

**INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES
ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEME
PROVIDERS IN KENYA: A CASE OF NSSF WESTERN/NYANZA
REGION**

BY

HUMPHREY K MUDANYA

MSC/BE/00160/2017

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT**

**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF BUSINESS AND ECONOMICS**

MASENO UNIVERSITY

© 2019

DECLARATION

I declare that this research project has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references.

Humphrey Mudanya Sign..... Date.....

REG. NO: MSC/BE/00160/2017

SUPERVISOR:

This research project has been submitted with my approval as the university supervisor

Dr. (Ph.D.) MISE J .K Sign Date.....

Department of Business Administration

School of Business and Economics

Maseno University

ACKNOWLEDGMENT

I'm thankful to the almighty God for his continued mercy and love upon my life and that of my entire family and strengthening me throughout the course. I would also like to express my special thanks to my supervisors Dr. Mise for their invaluable and insightful support and guidance that has enriched this study. My profound thanks and appreciation goes to my entire family for their support and understanding during the entire period of my course.

DEDICATION

I dedicate this project to my dear wife

ABSTRACT

Worldwide older persons are regarded as vulnerable group, hence are in dire need of government attention. Various efforts by various successive regimes in the country to address the needs of older members of the society have proved abortive. NSSF was established to provide basic financial security benefits to Kenyans upon retirement. With increase in private pension providers, there is need for efficiency in service provision and need for adoption of technology in running the activities at NSSF, the fund has had a challenge of automating payment of members contribution, providing timely feedback and lack of online processing of members retirement benefits which are attributed to low skills and knowledge endowment among the staff at NSSF. Therefore, the purpose of this study was to establish the influence of training and development strategies on performance employees in pension schemes providers at NSSF western/Nyanza region. The study specific objectives included: To establish the influence of training needs assessment on performance of employees in pension schemes providers at NSSF western/Nyanza region, to determine the effect of methods of training and development adopted on performance of employees in pension schemes providers at NSSF western/Nyanza region, to examine the impact of training and development evaluation on performance of employees in pension schemes providers at NSSF western/Nyanza region. The study was guided by human capital theory, diffusion innovation theory and resource based view theory. The study adopted in a correlational research design. The target a population was 100 staff working at NSSF branches in western part of Kenya in different cadre. Census method was applied to pick a sample size of 100 respondents who were issued with the data collection instrument. Pilot results showed reliability test of a Cronbach's Alpha coefficient between 0.902 and 0.954. Validity was established through expert review. The findings revealed that training needs assessment, training methods adopted and training and development evaluation account for 56.3.8% ($R^2 = 0.563$, $p=0.000$) variation in employee performance at NSSF western/Nyanza region.. It was further revealed that dimensions of training needs assessment ($\beta = 0.268$, $p= 0.010$), methods of training and development adopted ($\beta = 0.091$, $p = 0.425$) and training and development evaluation ($\beta = 0.379$, $p= 0.005$) were significant predictor of employee performance. The study concludes that training needs assessment and training and development assessment were the main predictors of employee performance at NSSF Western/Nyanza region. Therefore, the study recommended to the management NSSF Western/Nyanza region to lay more emphasis in training needs assessment and training and development evaluation to enhance employee performance through training and development.

TABLE OF CONTENTS

DECLARATION	II
ACKNOWLEDGMENT	III
DEDICATION.....	IV
ABSTRACT	V
TABLE OF CONTENTS	V
LIST OF FIGURE	X
LIST OF TABLES.....	ERROR! BOOKMARK NOT DEFINED.
LIST OF ABBREVIATIONS	ERROR! BOOKMARK NOT DEFINED.
OPERATIONAL DEFINITION OF TERMS	XII
CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study	1
1.2 Statement of the Problem.....	5
1.3 Objectives of the Study.....	6
1.3.1 General Objective	6
1.3.2 Specific Objectives	6
1.4 Hypotheses of the Study	6
1.5 Scope of the Study	7
1.6 Significance of the Study.....	7
1.7 Conceptual Framework.....	8
CHAPTER TWO: LITERATURE REVIEW	
2.1 Theoretical Literature Review	9
2.1.1 Resource based view theory	9
2.1.2 Human capital theory.....	9
2.1.3 Diffusion innovation theory.....	10
2.1.4 Training and development	10
2.1.5 The Concept of Training Need Analysis.....	11
2.1.6 The concept training and development methods.....	11
2.1.7 The concept of training and development evaluation	12
2.1.8 The Concept of Employee Performance.....	12
2.2 Empirical Literature Review.....	12
2.2.1 Training Need Assessment	12
2.2.2 Role of training and Development Methods and Employee Performance	15

2.3.3 Training and Development Evaluation and Employee Performance	19
CHAPTER THREE:RESEARCH METHODOLOGY	
3.1 Research Design	22
3.2 Area of the Study	22
3.3 Target Population.....	22
3.4 Sample Size and Sampling Techniques	23
3.5 Data Collection Methods	23
3.5.1 Sources of Data.....	23
3.5.2 Data Collection Procedures	23
3.5.3 Instrument for Data Collection	24
3.5.4 Reliability of Research Instrument	24
3.5.5 Validity Test for Data Collection Instrument	24
3.6 Data Analysis.....	25
3.7 Data Presentation	26
DECLARATION	II
ACKNOWLEDGMENT	III
DEDICATION.....	IV
ABSTRACT	V
LIST OF FIGURE	X
LIST OF ABBREVIATIONS	XII
OPERATIONAL DEFINITION OF TERM	XIII
1.6 Significance of the Study.....	7
FIGURE 1.1 CONCEPTUAL FRAMEWORK SHOWING THE RELATIONSHIPS OF THE VARIABLES OF THE STUDY	8
2.1.1 RESOURCE BASED VIEW THEORY	9
2.1.2 HUMAN CAPITAL THEORY	9
3.1 Research Design.....	22
3.2 AREA OF THE STUDY	22
3.3 Target Population.....	22
3.4 Sample and Sampling Techniques	23
3.5 Data Collection	23
3.5.4 Reliability of Research Instruments	24
TABLE 3.3: INTERNAL CONSISTENCY OF SCALE	24
3.5.5 Validity of Research Instruments	24

3.6 Data Analysis	25
CHAPTER FOUR: RESULTS AND DISCUSSION.....	27
4.1 SOCIO DEMOGRAPHIC INFORMATION OF RESPONDENT.....	27
TABLE 4.1: RESPONSE RATE.....	27
4.3 TRAINING AND DEVELOPMENT METHODS AT NSSF WESTERN/NYANZA REGION.	31
4.4 TRAINING AND DEVELOPMENT EVALUATION AT NSSF WESTERN/NYANZA REGION	32
TABLE 4.7: TRAINING AND DEVELOPMENT EVALUATION DESCRIPTIVE STATISTICS	32
4.5 EXTENT OF EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION	33
THE STUDY ALSO SOUGHT TO ESTABLISH THE EXTENT OF EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION. THIS WAS DONE FOR THE PURPOSE OF PREPARING GROUND FOR THE SUBSEQUENT ANALYSES OF RELATIONSHIP BETWEEN TRAINING NEEDS ASSESSMENT, TRAINING AND DEVELOPMENT METHODS, TRAINING AND DEVELOPMENT EVALUATION AND EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION. THE FINDINGS ARE INDICATED IN TABLE 4.8.....	33
TABLE 4.8: EXTENT OF EMPLOYEE PERFORMANCE DESCRIPTIVE STATISTICS	33
4.6 EFFECT OF TRAINING AND TRAINING AND DEVELOPMENT STRATEGIES ON PERFORMANCE OF EMPLOYEES AT NSSF WESTERN/NYANZA REGION. 34	
4.6.1 THE INFLUENCE TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION	37
THE FIRST OBJECTIVE OF THE STUDY WAS TO ESTABLISH THE INFLUENCE OF TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION. IN THIS REGARDS, IT WAS ESTABLISHED THAT TRAINING NEEDS ASSESSMENT HAD A SIGNIFICANT POSITIVE INFLUENCE ON EMPLOYEE PERFORMANCE ($B = 0.268, P = 0.010$) THEREBY REJECTING THE NULL HYPOTHESIS H_{01} , WHICH STATE THAT TRAINING NEEDS ASSESSMENT HAS NO EFFECT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES	

PROVIDERS AT NSSF WESTERN/NYANZA REGION. THIS MEANS THAT A UNIT CHANGE IN TRAINING NEEDS ASSESSMENT CAUSES 0.268 UNIT CHANGE IN EMPLOYEE PERFORMANCE AND THE CHANGE IS SIGNIFICANT. THIS IMPLIES THAT TRAINING NEEDS ASSESSMENT AT NSSF WESTERN/NYANZA REGION IS A CRITICAL DETERMINANT OF EMPLOYEE PERFORMANCE IN THE ORGANIZATION.37

