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The role of employee training and development on employee performance in commercial banks in Kisumu town, Kenya

Cheptoo Rahma Magut

Jomo Kenyatta University of Agriculture and Technology, Kenya.

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ABSTRACT

The purpose of this study was to find out the role that employee training and development plays on employee performance in commercial banks in Kisumu town. The research was carried out using the descriptive survey design. The population of the study were both the management and other members of staff of the 22 banks in Kisumu City who were 400 from which a sample size of 200 respondents was selected. Data was collected using questionnaires and structured interviews. The study data that was analyzed quantitatively using the SPSS Package. The presentation of data was done using tables and charts. The study established that training and development leads to the increased performance by the employee. The study findings revealed that it makes an employee more efficient in performing tasks/duties. It leads to increased task performance speed and it increases employee proficiency in handling and solving issues. It increases the capacity of an employee to offer better services reduces work related errors by employees, it enhances the employees' willingness to help customers and provide prompt services and positive attitude while serving and performing tasks. The study therefore recommends that training and development be managed properly for it to yield better effect on employee productivity.

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Introduction

Organization in today's business environment operates on a very dynamic and highly competitive world characterized by cut throat product and service competition, high cost of production, emergence of technological advancement and the application of such technologies in the daily operation of organizations across the globe. As such, no employee should be put on the job unless he has the necessary information about his job and sufficient training and capacity to perform it. It is important that workers should be adequately educated and trained (Pylee and George, 1999).

As a result, organization cannot afford to ignore the need for human resources who are well versed and up to date on the global trends that require immediate and appropriate response. In regard to such developments, training of the work force to handle challenges posed by the inevitable changes in the industry is very necessary if organizations are to live up to their strategic objectives and to survive the test of time. According to Flippo (1984), no organization has a choice of whether to develop employees or not; the only option is that of the method. The present study investigated the role that training and developing of employees plays in organizational performance. The research was conducted in banks in Kisumu City because of the rapid growth of the industry and that business environments are highly dynamic. As such, equipping employees to be responsive in such situation takes nothing short of relevant training on conceptual and technical skills particularly to the operational cadre employees because they directly handle the bulk of work in the process of executing the policy implementation. This can be achieved by modification of attitudes and behavior through learning experience (Armstrong, 2000).

Top managers too, need to be developed through an all round exposure of continuous teaching so as to be well equipped for current undertakings and future progress.

Training and development enhances efficiency and effectiveness that guarantees continuity and competitive advantage of an organization- a prerequisite for survival. It is true that many organizations that collapse are on increase and this is, among other factors, because of the trial and error methods adopted by organizations. Other economic variables like inflation, political uncertainty and the contemporary global trends calls for personnel that are highly trained to not only predict but also provide the way out of challenging circumstances. Managers move from one level to another and as they do so they require more skills both human and conceptual to handle the problems they face at those higher levels (Balunywa, 2004)

Therefore there was need to examine the role of training and development in organizations by unlocking the chains of inadequate and sometimes irrelevant personnel training. This can only be done objectively by making a thorough assessment on what effects training and development has on employee performance in Kenya Commercial Banks.

The problem

There is a general outcry expressed by employees of banks in Kenya and ordinary citizens' i.e. external customers served by the banks to the effect that most of the staff in commercial banks and even their technological changes requires equally dynamic and sophisticated labour force and this only comes with skills and techniques that measures up to the tasks managers are not fully equipped with the basic

Organizations view the process of training and development as an expensive undertaking that also consumes time and this

view is shared by both the private and public sectors. Training and development is a factor that has been hardly researched into, yet one that could go along way in improving performance.

The role of training and development are yet to be fully appreciated in organizations and therefore the researcher found it necessary to respond to this need by assessing/looking at the role of training and development on employee performance in the midst of the economic and time costs.

Purpose and objectives of the study

The purpose of this study was to find out the role that employee training and development plays on employee performance in commercial banks in Kisumu town. The objectives were:

1. To investigate the role of training and development on bank employees' job output in Kisumu city.
2. To determine the role of training and development on bank employees' efficiency on the job in Kisumu city.
3. To establish the role of training and development on bank employees' quality of work in Kisumu city.

The study Design

The research was carried out using the descriptive survey design. According to Kothari (2005), a descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. Orodho and Kombo (2002) say that descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals.

Study population and sample

The population of the study were employees of commercial banks, both the management and other members of staff of the 22 banks in Kisumu City. Preliminary investigation revealed that, the banks in the city had approximately 450 employees; a target population of 400 employees were selected. The respondents will include the management and other bank staff.

A sample size of 200 respondents of both the staff and the management was selected who have in one way or another experienced or benefited from the bank's training and development activities and programs. The sample comprised of management and other staff members. Purposive sampling technique was used to select 200 respondents from the two strata of the population namely; management and the other staff members. In purposive sampling method respondents were selected because of their knowledge on the issues that the research intended to address.

Data collection instruments

In collecting data two instruments were used, questionnaires and structured interview questions. The two instruments were used because the questionnaires alone would not elicit exact data required. The researcher adopted a method of drop-and-pick where she dropped the questionnaires and collected them later in person after having been filled by the respondents. The researcher also used structured interview schedule with categories having responses that enabled the researcher check the respondent's response in the questionnaire.

