can achieve a form of sustainability that prioritizes ecological health while supporting economic growth. By leveraging the ecological benefits of ILVs and aligning them with economic incentives, policymakers, development practitioners, and farmers can achieve holistic sustainability one that balances environmental health with economic viability. To ensure that ILVs reach their full potential in supporting rural economies, multifaceted interventions are needed. These should include investment in market infrastructure, capacity building for farmers, development of value-added products, and promotion of ILVs in new and emerging markets. Additionally, agricultural policies should integrate biodiversity conservation with economic objectives, ensuring that ILVs are positioned as both a sustainable and profitable crop for rural communities.

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**ASSESSING THE EFFECT OF EMPLOYEE TRAINING ON PRODUCTIVITY:
PERSPECTIVES FROM NANDI COUNTY GOVERNMENT, KENYA**

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ABSTRACT

Following the enactment of the Kenyan constitution in 2010 and subsequent to the 2013 general election, employees transitioned from other sectors of the economy, including well-established organizations, to join the workforce of County Governments. This shift was driven by perceived competitive compensation packages and improved terms of engagement. There was an anticipation that this influx of talent would lead to an exceptional standard of service delivery, effectiveness and productivity among employees. However, contrary to these expectations, several studies have highlighted the poor performance of employees in various County Governments. The purpose of this study was to assess the effect of training on employee productivity in Nandi County Government. This study was guided by the expectancy theory and resource-based view theory. The research employed a mixed methods research design and was conducted in Nandi County, targeting the 4,234 employees of the Nandi County Government. The Yamane (1973) formula was used to determine a sample size of 365. Structured questionnaires were administered to the respondents, and a pilot study was conducted at Kericho County Government with a random sample of 37 respondents selected. The analysis of data was done through the Statistical Package for Social Sciences (SPSS Version 28), which included the computation and presentation of descriptive statistics. Inferential statistics were applied to reveal the relationships between the variables, with data presented through graphs and tables. Findings showed a positive and significant effect of training on employee productivity in Nandi County government ($\beta = 0.494$, $p = 0.000$). This study concludes that training programs is important in employee satisfaction and performance. In view of the findings, the study recommends that the Nandi County Government should prioritize and enhance the relevance of training programs for employees.

Keywords: *Employee Training, Productivity Improvement, Nandi County Government, Workforce Development, Public Sector Performance*

INTRODUCTION

Employee productivity is crucial for organizational performance. Several key factors influence employee productivity, distinguishing between factors unique to each organization and those universally recognized. Yartati (2022) highlights that employees recognize challenges to their productivity, yet organizational dynamics necessitate a specified approach to identifying these factors. Recognizing productivity drivers specific to organizations can unlock significant



efficiency improvements. Human resource development is an important factor that could enhance employee productivity, as it equips workers with relevant skills and abilities to perform their duties effectively (Sahputri, Aslami & Dharma, 2023).

In various regions worldwide, such as Australia, human resource development practices are often implemented with the assumption that a specific set of practices will positively influence all employees. Mamun (2022) conducted a study on the impact of human resource development practices in Australia, aiming to assess how such practices affect employee attitudes, behaviors, and organizational outcomes. Using a mixed-methods approach, the study found that HR development led to improved employee engagement, reduced absenteeism and turnover, and increased productivity and service quality. Mamun recommended tailoring HR practices to fit diverse employee needs, identifying a gap in the one-size-fits-all approach to HR practices.

Taiko and Onguso (2022) examined the effects of human resource development on organizational performance, focusing on employee attitudes, productivity, and customer service. The study employed a survey-based research design across various industries, finding that HR practices positively impact employee productivity, job satisfaction, and overall organizational performance. However, the study noted that a uniform approach may not be effective in all contexts, recommending a customized HR strategy to better address specific organizational needs and challenges.