4.6.2 THE EFFECT OF METHODS OF TRAINING AND DEVELOPMENT ADOPTED ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION38

4.6.3 THE IMPACT OF TRAINING AND DEVELOPMENT EVALUATION ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION40

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....42

5.1 SUMMARY OF FINDINGS42

5.2 CONCLUSIONS43

5.3 RECOMMENDATION43

5.5 AREAS FOR FURTHER RESEARCH44

APPENDICES48

Appendix I: Introduction Letter48

Appendix II: Questionnaire.....49

APPENDIX III: WORK PLAN.....54

APPENDIX IV: RESEARCH BUDGET55

LIST OF FIGURE

DECLARATION	II
ACKNOWLEDGMENT	III
DEDICATION.....	IV
ABSTRACT	V
LIST OF FIGURE	X
LIST OF ABBREVIATIONS	XIV
OPERATIONAL DEFINITION OF TERM	XV
1.6 Significance of the Study	7
FIGURE 1.1 CONCEPTUAL FRAMEWORK SHOWING THE RELATIONSHIPS OF THE VARIABLES OF THE STUDY	8
2.1.1 RESOURCE BASED VIEW THEORY	9
2.1.2 HUMAN CAPITAL THEORY	9
3.1 Research Design	22
3.2 AREA OF THE STUDY	22
3.3 Target Population	22
3.4 Sample and Sampling Techniques	23
3.5 Data Collection	23
3.5.4 Reliability of Research Instruments	24
TABLE 3.3: INTERNAL CONSISTENCY OF SCALE	24
3.5.5 Validity of Research Instruments	24
3.6 Data Analysis	25
CHAPTER FOUR: RESULTS AND DISCUSSION.....	27

4.1 SOCIO DEMOGRAPHIC INFORMATION OF RESPONDENT	27
TABLE 4.1: RESPONSE RATE	27
4.3 TRAINING AND DEVELOPMENT METHODS AT NSSF WESTERN/NYANZA REGION.	31
4.4 TRAINING AND DEVELOPMENT EVALUATION AT NSSF WESTERN/NYANZA REGION	32
TABLE 4.7: TRAINING AND DEVELOPMENT EVALUATION DESCRIPTIVE STATISTICS	32
4.5 EXTENT OF EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION	33
THE STUDY ALSO SOUGHT TO ESTABLISH THE EXTENT OF EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION. THIS WAS DONE FOR THE PURPOSE OF PREPARING GROUND FOR THE SUBSEQUENT ANALYSES OF RELATIONSHIP BETWEEN TRAINING NEEDS ASSESSMENT, TRAINING AND DEVELOPMENT METHODS, TRAINING AND DEVELOPMENT EVALUATION AND EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION. THE FINDINGS ARE INDICATED IN TABLE 4.8.....	33
TABLE 4.8: EXTENT OF EMPLOYEE PERFORMANCE DESCRIPTIVE STATISTICS	33
4.6 EFFECT OF TRAINING AND TRAINING AND DEVELOPMENT STRATEGIES ON PERFORMANCE OF EMPLOYEES AT NSSF WESTERN/NYANZA REGION.	34
4.6.1 THE INFLUENCE TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION	37
THE FIRST OBJECTIVE OF THE STUDY WAS TO ESTABLISH THE INFLUENCE OF TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION. IN THIS REGARDS, IT WAS ESTABLISHED THAT TRAINING NEEDS ASSESSMENT HAD A SIGNIFICANT POSITIVE INFLUENCE ON EMPLOYEE PERFORMANCE ($B = 0.268, P = 0.010$) THEREBY REJECTING THE NULL HYPOTHESIS H_{01} , WHICH STATE THAT TRAINING NEEDS ASSESSMENT HAS NO EFFECT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION. THIS MEANS THAT A UNIT CHANGE IN TRAINING NEEDS ASSESSMENT CAUSES 0.268 UNIT	

CHANGE IN EMPLOYEE PERFORMANCE AND THE CHANGE IS SIGNIFICANT. THIS IMPLIES THAT TRAINING NEEDS ASSESSMENT AT NSSF WESTERN/NYANZA REGION IS A CRITICAL DETERMINANT OF EMPLOYEE PERFORMANCE IN THE ORGANIZATION.	37
4.6.2 THE EFFECT OF METHODS OF TRAINING AND DEVELOPMENT ADOPTED ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION	38
4.6.3 THE IMPACT OF TRAINING AND DEVELOPMENT EVALUATION ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION	40
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	42
5.1 SUMMARY OF FINDINGS.....	42
5.2 CONCLUSIONS	43
5.3 RECOMMENDATION.....	43
5.5 AREAS FOR FURTHER RESEARCH	44
APPENDICES	48
Appendix I: Introduction Letter	48
Appendix II: Questionnaire	49
APPENDIX III: WORK PLAN.....	54
APPENDIX IV: RESEARCH BUDGET	55

LIST OF TABLES

DECLARATION	II
ACKNOWLEDGMENT	III
DEDICATION	IV
ABSTRACT	V
LIST OF FIGURE	X
LIST OF ABBREVIATIONS	XVI
OPERATIONAL DEFINITION OF TERM	XVII
1.6 Significance of the Study	7
FIGURE 1.1 CONCEPTUAL FRAMEWORK SHOWING THE RELATIONSHIPS OF THE VARIABLES OF THE STUDY	8
2.1.1 RESOURCE BASED VIEW THEORY	9
2.1.2 HUMAN CAPITAL THEORY	9
3.1 Research Design	22
3.2 AREA OF THE STUDY	22
3.3 Target Population	22

3.4 Sample and Sampling Techniques	23
3.5 Data Collection	23
3.5.4 Reliability of Research Instruments	24
TABLE 3.3: INTERNAL CONSISTENCY OF SCALE	24
3.5.5 Validity of Research Instruments	24
3.6 Data Analysis	25
CHAPTER FOUR: RESULTS AND DISCUSSION.....	27
4.1 SOCIO DEMOGRAPHIC INFORMATION OF RESPONDENT	27
TABLE 4.1: RESPONSE RATE	27
4.3 TRAINING AND DEVELOPMENT METHODS AT NSSF WESTERN/NYANZA REGION.	31
4.4 TRAINING AND DEVELOPMENT EVALUATION AT NSSF WESTERN/NYANZA REGION	32
TABLE 4.7: TRAINING AND DEVELOPMENT EVALUATION DESCRIPTIVE STATISTICS	32
4.5 EXTENT OF EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION	33
THE STUDY ALSO SOUGHT TO ESTABLISH THE EXTENT OF EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION. THIS WAS DONE FOR THE PURPOSE OF PREPARING GROUND FOR THE SUBSEQUENT ANALYSES OF RELATIONSHIP BETWEEN TRAINING NEEDS ASSESSMENT, TRAINING AND DEVELOPMENT METHODS, TRAINING AND DEVELOPMENT EVALUATION AND EMPLOYEE PERFORMANCE AT NSSF WESTERN/NYANZA REGION. THE FINDINGS ARE INDICATED IN TABLE 4.8.....	33
TABLE 4.8: EXTENT OF EMPLOYEE PERFORMANCE DESCRIPTIVE STATISTICS	33
4.6 EFFECT OF TRAINING AND TRAINING AND DEVELOPMENT STRATEGIES ON PERFORMANCE OF EMPLOYEES AT NSSF WESTERN/NYANZA REGION. 34	
4.6.1 THE INFLUENCE TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION	37
THE FIRST OBJECTIVE OF THE STUDY WAS TO ESTABLISH THE INFLUENCE OF TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION. IN	

THIS REGARDS, IT WAS ESTABLISHED THAT TRAINING NEEDS ASSESSMENT HAD A SIGNIFICANT POSITIVE INFLUENCE ON EMPLOYEE PERFORMANCE ($B = 0.268, P = 0.010$) THEREBY REJECTING THE NULL HYPOTHESIS H_{01} , WHICH STATE THAT TRAINING NEEDS ASSESSMENT HAS NO EFFECT ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION. THIS MEANS THAT A UNIT CHANGE IN TRAINING NEEDS ASSESSMENT CAUSES 0.268 UNIT CHANGE IN EMPLOYEE PERFORMANCE AND THE CHANGE IS SIGNIFICANT.