Data analysis methods

The study yielded survey data that was analyzed quantitatively. The researcher analyzed data using descriptive statistics to meaningfully describe a distribution of scores using a few indices or statistics. Measures of central tendency and measures of variability were also used to enable the description of scores be more detailed. The presentation of data was done using tables and charts. Statistical Package for Social Scientists will be used in data analysis.

Results

Role of Training and Development on employee output or performance

The study sought the opinion of the respondents on the effect of training on individual performance. This covered various aspects in general as per the study objectives; including output, efficiency, quality of work and personal growth. Several performance indicators were provided to guide the respondents. The options given were; Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Their responses were as shown in the table below.

From the table above, majority of respondents are of the view that training and development leads to increased job satisfaction 60(33.3%) strongly agreeing, 100(55.5%) agreeing and 20(11.1%) were neutral. 70(38.9%) strongly agreed that training and development increases employee morale and efficiency, 105(58.3%) agree while only 5(2.8%) did not agree on the same. On the training and development making employees being motivated in their duties, 54(30%) of the respondents strongly agree, 90(50%) agree, while 36(20%) were neutral. On training leading to increased efficiencies in process and quality of work, 30 (16.7%) strongly agree, 136 (75.6%) agrees 10(5.5%) disagree and 4 (2.2%) strongly disagreeing. When asked if training and development enhances employee promotion, 30(16.7%) strongly agreed, 93(51.7%) agreed, 45 (25%) were neutral, 5(2.8%) disagreed and 7(3.8%) strongly disagreed.

Role of Training and Development on employee efficiency

The study sought the opinion of the respondents on the effect of training on the efficiency of the employees on the job. Their responses were as shown in the table below.

From the table above, majority of respondents are of the view that training and development leads to increased task performance speeds 60(33.3%) strongly agreeing, 80(47.6%) agreeing and 40(20.1%) were neutral. 70(38.9%) strongly agreed that training and development increases employee proficiency, 103(57.1%) agree while only 7(3.2%) did not agree on the same. On the training and development making employees to be timely in solving or addressing customer queries, 54(30%) of the respondents strongly agree, 90(50%) agree, while 36(20%) were neutral. On training leading to increased reliability on work, 30 (16.7%) strongly agree, 97 (51.7%) agrees, 45(25%) were neutral, 5(2.8%) disagree and 4 (2.2%) strongly disagreeing.

Training and employees' quality of work

The researcher also sought the opinion of respondents on the role of training and development on the employees' quality of work. Their responses were as shown in table below.

From the table, it can be noted that majority of the respondents agrees that employee training helps to increase the capacity of an employee to offer better services and only a few said no i.e. 130(72.2%) and 50(27.8%) respectively. When asked if employee training helps to reduce employee error rate on tasks, 155(86.1%) of the respondents said yes while only 25 (13.9%) said no.

The respondents were also asked whether training and development led to increased innovation in strategies and product quality and 141(78.3%) agreed that is the case and 39(21.7%) disagreed. 110(61.1%) of the respondents agreed that training and development enhances responsiveness and willingness to help customers and provide prompt services while 70(38.9%) disagreed.

The way forward

Following the study findings the researcher recommends challenges that the respondents have cited and their recommendations from the questionnaire and interview conducted, be looked into. The researcher recommends to the management of banks to implement the findings of the study on the area of training and development. The solutions to the issues raised will to a great extent help improve performance of employees and organizations. To generate reasonable growth, organizations must be ready to spend more time and money on training and development of their employees. The main goal of these recommendations should be to encourage employers and employees of commercial banks to appreciate the need and role of training and development. The issue of training and development is not new but many are far from applying it.

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Table 1: Effect of training and development on employee's performance

	Statement		SA	A	N	D	SD
1.	Training and development leads to increased job satisfaction	Frequency	60	100	20	-	-
		%	33.3	55.6	11.1	-	-
2.	Training and development increases employee morale and efficiency	Frequency	70	105	-	5	-
		%	38.9	58.3	-	2.8	-
3.	Trained employees are more motivated hence increase output	Frequency	54	90	36	-	-
		%	30	50	20	-	-
4.	Training and development leads to increased efficiencies in process and quality of work.	Frequency	30	136	-	10	4
		%	16.7	75.6	-	5.5	2.2
5.	Training & development enhances employees promotion	Frequency	30	93	45	5	7
		%	16.7	51.7	25	2.8	3.8

Table 2: Effect of training on the employee's efficiency

	Statement		SA	A	N	D	SD
1.	Training and development leads to increased task performance speeds	Frequency	60	80	40	-	-
		%	33.3	47.6	20.2	-	-
2.	Training and development increases employee proficiency	Frequency	103	70	-	7	-
		%	57.1	38.9	-	3.2	-
3.	Trained employees are timely in solving client queries	Frequency	54	90	36	-	-
		%	30	50	20	-	-
4.	Training and development leads to increased reliability i.e. ability to perform the promised service dependably and accurately	Frequency	30	93	45	5	4
		%	16.7	51.7	25	2.8	2.2

Table 3: Training and employees' quality of work

	Statement		Yes	No
1.	Training helps to increase capacity of an employee to offer better services.	Frequency	130	50
		%	72.2	27.8
2.	Training and development reduces employee error rate on tasks	Frequency	155	25
		%	86.1	13.9
3.	Training and development leads to increased innovation in strategies and product quality	Frequency	141	39
		%	78.3	21.7
4.	Training and development enhances responsiveness i.e. willingness to help customers and provide prompt service.	Frequency	110	70
		%	61.1	38.9