In the United Kingdom, Braga, de Camargo, Kubo, McKenna, Richardson and Wales (2021) observed that firms often assume a competitive strategy aligned with human resource development practices is essential for success. Their study investigated the alignment of competitive strategies with HR development, using a comparative case study method. They found that alignment between HR practices and strategic goals significantly enhanced competitive advantage. The study recommended that firms assess their strategies regularly to ensure compatibility with evolving HR needs, identifying a gap in dynamic strategy alignment as crucial for sustaining competitive advantage.

Many African nations face the threat of political instability, and despite abundant resources, recent economic performance across the continent has often been disappointing (Steyn & De Bruin, 2018). Erasmus (2018) conducted a study on political instability and economic performance in Africa, assessing the impact of political instability on economic outcomes across African countries. Using a comparative case study approach, Erasmus found that political instability undermines investor confidence, crucial for sustainable growth. The study recommended strengthening governance structures to enhance economic resilience, hence a gap in understanding the role of political stability in leveraging Africa's resources for development.

Akwei and Nwachukwu (2023) explored economic structural changes in Nigeria since independence, examining how shifts in policies and economic structures have influenced the country's growth. Using historical and comparative analysis, the study found that while Nigeria has undergone significant transformations, these changes often provided short-term benefits without ensuring long-term stability. The researchers recommended comprehensive policies for

sustainable growth, identifying a gap in policy continuity as a barrier to structural progress.

Onyekachukwu and Sonna (2020) examined economic development and policy shifts in Nigeria post-independence, analyzing how policy changes have shaped Nigeria's development trajectory. Employing a longitudinal design and econometric modeling, they found that while policies aimed at growth, frequent political interference led to inconsistent results. The study recommended reforms to enhance economic stability and transparency, identifying gaps in policy enforcement as barriers to sustained development. Byarugaba et al. (2022) analyzed human resource development in Nigeria, examining the evolution of HR practices from the colonial period to the present. Using historical analysis, the study found that colonial-era industrialization introduced wage employment systems that still shape current labor policies. The study recommended reforms to focus on skill development and empower the local workforce, identifying gaps in adapting HR practices to meet modern economic demands and workforce needs.

Research conducted in Southern Africa sheds light on South Africa's recognition as a developmental and democratic state, establishing its legitimacy through the promotion of employee productivity. Steyn and De Bruin (2018) highlight that there are over 30 human resources development practices categorized based on their functions. The Chartered Institute of Personnel and Development (2019) recommends that organizations prioritize a customized human resource development mix to enhance sustainable and successful relationships between employees and their organizations.

The focus is on developing human resource development practices that align with the unique needs of the organization, rather than adopting practices that have proven effective for other entities (Lilly & Lingkan, 2022). This highlights the importance of tailoring human resource development practices to a specific context and challenges faced by organizations. It recognizes the diversity of organizational needs and the dynamic nature of the socio-economic environment and advocates for a specific and contextually relevant approach to human resource development practices to address distinctive circumstances (Steyn & De Bruin, 2018).

According to Moletsane, Tefera and Migiro (2019), productivity can be assessed by considering both the quality and quantity of work relative to the resources utilized. They argue that organizations demonstrating higher productivity gain a competitive edge over their competitors by virtue of lower production costs. However, efficiency in production does not necessarily equate to higher productivity; it may entail reduced workforce, lower expenditure, or shorter production duration to achieve the same output volume.

Geertsen (2020) adds that results are typically defined as the specific desired final output from employees, often quantified as the number of goods and services generated for external consumption or for the firm's clientele. Employee productivity entails determining the duration a worker needs to produce a specific quantity of output (Rini & Safrizal, 2023).

It is important to know the time employees spend on commuting, actual production tasks, and waiting for materials, including instances of downtime due to equipment breakdowns (Bonnario,

2021). Measuring employee productivity is often challenging, yet it significantly affects a company's bottom line. Employers should prioritize evaluating individual productivity right from the initial stages of the interview process. Various measures implemented in the workplace can leverage an employee's strengths and facilitate performance. Taiko and Onguso (2022) asserts that human resources often fail to efficiently monitor the resources utilized for productivity within the organization. However, he suggests that human resources have the capacity to implement systems aimed at enhancing organizational productivity, such as offering enhanced compensation, providing additional training, refining selection processes, implementing effective performance appraisal systems, designing jobs more effectively and increasing overall compensation packages (Philip, 2017).