THIS IMPLIES THAT TRAINING NEEDS ASSESSMENT AT NSSF WESTERN/NYANZA REGION IS A CRITICAL DETERMINANT OF EMPLOYEE PERFORMANCE IN THE ORGANIZATION.37

4.6.2 THE EFFECT OF METHODS OF TRAINING AND DEVELOPMENT ADOPTED ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION38

4.6.3 THE IMPACT OF TRAINING AND DEVELOPMENT EVALUATION ON PERFORMANCE OF EMPLOYEES IN PENSION SCHEMES PROVIDERS AT NSSF WESTERN/NYANZA REGION40

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....42

5.1 SUMMARY OF FINDINGS42

5.2 CONCLUSIONS43

5.3 RECOMMENDATION43

5.5 AREAS FOR FURTHER RESEARCH44

APPENDICES48

Appendix I: Introduction Letter48

Appendix II: Questionnaire.....49

APPENDIX III: WORK PLAN.....54

APPENDIX IV: RESEARCH BUDGET55

LIST OF ABBREVIATIONS

CBT	Computer based training
IBT	Internet based training
NSSF	National social security fund
SPSS	Statistical package for social scientist
WBT	Web based training

OPERATIONAL DEFINITION OF TERM

Training and development	Refers to the mechanism the organization puts in place to enhance skills, knowledge and competencies aimed at improving the current and future performance of employees and the organization.
Training needs assessment	This is the process the organization puts in place to determine the deficiency in skills knowledge and competencies needed for employees to accomplish tasks and in meeting organization wide goals and objectives.
Training and development methods	This refers to the ways and means the organization uses to impart skills and knowledge into employee.
Technology advances	entails the acquisition of new technology for effective and efficient methods of execution of an organisation's business functions as well as training and development of employees.

Employee performance

Performance comprises the actual output or results of an employee as measured against its intended output or goals and objectives.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the current ever changing business environment and stiff competition to remain relevant in business, organizations have realised the importance of the role employees' play in gaining competitive advantage. The recognition of the importance of training in recent years has been culminated by stiff competition and the associated success of organizations where investment in employee development is part of organization culture. Further researcher has shown that technological developments, automation, mechanization, changing environment and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. Therefore, employees need to be equipped with necessary knowledge, skills and competence to match changing technology and environment organizations are thriving in. Organizations should invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Elnaga and Imran (2013) posit that training aims at bridging the gap between the current performance and the standard desired performance. Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage.

Salah (2016) state that the impact of training on employees and organization performance is seen through quality improvement, increase in productivity, increase in the organization's profitability, organization stability, minimizing the risk, decrease in the cost and expenses of doing business, and growth of the organization national and international. Similarly, organizations are able to attain edge over other organizations operating in the same industry through training its employees. The organizations have also improved their ability to attract best talent in labour market and overall improved organization performance.

The terms training and development according to Cardy (2010) focuses on providing specific skills and knowledge aimed at improving the performance of employees. On the other hand, development refers to the effort of providing employees with the

organizations' needed future abilities. Training and development results to increased employee performance, improves knowledge and skills of the job at all levels of the organization. Similarly, training and development results to commitment, satisfaction and improved employees' morale as well enable employee to meet their career aspirations (Katcher & Snyder, 2003). Training and development benefits the employees since it helps them make better decisions as well as problem solving skills, it encourages self-confidence and self-development. Continuous training gives employees the opportunity to know, learn and understand the latest developments in the industry.

Organization's main goal is the improvement in its performance which can only be achieved by human capital in the organization. Thus training and development of employees has been considered important being handled by human resource managers or training and development manager. According to Vinesh (2014) in choosing the right type of training, the management ensure that employees possess the right skills to meet business needs and the skills need to be continuously updated in the follow up of the best and new HR practices. Halawi and Haydar (2018) say that the implementation of training programs is done while taking into consideration the method of skills and knowledge development that is needed. Amadi (2014) posit that the nature of work which is driven by market and customer dynamics, modern technology as well as new and varied products and services makes continuous training and development of human resource crucial and vital. There is need for organization to have a well-established policy to invest in the training and development of employees if performance of employees is to be improved. On the same note, employees also need to have self-realization to develop themselves through formal education in order to be abreast with modern technological advances.

Training can only be successive in achieving its intended objectives if proper training need analysis is carried out and training and development plan put in place designed to bridge that gap. Human resource professionals and training manager comes handy in design of training and development programs. Traditional or online methods of training can be used. Technology enabled learning can be an effective tool if the lessons are designed according to instructional design principles. Increasingly organizations are leveraging technology enabled instructional methods that utilize technology such as electronic learning via web based training, mobile technology such as I-pads, and

simulations in the delivery of instruction. A primary benefit of technology based training is leveraging the scale and scope of employee training programs. Technology offers unlimited options based on relatively low-cost and employee accessibility. Poorly designed and implemented employee training programs will not stimulate and support learning outcomes regardless of how interactive or cutting edge the technology used to deliver the training.

Researchers have examined the impact of training and development on employee performance over the years, generating various views and theories. Elnaga and Imran (2013) researched on the effect of training on employee performance. The study was limited to role of management in need analysis and design of training program. Halawi and Haydar (2018) looked at the effect of Training on Employee Performance in Lebanese companies who also looked at the role human resource management play in dissemination information to employee and design of training programs. Boadu *et al* (2014) examined training and development as a tool for employee performance in the district assemblies in Ghana. Elnaga and Imran (2013), Halawi and Haydar (2018) and Boadu *et al* (2014) have associated effect of training on performance of employees to the role of need analysis, provision of information and planning of training without considering other factors like training methods adopted and role technology advancement in training. Similarly Adongo (2013) examined the effects of job training on employee performance in mobile telephone industry at Telkom orange Nakuru, Kenya, Maina (2017) researched on the impact of training methods on employees' performance among Kenyan organizations whereas Hogarh (2012) carried out a study to determine the impact of training on staff performance using SIC Insurance Company Limited as a case study. The studies by Adongo (2013), Maina (2017), and Hogarh (2012) have focused on a limited number of training methods used in training without considering other factor of training in their study like management support and use of technology. On the same note none of the studies was carried out in the context of pension scheme sector. From these researchers, it is evident that there cannot be a single standard measure of employee performance because what comprises performance differs among different sectors.

NSSF was established in 1965 through an act of parliament CAP, 258 of the laws of Kenya. The Fund initially operated as a department of the ministry of labour until 1987

when the NSSF act was amended transforming the Fund into a state corporation under the management of a board of trustees. The act was established as a mandatory National scheme whose main objective was to provide basic financial security benefits to Kenyans upon retirement. The Fund was set up as a provident fund providing benefits in form of a lump sum. The Act No 45 of 2013 was assented to on 24th December, 2013 and thereby transforming NSSF from provident Fund to a pension scheme to which every Kenyan with an income shall contribute a percentage of his/her gross earnings so as to be guaranteed basic compensation in case of permanent disability, basic assistance to needy dependants in case of death and a monthly life pension upon retirement (Hazing newspaper 2017).

Article 43 (1)(e) of the Constitution of Kenya provides that every Kenyan has a right to social security; and Article 21 of the Constitution commits the state to take whatever legislative, policy, and other measures as necessary, including the settling of standards to ensure effective and efficient provision of social security (NSSF guidebook). Social security is securing ones future income security. The National Social Security provides a platform for workers to make contributions during their productive years to cater for their livelihoods in old age and the other consequences resulting there from such as death or invalidity among others.

NSSF continues to face challenges in managing contributions made by member coupled with fund misappropriation and lack of transparency. The National Social Security Fund (NSSF) spent half of the workers' contributions on administration in the period ending June 2015. The state run pension spent 52.51% of monthly contribution in administration cost. Whereas the act provides for administration costs amounting to 3.73 per cent of total assets, NSSF is in breach of the set two per cent ceiling. NSSF's inefficiency saw returns to pensioners shrink to an all-time low of three per cent last year from 12.5 per cent in 2015. The fund's expenses stood at Sh6.1 billion in the year, against collections amounting to Sh11.7 billion in the period under review (Business daily Africa, 2016). Similarly NSSF act 2013 proposed a raft of measures to enhance efficiency in management of funds' assets and to increase contribution from each member. According to Masinde and Alukulu (2014) there is a call for professionalism and enhanced technical skills to evaluate the impact of the reforms proposed by the new Act.

NSSF report by public procurement oversight authority (2011) has shown that no staff in procurement department was trained during their year. Mohamud (2014) in his study carried at NHIF has indicated that training and development of employees is hampered due to lack of resource allocation to training program. Nyamboga *et al* (2017) has indicated that high employee turnover and placement of workers in acting capacity for longer period clearly shows inadequacy of skills and competency of workers to occupy higher position. Mbijjiwe and Venkataiah (2013) has also attributed low training to low staffing in training and development department in government ministries and lack of policy guideline on training. In the wake of fast changing technology, there is need to constantly to not only provide induction training to employees but also provide both short term and long term on the job and off the job training.