Training is essential for updating skills and improving organizational commitment, well-being, and a sense of belonging among employees, ultimately boosting the competitiveness of the organization (Philip, 2017). Training plays a specific role in connecting the objectives of the organization with the needs of the employees (Azmy & Priyono, 2022). The main goal is to improve employees' abilities for both present and future duties. Training can have a direct or indirect impact on the performance of both employees and organizations.

Sinaga and Riyanto (2021) emphasize that training programs directly contribute to improving both employee and organizational capabilities. Indirectly, they suggest that by investing in employee training to address current and future challenges, organizations can promote high levels of motivation and commitment (Ransford, 2018). Employees appreciate the opportunities provided to them through training, leading to a strong sense of investment from the organization, which is reflected in their diligence and satisfaction as members of the organization (Philip, 2017).

Kenya's devolved system of governance established forty-seven (47) sub-national governments called Counties in order to provide better governance and services to citizens. Nandi County is located in Kenya's Rift Valley region situated in western part of Kenya. The County is largely inhabited by Kalenjin ethnic community among others, its economic activity is agriculture, industries and athletics, and it has an approximate population of 1.2 million residents according to national census statistics of 2019. County commissioner has administrative control, and assistant chiefs follow a set routine. The Nandi County Government is managed by the Governor, who has both political and executive power and authority. The County has 5000 staff. The Nandi County Annual Development Plan (CADP) reveals several issues, including a lack of a Human Resource Information System, inadequate staff training, performance appraisal system, inadequate human resource management, high staff turnover, poor ICT infrastructure and low ICT literacy levels among staff.

Statement of the Problem

Organizations depend on their employees to achieve their goals and fulfill their objectives. They invest considerable resources in maintaining a productive workforce. However, human resource development issues can pose challenges in employee productivity (European Employee Productivity Institute, 2019). Globalization and technological advancement have significant effects on human resource development. They affect the nature of work, the composition of the

workforce, and the dynamics of workplaces. Safety concerns arise as a consequence, leading to heightened expectations from employees regarding safety measures. Consequently, human resource practitioners find themselves managing a more complex and safety-sensitive work environment (Keynan, 2018). These changes portend huge challenges to employee productivity.

Kumar (2023) assessed the effect of training and development programs on employee productivity, through a systematic review of literature. The results indicated that well-structured and properly executed training and development initiatives positively affect employee productivity. Regionally, Onyekwelu and Esther (2021) evaluated the influence of leadership on employee productivity. The findings showed that employee productivity is influenced by the communication system, motivating packages affect employee commitment to goal realization and supervision has a significant effect on employee productivity. Following the enactment of the Kenyan constitution in 2010 and subsequent to the 2013 general election, a good number of individuals transitioned from other sectors of the economy, including well-established organizations, to join the workforce of County Governments (Okong'o, 2018). This shift was driven by perceived competitive compensation packages and improved terms of engagement.

There was an anticipation that this influx of talent would lead to an exceptional standard of service delivery, effectiveness and productivity among employees. However, contrary to these expectations, several studies have highlighted the poor performance of employees in various County Governments (Taiko & Onguso, 2022; Apuko & Jeremiah, 2022; Makunyi, Mugambi & Bengat, 2022; Keynan, 2018). Various factors have been identified as contributors to this situation, including subjective performance appraisal methods, inadequate working conditions, leadership styles, employee management approaches, deficiencies in training, compensation disparities, and political influences (Taiko & Onguso, 2022). The Nandi County Annual Development Plan (CADP) indicates that the county lacks a Human Resource Information System (HRIS), inadequate staff training, lack of performance appraisal system, lack of human resource management and development policies, high staff turnover, poor ICT infrastructure and connectivity and low ICT literacy levels among its staff (CADP, 2019).

Previous studies have not adequately examined employee training and productivity. Most of the studies focus on human resource practices and employee performance. For example, Korir and Ndegwa (2020) evaluated the effect of job satisfaction on employee performance at Finlays, revealing a significant correlation between job satisfaction and employee performance. The study was confined to a private firm, thereby creating a contextual gap. Furthermore, the study's independent variable, job satisfaction, highlights a conceptual gap. On the other hand, Mwangi and Munyua (2023) investigated the influence of training and development on the productivity of employees in listed investment firms, and noted a strong association between the variables. However, the study's focus on listed firms in Kenya presents a distinct context from the current study. Mualuko, Rintari and Moguche (2023) assessed the effect of training and development on employee productivity in private hospitals in Nyeri, concluding that employee training significantly influences productivity. Additionally, Mwambu and Omwenga (2022) examined the effect of job analysis on employee productivity in parastatals, revealing a positive and significant relationship between job description and employee productivity. Previous studies exhibit various

knowledge gaps, that the proposed study sought to fill. Hence, this study assessed the effect of training on employee productivity in Nandi County Government.

Research Objective

To assess the effect of training on employee productivity in Nandi County government.

Research Question

How does training affect employee productivity in Nandi County Government?

Scope of the Study

This study examined the effect of training on employee productivity in Nandi County Government. It was conducted in Nandi County, targeting the 4,234 employees of the Nandi County Government. The study focused on the period from 2013 to 2024, coinciding with the establishment of County Governments in Kenya following the promulgation of the 2010 Constitution. The study was conducted between June 2024 and November 2024.

LITERATURE REVIEW

Theoretical Literature Review

This study was guided by the expectancy theory as the anchor theory. The theory was critical in explaining how individuals make decisions based on expected outcomes; expectancy theory provided a robust framework for analyzing these motivations. The theory proposed by Vroom (1964) introduces a perspective that emphasizes individuals' ability to adjust their behavior within organizational settings based on their anticipated level of satisfaction and the goals they aim to achieve. According to this theory, individuals tend to change their behavior in alignment with the goals they seek to attain. A key tenet of the theory highlights the importance of organizations aligning rewards with performance to ensure that workers receive appropriate recognition for their efforts. It posits that the expected reward directly influences the level of motivation expressed by workers, thereby leading to increased productivity.

Motivation, therefore, is contingent upon the extent to which employee's desire specific outcomes. The cognitive processes involved in how individuals assess and process varying levels of motivation lie at the heart of the theory. Expectancy theory assesses the processes that occur during decision-making and choice. It explains the mechanisms through which individuals navigate their decision-making processes, shedding light on the cognitive pathways that influence their choices. The theory provides valuable insights into the cognitive underpinnings of motivation and decision-making within organizational contexts. The theory explains how employees perceive the relationship between their efforts, performance, and the rewards they anticipate receiving. Therefore, by designing training and development programs that clearly link performance improvements with tangible rewards, the Nandi County Government can effectively motivate employees to enhance their productivity. According to expectancy theory, Nandi County Government employees' motivation may be influenced by their expectations of rewards, which can be shaped by the prevailing culture within the organization.

Empirical Literature Review

Training and development enhance employee productivity within an organization and serve as foundational elements that foster organizational growth and success. Sinaga and Riyanto (2021) highlight the potential benefits organizations can reap from training and development, including the ability to engage employees on an emotional level, encouraging them to align with the organization's objectives, exert greater effort on its behalf, and remain committed to its long-term goals (Mamun, 2022). Training and development initiatives are fundamentally about investing in individuals. These initiatives form part of a broader human resource management strategy aimed at motivating employees to deliver their best performance (Yartati, 2022).