1.2 Statement of the Problem

With increase in private pension scheme providers, need for efficiency in service provision and need for adoption of technology in running the activities at NSSF, the fund has had a challenge of automating payment of members contribution, providing timely feedback and lack of online processing of members retirement benefits which are attributed to low skills and knowledge endowment among the staff at NSSF. It has been established that most of the departmental heads have been in acting capacity for long and high number of employee leaving for better paying jobs in other organization indicating deficiency in skills and competency occasioned by employee turnover at NSSF. Employees in public sector and NSSF in particular are constantly under scrutiny to uphold integrity and avoid abuse of office and participating in corrupt activities. Pension schemes continue to face challenges of operational efficiency in strategic management of administration and investment costs, timely processing of pension benefits, improvement in the internal control systems, efficiency in the conduct of trustee meetings, timely reporting to members, and decrease in compliance costs. NSSF has also been lagging behind with the advancement in technology which even takes a long period for it to adapt. This calls for the modern pension manager and trustee to be a gifted multi-tasker, director, auditor, investor, educator, investigator and regulator all rolled into one. Employee will need to be equipped with necessary skills to innovatively respond to the challenges facing pension provider. And all this is happening at a time when the resources to support good governance are likely to be

under scrutiny managing cost and resources remain very pertinent issues. Past studies have indicated mixed findings on the effect of training and development strategies on employee performance. Similarly the studies are not in the context of pension sector. The influence of variables like training need analysis, training methods adopted and technology adoption in training on performance of employees in pension scheme providers is of unique importance and thus required to be investigated. Consequently, little is known on the influence of training and development strategies, along the said dimensions, on employee performance in pension scheme providers. Therefore, the purpose of this study will be to find out the influence of training and development strategies on performance of employee in pension schemes providers working at NSSF western/Nyanza region.

1.3.1 General Objective

To establish the effect of internal factors of training and development on performance employees in pension schemes providers at NSSF western/Nyanza region.

1.3.2 Specific Objectives

1. To establish the influence training needs assessment on performance of employees in pension schemes providers at NSSF western/Nyanza region
2. To determine the effect of methods of training and development adopted on performance of employees in pension schemes providers at NSSF western/Nyanza region
3. To examine the impact of training and development evaluation on performance of employees in pension schemes providers at NSSF western/Nyanza region.

3.4 Hypothesis of the Study

- i. H₀₁ Training needs assessment has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region.
- ii. H₀₂ Role of training and development methods adopted has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region
- iii. H₀₃ Training and development evaluation has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region

1.5 Scope of the Study

The study focused on the influence of training and development strategies on performance employees in pension schemes providers at NSSF western/Nyanza region. The study was limited to the following dependent variables; training needs assessment, methods of training and development adopted by the organization, and training and development evaluation on performance of employees in pension scheme providers. The study was limited to NSSF workers working at Western/Nyanza region. NSSF workers at Western/Nyanza region were appropriate choice for study because was one of the regions which had experienced challenges of delays in serving customers efficiently resulting to customer complaints and, serves a large population. The study population was 100 employees working at NSSF offices across Western/Nyanza region who were drawn from Compliance department, Benefits department and Registration department. The research was undertaken within duration of two months from June 2019 to August 2019.

1.6 Significance of the Study

The study will be important to the management of pension providers and employers in Kenya. The findings of this study will help the management to be aware on how the roles various factors of training and development impact on performance of employees. This will enable then to incorporate all the factors of training and development necessary making training effective in order to improve the performance employees working in pension sector. Policy makers and government will find this study helpful for sensitization on how various factors of training can be embraced in training and development design in private and public sector. The study will be important to employees, management and ather stakeholders on training and development on understanding the contribution of technology in training and development. Last but not least, the study will contribute towards providing many scholars and researchers with more knowledge and skills on factors influencing training and development. Future scholars will use the study material in their studies to enrich their literature review.

1.7 Conceptual Framework

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Adom *et al.*, 2018). It tries to explain how the research problem will be explored by the researcher. The conceptual framework presents an integrated way of looking at a problem under study. In a statistical perspective, the conceptual framework describes the relationship between the main concepts of a study. It is arranged in a logical structure to aid provide a picture or visual display of how variables in a study relate to one another. Figure 1.1 illustrates the conceptual framework that this study adopted.

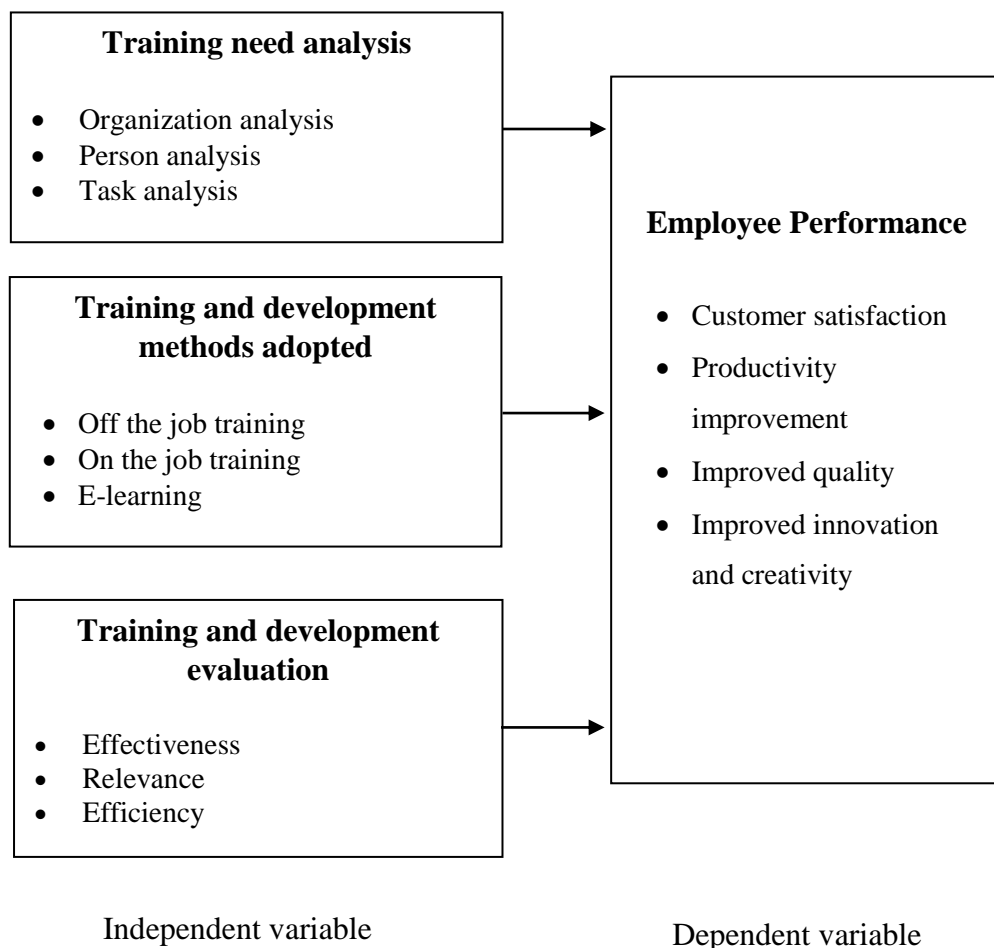


Figure 1.1 Conceptual framework showing the relationships of the variables of the study

Source: author (2019)

CHAPTER TWO: LITERATURE REVIEW

2.1 Theoretical Literature Review

Theoretical framework is a structure that guides research by relying on a formal theory constructed by using an established, coherent explanation of certain phenomena and relationships (Crossman, 2010). Thus, the theoretical framework consists of the selected theories that guide the researchers thinking with regards to the understanding and planning on to tackle research topic as well as the concepts and definitions from that theory that are relevant to the topic. In this study the theoretical perspective comprises of theories related and supporting tripartite consultation.

2.1.1 Resource Based View Theory

Resource based theory is associated with the writings of Barney (1991) in the article Firm Resources and Sustained Competitive Advantage. According to Barney (1991), the resource-based view is grounded in the perspective that a firm's internal environment, in terms of its resources and capabilities, is more critical to the determination of strategic action than is the external environment. The resource-based view recognizes the human resource function as a key strategic partner in developing sustainable competitive advantage through the organization's human resources as key assets in developing and maintaining sustainable competitive advantage. The resource-based view suggests that a firm's unique resources and capabilities provide the basis for a strategy. The business strategy chosen should allow the firms to best exploit its core competencies relative to opportunities in the external environment. Davis and Simpson (2017) say that the firm must seek to ensure that it has a continuous flow of capable and committed employees who are committed to the success of the business. Further the human resource management is integrated into business strategy. This theory supports the basis of training needs assessment by taking advantage on the internal resources and developing them through training and development to aid in employee performance.

2.1.2 Human Capital Theory

Human Capital Theory was proposed by Schultz in 1961 and developed extensively by Becker (1964). The theory perceived human capital to be consisted of the knowledge, skills and abilities of the people employed in an organisation. The same definition of

human capital was expounded by Becker (1993) to include ideas, information and health of individuals in the organization. The theory has further been expounded by Thomas et al (2013) to include performance and potential of employees in the organization. According to the theory, human capital is made better by training and education by imparting skill, knowledge and competencies over time required in improving productivity of workers in an organization. The theory proposes that the human capital is managed by human resource department which is responsible for recruitment, training, human resource planning and optimization in use of human capital. This theory is important to organization and human resource department as it supports the need to continuously develop its human resource through use of appropriate training and development methods. This theory is linked to the variable on training and development methods the organization uses to enhance performance of its workforce.