Kumar (2023) examined how training and development programs impacted employee productivity. The research employed a systematic review strategy to analyze and combine literature from various sources. Findings showed that effective training and development programs can enhance employee productivity when well-planned and implemented. This highlights the need to ensure training initiatives are in line with company goals and offer ongoing support and encouragement. This was a systematic review of literature, hence gap in methodology.

Janna et al. (2021) investigated how employee resilience, career development, and e-training affected productivity in Indonesian state-owned enterprises that provided survey services. The study polled workers at one of these businesses using purposive sampling, and 270 valid answers were obtained. Structural Equation Modeling (SEM) using Amos 24 and exploratory factor analysis were used in the quantitative analysis. The results indicated that both career growth and employee strength positively impacted employee efficiency, with e-training and career development playing a crucial role in enhancing employee resilience. However, worker productivity was not directly impacted by E-training. The research provided helpful suggestions for politicians to enhance worker productivity through creating e-training, career development, and employee resilience plans. The Structural Equation Modeling was used in data analysis while this study employs multiple regression modelling.

As stated by Onuoha and Njoku (2023), human capital is the primary wealth of a country and is considered the most valuable resource in companies. While other assets stay inactive, they are transformed into active assets when utilized by human resources. As a result, it is important to provide ongoing training, re-training, and development opportunities to improve the productivity of employees. The research aimed to explore how staff training and development impact employee productivity, using a descriptive survey design. Five hundred and thirty-two employees were included in the study, with 328 selected using the Taro Yamane formula for sampling. Purposive sampling was used for selecting respondents, and data was examined through the analysis of frequency, percentage, and chi-square (χ^2) statistics. Research results showed that staff training and development has a notable impact on both the quality of service and the capacity building of staff in Aba North Local Government. The research found that maintaining high levels of productivity necessitates continually improving the quality of the workforce through regular training and development. Suggestions comprised the offering of up-to-date amenities and sufficient financial resources for staff education and growth.

Mwangi and Munyua (2023) evaluated how employee productivity was affected by training and development in investment firms that were listed in Kenya. The research used a descriptive design and targeted a group of 72 participants, including human resource managers and employees from listed investment firms. It was guided by Maslow's Hierarchy of Needs, the Hawthorne Effect, and Expectancy Theory. Questionnaires were distributed via census sampling, and descriptive and inferential statistics were used for analysis. The results showed that training and development had a significant and direct effect on worker productivity, indicating that businesses should prioritize all facets of training and development to improve worker performance in the industry. The study presents a contextual gap as it was conducted in investment firms listed in Kenya.

CONCEPTUAL FRAMEWORK

Figure 1 shows the conceptual framework representing the relationship between training and employee productivity.



Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This study adopted a descriptive research design; which enables collection of data from respondents at their place of work. Mixed methods are useful in complex social phenomena, where qualitative data helps capture in-depth insights and contextual understanding, while quantitative data provides measurable and generalizable findings (Siedlecki, 2020). Mixed methods research design was important to the study as it helped examine the effect of human resource development practices on employee productivity in Nandi County Government. The study was conducted in Nandi County and targeted the 4234 employees of the Nandi County Government (Nandi County Government, 2024). Selecting a particular group for data collection in a study is part of sampling process (Gumpili & Das, 2022). The study used the Yamane (1973) formula to determine the sample size. Stratified random sampling was employed to select respondents in each category, providing each member an equal chance of selection (Mugenda & Mugenda, 2013). Thus:

$$n = \frac{N}{1 + N(e)^2}$$

Given: n represents the size of the sample; N is the population; and e is the margin of error in the computation, which is set at 0.05.

Thus:

$$n = \frac{4234}{1 + 4234 (0.05)^2}$$

n= 365

Structured questionnaires were administered to the selected staff. The questionnaires consisted of six sections, covering basic information about the respondents and study variables. The questionnaire collected quantitative data on the effect of human resource development practices and employee productivity in Nandi County government. The questionnaire section collected data on training, organizational culture, technological infrastructure, leadership and employee productivity.

The questionnaires were reviewed to ensure they were accurate and consistent. Data cleaning involved editing, coding, and tabulation to identify any anomalies in the responses and assign a numerical value to each for further analysis (Abutabenjeh & Jaradat, 2018). The analysis of data required the use of the Statistical Package for Social Sciences version 28. The study included the computation and presentation of descriptive statistics and inferential statistics were applied. A multiple linear regression model was used to explain the relationship between the variables: -

$$Y = \beta_0 + \beta X + \epsilon$$

Where Y= Employee Productivity

β_0 is a constant

β - is the Beta coefficients of the independent variable

X= Training

ϵ is the error term

This section discusses informed consent from respondents, voluntary participation, confidentiality and privacy in the research process. To ensure ethical compliance, an introduction letter from the university was obtained, explaining the purpose and scope of the research. The researcher also applied for and received a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). Additionally, permission was secured from the Nandi County Government Public Service Board to collect data from respondents. Before participation, all respondents were fully informed about the research objectives, procedures, and their rights, and their consent was sought prior to data collection.

Participation in the study was entirely voluntary, and participants were given the option to withdraw from the study at any stage without facing any consequences. They were also allowed to request the removal of their data at any time, as recommended by Correia (2023). The research adhered strictly to ethical standards, ensuring that no participant felt coerced into providing information or continuing with the study against their wishes. All data provided by the participants were treated with strict confidentiality. Measures were taken to ensure that the information collected was used solely for the purposes of the research and stored securely. The integrity of the data was maintained throughout the research process, ensuring that participant information was not disclosed to unauthorized parties.

FINDINGS AND DISCUSSION

Three hundred and sixty-five (365) questionnaires were issued to the employees of the Nandi County Government, out of which 338 were completed and returned. Shiyab, Ferguson, Rolls and Halcomb (2023) suggest that response rates of 50% or higher are suitable for analysis. Therefore, the study achieved an optimal, acceptable and dependable overall response rate of 93%.

Demographic results revealed that two hundred and two respondents (60%) were male and 136 (40%) were female. Most of the respondents were male. Most of the employees fell within the 45-55 years age range, comprising 33% of the sample (111). This was followed by those in the 35-44 years range, accounting for 31% (104). Participants aged 25-34 years make up 17% (56), while those above 54 years constituted 14% (48). The smallest age group was 18-24 years, representing only 6% (19).

Most of the respondents were between the age of 35-44 years. Additionally, majority had attained higher education. Specifically, 43% held a degree (144), and 41% have a diploma (138), collectively accounting for the bulk of the sample (84%). Those with postgraduate qualifications made up 14% (49), while the smallest group, at 2%, consisted of participants whose highest education level was high school (7). Results indicate that most of the respondents had diploma level and above level of education, hence their responses could be relied on for credible findings.

In terms of experience, majority (52%) having 5-10 years of experience (176). This was followed by 41% who had more than 10 years of experience (137), indicating a significant portion of seasoned professionals. Only 7% of participants had less than 5 years of experience (25), representing a relatively small group of less experienced respondents. Results indicate that most of the respondents had more than 5 years of experience, hence their responses could be relied on for credible findings.

DESCRIPTIVE ANALYSIS

Effect of Training on Employee Productivity

The study sought to evaluate the effect of training on employee productivity in Nandi County Government. Respondents were asked 5 questions on the effects of training on employee productivity; presented in Table 1: -

Table 1: Effect of training on employee

Statement	N	Mean	Std. Dev.	SA	A	UN	D	SD
Staff training participation rate is high.	338	4.16	0.603	27	61	12	0	0
Employees complete training programs in time.	338	4.31	0.602	38	54	8	0	0
There are increased hours of training for county employees.	338	4.42	0.546	45	52	3	0	0
The training programs provided by my organization are relevant	338	4.54	0.528	56	43	1	0	0
I have ample opportunities to develop new skills that improve my productivity	338	4.41	0.576	46	50	4	0	0
Aggregate mean		4.37						