2.1.3 Diffusion Innovation Theory.

Diffusion innovation theory was developed by E.M Rogers in 1962. According to diffusion of Innovation theory, an idea or product gains momentum and diffuses through a specific population or social system over time. In this case, diffusion is the spontaneous and planned spread of new ideas. It is the process by which an innovation is communicated through certain channels over time among the members of a social system. The result of this diffusion is that people, as part of a social system, adopt a new idea, behavior, or product. The key to adoption is that the person must perceive the idea, behavior, or product as new or innovative. It is through this that diffusion is possible (Rogers, 1995).

Diffusion of innovation heavily relies on people and networks through which information flows. The nature of networks and the roles management play in the organization will determine the likelihood that the innovation will be adopted. This theory is in line with technology advances which management uses to communicated training and development materials to employees.

2.1.4 The training and development

Training and development is an attempt to improve employee performance by increasing the current ability of employee to perform by changing skills, behavior and

knowledge through learning. Employee development activities refer to steps taken by an organization in order to encourage employees to constantly enhance their skills with time and upgrade their existing knowledge. Therefore training and development is meant to increase overall performance of employee and the organization. According to Amadi (2014) organizations that embrace training and development practices are able to retain their customers, suppliers, employees, shareholders and other stakeholders in the long run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This translates into better financial performance for the business. Shafiq & Muhammad (2017) posit that training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge and the results show that strong relationship exists between training.

2.1.5 The Concept of Training Need Analysis

Training assessment is the process of determining if training needs exist and what training will be required to fill the gaps. The process looks at the current situation with the desired situations and indicates the problems that are translated to training needs. Training needs assessment attempts to identify the needs that will support achievement of organization goals, accomplishment of tasks and improving the skill set and competencies in employees to enhance their current and future performance. Training needs assessment forms foundation of designing training program, development of training content and selection of training method. Management participation is crucial to ensure that training accurately reflects your company values, fully covers organization mandated conformance criteria, effectively covers the required employee skills, is properly organized and runs smoothly.

2.1.6 The Concept Training and Development Methods

Training and development is a function within an organization which ensures that employees are given opportunity to upgrade their skills and knowledge required to carry out their duties effectively. Various methods can be adopted to train employees which can be off the job or on the job training. The method adopted will depend on the management resolve and the intended objectives to be met.

2.1.7 The Concept of training and Development evaluation

Training Evaluation is a systematic process of collecting information for and about training activity which can then be used for guiding decision making and for assessing the relevance and effectiveness of various training components. Training and development programs start with identification of training and development needs and ends with evaluation of training (Harshit Topno 2012). Training evaluation ensures that whether candidates are able to implement their learning in their respective work place or to the regular routines Training Evaluation is of vital importance because monitoring the training function and its activities is necessary in order to establish its social and financial benefits and costs. Evaluation of training within work settings can assist a trainer/organization in learning more about the impact of training.

2.1.8 The Concept of Employee Performance

Performance comprises the actual output or results of an employee as measured against its intended outputs or goals and objectives (Armstrong, 2009). It captures what employees do, produce, and accomplish for the various constituents they interact with. Training and developing employees ensures that they are equipped with necessary skills, knowledge and abilities to successfully carry out their duties. This in return ensures that both the employee and organization excel in their performance as measured against set criteria. Employees need to be exposed to training and development which is meant to breach the skill gap as identified through available mechanisms of need analysis. Staff training is effective in determining performance and proper execution of training leads to improved productivity and increases employee knowledge as well as their morale to work (Kairu and Rugami, 2017).

2.2 Empirical Literature Review

2.2.1 Training Needs Assessment

Elnaga and Imran (2013) carried out exploratory research on the effect of training on employee performance. The research was based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between training and employee performance. The study established that managers of organization view

training as addition of cost to the organization. The researcher further established that training need analysis is required to unearth the areas that require training followed by a carefully designed training program that will enable the organization to meet its objectives. The study concluded that training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area.

Halawi and Haydar (2018) looked at the effect of Training on Employee Performance in Lebanese companies. The study used survey method to collect data by use of a questionnaire. Data was collected by administering research instrument to a sample of 303 employees. Data was analysed using descriptive statistics and bivariate correlation to understand the relationship between training and performance. The study found out that human resource personnel ensure that employees across all the functional units benefit from information regarding their responsibilities and functions. Information accessible to employees in different departments covers what is expected from individual employees. It was further revealed that the management through human resource department designed various methods to equip employees with skills required to carry out their duties. This include off the job training, on the job training, apprentice orientation, vestibule methods among others. The study concluded that giving employee to participate in training gives them opportunity to improve the effectiveness to perform their duties, increase satisfaction and commitment.

Boadu *et al* (2014) examined training and development as a tool for employee performance in the district assemblies in Ghana. The study adopted both purposive and random sampling method to select 50 employees who were issued with a questionnaire to collect data. The data collected was analysed through descriptive statistics. The study revealed that training and development activities equipped the members of staff of the assembly with new skills and technical knowledge to improve upon their competent level to act in a different way in terms of performance. It also leads employees to become more efficient and effective towards customers in their delivery process. The study found out that funding is a major hindrance to training and development in public sector since budget allocation for training is minimal.

Adongo (2013) examined the effects of job training on employee performance in mobile telephone industry at Telkom orange Nakuru, Kenya. The study used descriptive survey involving 409 employees drawn from different departments. The researcher used questionnaire and interview schedule to collect data. Data from the questionnaires were analyzed quantitatively using descriptive statistics. Job training was correlated with employee performance using Pearson's Linear Correlation Coefficient. The study show that training need is determined through performance appraisal, business and human resource plan and through the overall employee performance. The management further budgets for training and development to some extent. The findings show that many of the employees feel motivated by the training offered, and indeed many have participated in training programs. It was also identified that the employees feel training has offered them opportunity to identify potentials for development. It was also seen that majority of employees do believe that training had helped them improve on their performance and further indicted that training indeed had also improved their job skills.

It is evident from the above literature that empirical studies linking management support to employee performance in pension scheme providers are rare. Most studies on employee performance have generally looked at training without considering how such variables like management support, training methods and technology advancement in influencing performance of employees. For instance, a study by Elnaga and Imran (2013) carried out exploratory research on the effect of training on employee performance. Similarly, Halawi and Haydar (2018) looked at the effect of Training on Employee Performance in Lebanese companies and found out that training of employees contribute to better employee performance. Elsewhere, a study by Boadu *et al* (2014) on training and development as a tool for employee performance in the district assemblies in Ghana and another research by Adongo (2013) on the effects of job training on employee performance in mobile telephone industry at Telkom orange Nakuru, Kenya found it significantly so. However, the study Elnaga and Imran (2013), Adongo (2018) differed from Boadu *et al* (2014) because whereas the latter focused on how training as a tool relates with performance, the former focused on job training methods and technology and its effect on employee performance. Similar to Halawi and Haydar (2018) differed with differed with both Elnaga and Imran (2013), Adongo

(2018), and Boadu *et al* (2014) by focusing on the role of human resource department in training and development.

Furthermore, majority of the above reviewed studies are not without limitation. For instance, Elnaga and Imran (2013), solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic of study. This method lacks statistical analysis to validate findings but will depend on the intellect and experience of the researcher who is bound to be biased. Similarly, Boadu *et al* (2014) adopted descriptive survey method research design. The study used purposive random sampling, further a sample of 50 respondents was used which is considered small. The problem with such method of sampling is subject to bias and subjective in nature since it relies on the experience and knowledge of the researcher in deciding which elements to study. On the same note Adong (2013) adopted descriptive survey. The problem with such methodology when deployed alone is that it may be affected by extreme values hence compromises the findings. Moreover, research results may reflect certain level of bias due to the absence of statistical tests and such designs are not helpful in identifying cause behind described phenomenon. Moreover, majority of the these studies (Halawi and Haydar, 2018; Elnaga and Imran, 2013; Adongo, 2018; and Boadu *et al*, 2014) were conducted in other sectors like communication, Public assemblies sector, private sector whose contexts differ from and is not related to pension scheme providers systems in Kenya . Moreover, all studies (Halawi and Haydar, 2018; Elnaga and Imran, 2013; Adongo, 2018; and Boadu *et al*, 2014) have not focused on the effect of training needs assessment on the employee performance particularly in the context of pension scheme providers, Consequently, the effect of training needs assessment on employee performance in pension providers is not known.

2.2.2 Role of Training and Development Methods and Performance

Maina (2017) researched on the impact of training methods on employees' performance among Kenyan organizations. The study was carried out in the National Irrigation Board-Mwea with a target population of 150 workers from which a sample size of 45 respondents was selected. Descriptive survey design was applied Stratified sampling design followed by simple random sampling was used to obtain the sample of the target population. Data was analyzed using descriptive statistics, frequency, distributions, percentages and measures of central tendency such as mean, mode and median by use

of Microsoft excel. The main data collection instruments were questionnaires. The study found out that on job training induction and special training assignment are among the training methods used by the organization. It was found out that the organization has not embraced coaching as a method of training employees.

Hogarh (2012) carry out a study to determine the impact of training on staff performance using SIC Insurance Company Limited as a case study. The study adopted descriptive research design with a questionnaire as the main data collection interview. The study also used interview method to gather data from human resource manager and training manager. Research instrument was issued to 120 employees. Data collected was analysed by use of percentages and frequency distribution. The study revealed that training programs such as technical training, core training, coaching and mentoring, foreign training, off-the-shelf as well as management trainee programs, much attention has been placed on coaching and mentoring training programs. At the same time the organization does not carry out training evaluation to ascertain how well training objectives have been achieved. It was also found out that the cost of training by training providers was too high discouraging use of other methods of training. The research revealed that training offered resulted to better employee and organization performance. The study recommended use of other training method to supplement coaching and mentoring method which the organization was relying on.

Odhiambo (2018) sought to establish the effect of training and development on employee performance at Safaricom Company limited. This study used descriptive research design to assess the effectiveness of the training and development on employee performance. The target population was 1892 permanent employees working at their head offices in Westland's, Nairobi County. A sample of 377 respondents was randomly selected and issued with a questionnaire. Descriptive statistics was used to analyze data collected using mean, standard deviation, percentages and frequencies and F-statistics was used to determine the relationship between training and performance. The study established on the job training was the common method used for training. Mentor-mentee method was also used with senior staff delegating duties to junior staff. The study concluded that Training methods significantly influenced employee performance since the content of trainings for staff were in line with the training needs established and was according to organizational policies and procedures.

Maina and Waithaka (2017) studied the effect of on-the-Job training on performance of the Kenya Police Service. The researcher used descriptive survey and data was collected by use of two semi-structured questionnaires. A population of 85 serving police officers and 47197 households were used in the study. A census was conducted on 85 serving police officers in Imenti South Police Division while a sample of 100 households was considered for the study. Collected data was analyzed using Statistical Package for Social Sciences (SPSS) to generate descriptive and inferential statistics which were presented using tables. The findings indicated that on-the-job training had positive but statistically insignificant effect on performance of police officers in the Kenya Police Service and that reduction of the crime does not solely depend on police training as it is a joint effort by various stakeholders. The study recommended improvement on the existing and incorporate other training methods.

Kairu and Rugami (2017) sought to establish the effect of staff training on the operational performance of Kenya Revenue Authority. The study used descriptive survey design research design. The researcher collected data from a sample of 108 selected by stratified random sampling from a population of 725 employees. Data was collected by use of questionnaire structured with closed ended statements. Data was analyzed mainly by use of descriptive and inferential statistics. The study revealed that every new employee receives induction training and learns about the duties of the job, the organization offers short training and other staff exchange programs which improves knowledge, productivity and increases morale. The study concluded that staff training is effective in determining performance and proper execution of training leads to improved productivity and increases employee knowledge as well as their morale to work. The study recommended use of other training methods like seminars or other professional interaction to increase employee competency.

From the above reviewed empirical studies, training methods has been studied extensively by different scholars in different context. Maina (2017) researched on the impact of training methods on employees' performance among Kenyan organizations where he established that on job training induction and special job assignment are among the methods used to train employees. Similarly Hogarh (2012) carry out a study to determine the impact of training on staff performance using SIC Insurance Company Limited as a case study who also found out that mentoring and coaching are associated

with better employee and organization performance. However, Maina (2017) and Hogarh (2012) have not considered the effect of other training methods like job rotation, simulations among others on performance of employees. Odhiambo (2018) sought to establish the effect of training and development on employee performance at Safaricom Company limited. Who found out that on the job training method was used which resulted to better employee performance. Maina and Waithaka (2017) studied the effect of on-the-Job training on performance of the Kenya Police Service. The study revealed that performance of police officers cannot single handedly determine performance but a combination of other factors not related to training. On the same note Kairu and Rugami (2017) sought to establish the effect of staff training on the operational performance of Kenya Revenue Authority. The study shows that induction training is effective in improving knowledge of employees thus increasing their productivity and morale. The study by Odhiambo (2018), Maina and Waithaka (2017) and Kairu and Rugami (2017) both agree that training improves performance of employees but Maina and Waithaka (2017) differs with them in the sense that the study found out that training alone results to insignificant effect on performance and other factors must be in play. The studies have further considered different methods of training without considering a combination of training methods of training.

Furthermore, majority of the above reviewed studies are not without limitation. For instance, Maina (2017) and Hogarh (2012) adopted descriptive design in their studies. The study samples were different in each case using 45 and 120 respondents respectively. The problem with such methodology when deployed alone is that it may be affected by extreme values hence compromises the findings. Moreover, research results may reflect certain level of bias due to the absence of statistical tests and such designs are not helpful in identifying cause behind described phenomenon. Maina & Wathaka (2017), and Maina (2017) and analyzed a rather very small sample of or less than 100 respondents thereby making generalization on a wider scale difficult. Moreover, the empirical studies reviewed none is specific to pension scheme providers and the studies have looked at how organizational performance is related to induction training, on the job training without exploring the effect of other methods of training like E-learning, off the job training, apprentices among others which this study would wish to establish their effect on employee performance particularly in the context of

pension providers. Consequently, the effect of training methods on employee performance in pension scheme providers is not known.

2.2.3 Training and Development Evaluation and Performance of Employees

Kumpikaite and Čiarniene (2008) carried a survey in Lithuania on new training technologies and their use in training and development activities. The study adopted a survey method to collect data from 18 institutions involving 724 employees in different cadre. The result revealed low level of modern information technology-based usage for employee training and development in this sample of Lithuanian enterprises. The literature review highlighted that e-technology has potential advantages over more traditional training and development methods. The study found out that some degree of resistance to its introduction can be anticipated in organizations. The researcher recommended further study to find out the reason for low implementation of technology despite its perceived advantages in training development as compared to traditional methods.

Ellis and Kuznia (2014) examined the impact of corporate e-Learning on employees' productivity, job satisfaction, overall job performance, and organizational commitment. Data was collected by administering online survey questionnaire to a sample size of 250 employees in United States of America corporations that use e-learning in training and development. Data collected was analysed using f-test statistics and regression analysis. It was realized that Corporations use various forms of eLearning processes and applications, such as computer based training (CBT), Internet-based training (IBT), web-based training (WBT), and many others. The study revealed e-learning has a significant effect on employee performance. It was found out that training and development is an effective tool in training and development. The benefits of e-learning can be achieved if there is commitment from top management, and end users should be part of the planning and implementation process of e-Learning initiatives. The researchers believe that the more comfortable employees are with using eLearning systems and software, the easier it is for them to accept new changes in the organization.

Kamal *et al* (2016) carried effect of e-training on employees' performance in the Ministry of Education in the Kingdom of Bahrain. The research adopted qualitative descriptive research approach, utilizing a questionnaire to identify the impact of e-training on employees' performance. A sample consisting of 194 employees working at the Ministry of Education was used in the study. Data was analysed by SPSS to give Pearson Correlation, simple regression, mean, and standard deviation. The research concluded that there is a positive and significant relationship between e-training and employees' performance. The study concluded that due to the importance of e-training and its impact on job performance, therefore top management at the ministry of Education should pursue an e-training strategy and spread the culture of training to all employees geared towards high performance.

From the empirical literature reviewed, studies on training and development evaluation are minimal. For instance Kumpikaite and Čiarniene (2008) carried a survey in Lithuania on new training technologies and their use in training and development activities. The study found out that use of technology in training has more advantage over traditional training method. Similarly, Ellis and Kuznia (2014) examined the impact of corporate e-Learning on employees' productivity, job satisfaction, overall job performance, and organizational commitment. The study revealed that e-learning has positive effect on employee performance. The study by Kumpikaite and Čiarniene (2008) differs with that of Ellis and Kuznia (2014) by the rather linking e-learning which performance whereas the former did not relate use of technology with performance. The rather attributed effectiveness of e-learning to top management commitment and involvement of employees in planning and implementation but the former considered success in training by use of technology when compared with traditional methods. Kamal *et al* (2016) carried effect of e-training on employees' performance in the Ministry of Education in the Kingdom of Bahrain. The study revealed that e-training has positive impact on performance.