Table 1 data reveals high levels of agreement on statements related to training participation, completion, hours, relevance, and skill development opportunities, with mean scores above 4.0 for all items. Specifically, the statement on relevance of training programs holds the highest mean (4.54) and the lowest standard deviation (0.528), indicating strong and consistent agreement among participants. The availability of increased training hours also scores high, with a mean of 4.42 and a low standard deviation (0.546), suggesting that most participants perceive ample training opportunities. Similarly, statements on timely completion (mean 4.31, Std. Dev. 0.602) and high participation rates (mean 4.16, Std. Dev. 0.603) also reflect a favorable perception of the training processes.

These results align with literature suggesting that training programs positively influence workforce development and productivity, as employees who engage in relevant training tend to perform better and exhibit greater job satisfaction (Noe, 2017; Salas et al., 2012). The low standard deviations across statements further indicate consistent views, supporting findings that structured and accessible training fosters engagement and skill advancement among employees (Aguinis & Kraiger, 2009). The overall aggregate mean of 4.37 highlights a strong consensus on the value and effectiveness of the organization's training initiatives.

Employee productivity

The main objective was to assess the effect of human resource development practices and employee productivity in Nandi County Government. Responses are presented in Table 2.

Table 2: Employee productivity

Statement	N	Mean	Std. D	SA	A	UN	D	SD
Employees manage their time effectively to meet all deadlines.	338	4.17	0.505	23	72	6	0	0
The quality of my work meets and exceeds company standards.	338	4.37	0.593	43	51	6	0	0
Employees consistently meet goals set by their supervisors.	338	4.29	0.510	32	66	3	0	0
Employees complete their tasks efficiently without wasting time or resources.	338	4.32	0.555	37	59	4	0	0
Employees work well with well with team members to accomplish tasks and projects.	338	4.44	0.554	47	50	3	0	0
Aggregate mean		4.32						



The results of the study indicate a generally positive perception of employee performance and efficiency, as reflected by high mean scores across the evaluated statements. Respondents indicated that employees effectively manage their time to meet deadlines, with a mean score of 4.17 (standard deviation **0.505**). This finding suggests that most employees possess strong time management skills. Furthermore, the quality of work produced by employees is perceived to meet and even exceed company standards, with a mean score of **4.37** (standard deviation **0.593**). The ability of employees to consistently meet the goals set by their supervisors was similarly rated favorably, with a mean of **4.29** (standard deviation **0.510**), reinforcing the alignment between employee performance and organizational expectations. Additionally, the efficiency of task completion was corroborated by a mean score of **4.32** (standard deviation **0.555**), indicating a consensus among employees regarding their capability to complete tasks without wasting time or resources. Collaboration among employees was also noted, as indicated by a mean score of **4.44** (standard deviation **0.554**), reflecting strong teamwork dynamics. These findings align with recent literature, which emphasizes that effective time management, high-quality work, and teamwork are critical components of organizational success, positively impacting employee satisfaction and overall productivity (Gonzalez et al., 2020; Parker & Axtell, 2021). Consequently, organizations that cultivate a culture centered on efficiency and collaboration are likely to achieve enhanced performance and improved employee morale.

Inferential Statistics

Correlation Analysis examines the relationships between the key variables under investigation. Correlation analysis is a statistical method used to determine whether and how strongly pairs of variables are related. This section assesses the degree of association between independent and dependent variables in the study. Results of the correlation analysis were interpreted to highlight significant associations. Table 3 illustrates results from Pearson correlation.

Table 3: Correlation analysis

	employee productivity
Pearson Correlation	1
Sig. (2-tailed)	
N	338
Pearson Correlation	.652
Sig. (2-tailed)	0.000
N	338
. Correlation is significant at 0.05 level	

There was a strong positive correlation ($r=0.652$; $p=0.000$) between training and employee productivity. This is consistent with the study conducted by Suryanto et al. (2021), which emphasized that targeted training strategies not only improve employee skills but also boost confidence and job satisfaction, directly affecting productivity levels. Similarly, Wong et al. (2023) found that organizations that prioritize training and development witness higher employee engagement and productivity, as well-trained employees are more competent in their roles and contribute more effectively to organizational goals.



Linear Regression Model

There was a statistically significant relationship between the predictor variable; training and the dependent variable of employee productivity. The regression model produced an F-statistic of 99.577 with a p-value of .000, indicating that the model as a whole is statistically significant and that the predictors significantly contribute to explaining variations in employee productivity. The sum of squares for regression is 10.101, which suggests that a significant portion of the variability in employee productivity can be attributed to these factors. The residual sum of squares is 8.445, indicating the variability in employee productivity not explained by the model. Wang et al. (2023) demonstrate that effective leadership practices foster a productive work environment, while Kahn et al. (2021) emphasize that training is a pivotal in enhancing employee performance. Table 4 shows the regression coefficient result.

Table 4: Coefficients

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	VIF
(Constant)	0.638	0.191		3.333	0.001	
Training	0.494	0.047	0.496	10.464	0.000	1.640

a. Dependent Variable: employee productivity

Table 4 shows the multiple regression equation as: -

$$Y=0.638+ 0.494X$$

Findings showed a positive and significant effect of training on employee productivity in Nandi County Government ($\beta = 0.494$, $p = 0.000$). Hence, for each unit increase in training, employee productivity is expected to increase by 0.494 units. This aligns with a study by Janna, Wolor and Suhud (2021), who investigated how employee resilience, career development, and e-training affected productivity and showed that career development and employee resilience had a favorable effect on employee productivity.

Additionally, Anand, Kanagaraj and Doss (2022) investigated the effect of training and development on employee performance and productivity and found that training and development positively affected staff performance and productivity. The study emphasized the importance of training and development in enhancing employees' knowledge, skills, and communication abilities, thus benefiting the telecommunications sector. Likewise, Hamed, Mohd and Syed (2021) investigated the effect of non-financial activities on employee retention and found that training improved employee satisfaction and retention.

Conclusion

This study concludes that training programs play a pivotal role in enhancing employee satisfaction and performance. Employees who have access to comprehensive training opportunities feel more valued and supported in their professional development. The availability of increased training hours and opportunities for growth reflects the organization's commitment to fostering employee development. This not only encourages the timely completion of training programs but also leads to high participation rates. These factors collectively contribute to the overall effectiveness of the



training initiatives, demonstrating that when employees are well-trained, they are more likely to perform their duties efficiently and to a higher standard.

Recommendations

This study recommends that the Nandi County Government prioritize the continued development and enhancement of training programs for its employees. Given the clear evidence of employee support for training initiatives, it is essential for the County to regularly assess the evolving training needs of its workforce. By conducting periodic evaluations, the County can ensure that training programs remain relevant, aligned with organizational objectives, and responsive to the aspirations of employees. This ongoing assessment will help identify areas where skills development is most needed and ensure that the training provided is directly applicable to the roles employees are expected to perform.

Moreover, the County should not only maintain but potentially expand the current number of training hours and opportunities. This will promote continuous skill development and ensure that employees are equipped to meet the changing demands of their positions. In doing so, the County can foster an environment of lifelong learning, which will inevitably lead to improved employee performance, higher levels of job satisfaction, and, ultimately, better service delivery to the public. Additionally, to build on the existing effectiveness of training initiatives, the study recommends that the County implement mechanisms for regularly soliciting feedback from employees regarding the training programs. This feedback can serve as a valuable tool for identifying strengths and areas for improvement within the training curriculum. By actively seeking input from employees, the County can ensure that its training programs remain timely, relevant, and effective in addressing the specific skills and knowledge employees need to excel in their roles. This approach will not only improve participation rates but will also ensure that training remains a key driver of employee development and organizational success.

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