Furthermore, majority of the above reviewed studies are not without limitation. For instance, Kumpikaite and Čiarniene (2008) was based on survey of 18 companies to explore the use of technology in training. The study used percentages to analyze data. The weakness of such method of data analysis will result to casual and biased conclusion if not supported with other statistical methods of data analysis. Further, the

sample used is too small to draw conclusion and generalization. Moreover, research results may reflect certain level of bias due to the absence of statistical tests and such designs are not helpful in identifying cause behind described phenomenon. Kumpikaite and Čiarniene (2008) and Kamal *et al* (2016) have shown that e-learning has effect on performance. The studies have considered e-learning processes like web-based, internet based and computer based training as being effective but has not shown how they are related to performance. Further the studies have not evaluated training by looking at efficiency and reliability nor have they linked training evaluation to employee performance which this study seeks to establish. Further the studies have been carried in contexts which are not related to pension scheme providers hence the effect of technology advances in training and performance of employees in pension scheme providers is not known.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

Research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to purpose with the economy in procedure (Mutua, 2008). This study was guided by descriptive and correlational research design to evaluate effect of training and development strategies on employee performance. The descriptive research design was preferred as enabled the researcher to generate information directly from the respondents and carryout inferential statistics on the effect of training and development strategies on employee's performance (Mugenda and Mugenda, 2008).

3.2 Area of the Study

The study was conducted in NSSF branches located in western part of Kenya. The Western Region borders Uganda to the west. It is west of the eastern rift valley and is inhabited mainly by the Luhya people. The region has four counties namely; Kakamega, Busia, Vihiga and Bungoma. The region has four branches of NSSF located in Kakamega, Busia, Vihiga and Bungoma branch. The area serves a population of approximately 12 million.

3.3 Target Population

A population consists of a group that share common characteristics from which units of analysis are then chosen out of the population for the study Orodho (2005). Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions (Mugenda and Mugenda 2003).The population of interest in this study comprised of a total of 100 employees of National Social Security Fund working at Western part of Kenya. The study considered Compliance department, Benefits department and Registration department.

Table 3.1.Target Population

	Population	Percentage (%)
Compliance	7	7
Registration	80	80
Benefits	13	13
Total	100	100

Source: NSSF Western region branches, HR Department (2019)

3.4 Sample and Sampling Techniques

A sample size is the number of items to be selected from the population to constitute a sample (Kothari, 2004). To select the sample size from the population, the study used census technique in selecting a sample which was used in the study. This method was adopted since the respondents are fewer. According to Mugenda & Mugenda (2008) Census is suitable for the study if the target population of the study is small. Also Orondho (2009) recommends Census method because the method eliminates biases in sampling.

3.5 Data Collection

3.5.1 Sources of data

The researcher used primary data in this study which was collected by using questionnaires. According to Mugenda and Mugenda (2008), primary data is data the researcher collects from the original source and is considered more reliable and up to date.

3.5.2 Data collection procedure

Before collecting data, the researcher was given an introductory letter from the dean/director/chairman of Maseno town Campus. After acquiring the letter, the researcher sought a permit from the National Council for Science, Technology and innovation (NACOSTI) to undertake research in Kenya. The research permit letter was collected to facilitate data collection. The researcher visited the selected organization, introduced himself and dropped questionnaires with respective departmental staff for them to fill and later collected the questionnaire.

3.5.3 Data Collection instrument

According to Mugenda and Mugenda (2003) data collection is how information is obtained from the selected subject of an investigation. The researcher collected data needed for the study by use of questionnaires which was designed by the researcher. The questionnaire was a suitable choice because of the direct response and feedback from the respondents in an easy and short period of time. The Questionnaires was physically administered and questions were closed ended.

3.5.4 Reliability of Research Instruments

Reliability is defined as the measure of the degree to which a research instrument yields consistent and coefficient results on data in another given similar situation. Reliability of Instrument is done to ensure that there is consistence across all given variables (Magenta and Magenta, 2011). Internal consistency reliability Cronbach's alpha was used to measure the instrument's reliability. Cronbach's alpha coefficient of reliability that gives an unbiased estimate of data generalizability was used to test reliability of the answered questionnaires (Zinbarg, 2005). An alpha coefficient higher than 0.7 indicates that the gathered data has a relatively high internal consistency and is reliable to answer research questions of the study (Mugenda and Mugenda 2003).

Table 3.3: Internal consistency of Scale

Constructs	No. of Items	Cronbach's alpha
1. Training needs assessment	6	0.902
2. Methods of training and development adopted	7	0.954
3. Training and development evaluation	6	0.944
4. Employee performance	5	0.932

Source: Survey Data, (2019)

3.5.5 Validity of Research Instruments

According to (Mugenda & Mugenda, 2003), validity is the accuracy and meaningfulness of inferences, which were based on the research results. It is the degree to which results obtained from the analysis of the data represent the variables of the

study. The researcher looked into the content and construct validity of the research instrument. The researcher assessed the content and construct validity of the research instruments. Content validity determines whether the questions and statements fully represent every element of the research questions and objectives of the study. Construct validity on the other hand assures that the questions and statements are correctly and clearly stated. The instrument for this study was validated through application of content validity determined by an expert judgment by the researcher's consultation with peers and supervisor from the department of business administration. To further ensure validity, the researcher shared the details and structure of the research instruments with the supervisor for analysis, and for cross-checking to affirm that indeed the research instruments captures the full concept of the study. The researcher also pre-tested the instrument on a sample selected from study population to ascertain if the instrument was correctly understood by the respondents. Thereafter, the researcher made necessary changes needed.

3.6 Data Analysis

Once the questionnaires was administered and collected, the mass of raw data collected was cleaned and edited to enable quantitative analysis. Data collected from closed-ended questions were coded. The coding process started by preparation of a code book. According to David and Sutton (2011), a code book is a document that describes in specific details the coding scheme to be followed. After coding, the data was keyed into a computer and analysed using Statistical Package for Social Sciences (SPSS). The research used descriptive statistics to describe the data. In descriptive statistics, frequency distribution tables were generated in percentages, mean and standard deviation results. The study also conducted a correlation analysis to test the strength of association/relationship between the research variables. Correlation analysis results give a correlation coefficient which measures the linear association between two variables (Crossman, 2013). Values of the correlation coefficient range between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables (Orodho, 2009).

Further, inferential statistics was used to analyze quantitative data through the use of multiple Linear Regression model to establish the significance of the independent variables on the dependent variable.

The following multiple regression model was applied

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots\dots\dots \text{Equation 3.1}$$

Source: (Coşkuntuncel, 2013)

Where,

Y = Performance of employees (Dependent variable)

X₁ = Management support

X₂ = Training methods adopted

X₃ = Training and development evaluation

β₀ = constant of regression (Independent Variable)

β₁, β₂, and β₃ = Beta coefficients

ε = Error term

3.7 Data presentation

The analyzed data was presented using frequency tables. Ratios, percentages and measure of central tendency was also used to analyze data (Kothari 2006). The advantages of using frequency tables and bar graphs is that frequency tables and bar graphs show each data category in a frequency distribution; display relative numbers/proportions of multiple categories and helps to summarize a large amount of data in a visual, easily interpretable form (Crossman, 2013).

CHAPTER FOUR: RESULTS AND DISCUSSION

This chapter provides a presentation of data analysis and discussion of research findings collected through the methodology discussed in chapter three. The chapter opens with a section on response rate and the demographic description of participants who were involved in data collection. This was followed by descriptive analysis pertaining to the research objectives posed in this study, correlation results and regression results.

4.1 Socio Demographic Information of Respondent

The researcher issued out 100 questionnaires to collect primary data. 71 questionnaires were filled and returned by respondents. Returned questionnaires translated to a response rate of 71 % which was deemed sufficient. According to Sekaran (2008), a response rate of 71% is considered adequate for analysis in social science research. The response rate is summarized in Table 4.1.

Table 4.1: Response Rate

Description	Numbers
Number of Respondents Targeted in the Survey	100
Actual Number of participants who took part in the survey	71
Number of Non-response.	29
Percentage response rate	71%

Source: Survey Data (2019)

The gender summary of the respondents was as per Table 4.2 of which 23 were male representing a sample of 32.4 % of the study population while 48 were female representing 67.6 % of the study population. This therefore means that there were slightly more female respondents than male respondents during the study.

Table 4.2: Gender of Respondents

	Frequency	Percent	Cumulative Percent
MALE	23	32.4	32.4
FEMALE	48	67.6	100.0
Total	71	100.0	

Source: Survey data (2019)

From the Table 4.3, majority of the respondent sampled have a strong relationship to the college level education that comprised of 40.8% while 32.4% comprised those with professional qualification, 9.9% comprised holders of secondary education while holders of university and post graduate level tallied at 8.5% each. This means that the highest percentages of the respondents had attained at least a college education qualification From the findings, it was revealed that the respondents had acquired formal education sufficient enough for the respondents to possess knowledge in the subject area of the study.

Table 4.3: Distribution of Respondents Based on Highest education qualification

	Frequency	Percent	Cumulative Percent
Secondary level	7	9.9	9.9
College level	29	40.8	50.7
University Level	6	8.5	59.2
Post graduate level	6	8.5	67.6
Professional qualification	23	32.4	100.0
Total	71	100.0	

Source: Survey Data (2019)

Table 4.4 shows the distribution of sampled respondents based on the duration worked at the company. According to the Table 4.4, majority of respondents (57.7 %) indicate that they have worked for a period of between 4-8 years. 18.3% of the respondents have worked with the organization for a period of between 13-18 years while 15.5% of respondents have worked with the organization for a period of between 9--12 years. 5.6 % and 2.8 % of respondents have worked in the organization above 19 years and below 3 years respectively. This infers that most respondents in the study area have worked for considerably longer duration with the company to possess experience in the subject area of the study.

Table 4.4: Work experience Based on Duration worked for NSSF Western/Nyanza region

	Frequency	Percent	Cumulative Percent
Below 3 years	2	2.8	2.8
4-8 years	41	57.7	60.6
9-12 years	11	15.5	76.1
13-18 years	13	18.3	94.4
19 and above years	4	5.6	100.0
Total	71	100.0	

Source: Survey Data (2019)

4.2 Training Needs Assessment at NSSF Western/Nyanza Region

The researcher used descriptive statistics to address the extent to which training needs assessment was exercised at NSSF Western/Nyanza region. This is indicated in Table 4.5.

Table 4.5: Training Needs Assessment Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
Your organization carries regular evaluation of skills of employees	71	2.00	5.00	3.8873	.80266
Regular skill evaluation brings out skill gap in employees	71	2.00	5.00	3.7042	.85179
The organization carries skill evaluation depending on task and organization needs	71	2.00	5.00	3.3239	.82418
Training and development plans are related to skill gaps	71	2.00	5.00	3.6479	.86352
Training and development assist in equipping employee with right skills and knowledge to do tasks	71	2.00	5.00	3.7746	.83147
The organization has a policy on training needs assessment	71	3.00	5.00	4.4366	.52732
Mean	71			3.7966	0.7835

Source: Survey Data (2019)

The results of descriptive statistics are shown in Table 4.5, with N = 71 as the total number of respondents. The following findings can be deduced from the table above. Overall, training needs assessment on performance of employees have been reported to be prevalent in a moderately extent as shown by the overall mean value of 3.7966 and a standard deviation value of 0.7835 at NSSF Western/Nyanza region. This shows that the management of NSSF Western/Nyanza region have embraced moderately training needs assessment as the basis for training and development of employees and the pension scheme provider.

4.3 Training and Development Methods at NSSF Western/Nyanza Region.

In the study, while trying to address the study objectives, the researcher made attempts to use descriptive statistics to address the extent to which training development methods play a role in performance of employees at NSSF Western/Nyanza region. This is as shown in Table 4.6 .

Table 4.6: Training and Development Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
Training methods are chosen after careful consideration of training needs	71	2.00	5.00	2.9718	.69635
The methods used are in accordance with organization culture	71	2.00	5.00	3.8028	.87210
Training methods used equip employees with skills required to carry out tasks.	71	2.00	5.00	3.7324	.87762
Well trained experts are used to deliver training	71	2.00	5.00	3.2394	.72634
Management is actively involved in deciding on which training methods to be used	71	2.00	5.00	3.6620	.82711
The organization encourages on the job training	71	2.00	5.00	3.5070	.84301
The organization has embraced e-learning in training of employees	71	2.00	5.00	3.3662	.72189
Mean	71			3.4688	0.7949

Source: Survey Data, (2019)

The results of descriptive statistics are shown in Table 4.5 , with N = 71 as the total number of respondents. The following findings can be deduced from the table above. Overall, training and development methods have been reported to be prevalent to a moderate extent as indicated by the overall mean value of 3.4688 and a standard deviation value of 0.7949 at NSSF Western/Nyanza region. This means that the

management of NSSF Western/Nyanza region has embraced to a moderately extent training and development methods to boost performance of employees by carefully selecting appropriate methods that meet the requirements of the organization.

4.4 Training and Development Evaluation at NSSF Western/Nyanza Region

In the study, the researcher while trying to address the study objectives, attempted to use descriptive statistics to address the extent to which training and development evaluation play a role in performance of employees at NSSF Western/Nyanza region. This is indicated in Table 4.7.

Table 4.7: Training and Development Evaluation Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
Training and development methods used achieve its intended objectives	71	2.00	5.00	3.8028	.87210
Training and development content is relevant to the needs of employees and organization	71	2.00	5.00	3.4930	.69433
Training content is readily available through online portals	71	2.00	5.00	3.5211	.92364
Skills, knowledge and competency of employees has changed due to training	71	2.00	5.00	3.7183	.51222
Employees are able to apply skills, knowledge and competency learnt at work	71	2.00	5.00	3.9296	.35148
Training and development is done within the budget	71	3.00	4.00	3.8451	.36441
Mean	71			3.7183	0.6247

Source: Survey Data, (2019)

The results of descriptive statistics are shown in Table 4.7 , with N = 71 as the total number of respondents. The following findings can be deduced from the table above. Overall, training and development evaluation have been reported to be

prevalent to a moderate extent as indicated by the overall mean value of 3.7183 and a standard deviation value of 0.6247 at NSSF Western/Nyanza region. This means that the management of NSSF Western/Nyanza region have embraced moderately training and development evaluation to improve performance of employees completing feedback loop on how training and development was able to achieve intended purpose.

4.5 Extent of Employee performance at NSSF Western/Nyanza Region

The study also sought to establish the extent of employee performance at NSSF Western/Nyanza region. This was done for the purpose of preparing ground for the subsequent analyses of relationship between training needs assessment, training and development methods, training and development evaluation and employee performance at NSSF Western/Nyanza region. The findings are indicated in Table 4.8.

Table 4.8: Extent of Employee performance descriptive statistics

	N	Min	Max	Mean	Std. Deviation
Proper training needs identification has led to improved employee performance	71	3.00	5.00	4.0845	.43904
Training and development has improved service delivery to customers	71	2.00	5.00	3.6620	.82711
Employee training has improved employee creativity and innovation	71	2.00	4.00	3.5634	.55375
Training and development has improved the quantity of work handled by employees	71	2.00	5.00	3.8873	.68763
Training has reduced errors committed by employees in executing their duties	71	3.00	5.00	4.0986	.58931
Training and development is done within the budget	71	3.00	4.00	3.8451	.36441
Mean	71			3.8568	0.5769

Source: Survey Data, (2019)

The results of descriptive statistics are shown in Table 4.8 , with N = 71 as the total number of respondents. The following findings can be deduced from the table above. Overall, employee performance have been reported to be prevalent to a moderate extent as indicated by the overall mean value of 3.8568 and a standard deviation value of 0.5769 at NSSF Western/Nyanza region.

4.6 Effect of Training and Training and Development Strategies on Performance of Employees at NSSF Western/Nyanza Region.

To actualize the study objectives, regression analysis was applied to establish the statistical significant relationship between the independent variables and the dependent variables namely: training needs assessment, training and development methods and training and development on employee performance at NSSF Western/Nyanza region employees. The regression analysis results were presented using regression model summary table, Analysis of Variance (ANOVA) table and beta coefficients table whose findings were presented in Tables 4.9, 4.10 and 4.11.

Table 4.9 shows the model summary which shows that the proportion of variance in the employee performance that is explained by the independent variables is 56.3% ($R^2 = 0.563$, $p < 0.000$). The coefficient of determination ($R^2 = 0.563$) and the model is acceptable since the F-statistic is significant and suggests that the independent variables jointly influence the dependent variable. The value of Durbin-Watson is 1.728. Generally the value of the Durbin-Watson statistic ranges from 0 to 4. As a rule of thumb, the residuals are uncorrelated if the Durbin-Watson statistic is approximately 2. A value close to 0 indicates strong positive correlation, while a value of 4 indicates a strong negative correlation. The computed value is also close to 2, which indicates the absence of serial correlation.

Table 4.9: Estimated Model of Employee performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
				R Square Change	F Change	df1	df2		Sig. F Change
.750 ^a	.563	.543	.22551	.563	28.735	3	67	.000	1.728

a. Predictors: (Constant), Training and development methods, Training development evaluation, Training needs assessment

b. Dependent Variable: Employee performance

Table 4.10 shows ANOVA results of the estimated model. The data test revealed that $F(3, 67) = 28.735$ at $p < 0.000$, an indication that the model fits the research data well. The researcher can therefore, conclude that all the independent variables (i.e. training needs assessment, training and development methods, training and development evaluation) jointly explain employee performance at NSSF Western/Nyanza region.

Table 4.10: ANOVA Results on the Estimated Employee performance Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.384	3	1.461	28.735	.000 ^b
	Residual	3.407	67	.051		
	Total	7.792	70			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Training and development methods, Training development evaluation, Training needs assessment

The regression model was in the form $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_i$ and by adding regression coefficient as was shown in Table 4.11. This was later transformed into:

$$Y = 1.120 + 0.268 X_1 + 0.091 X_2 + 0.379 X_3 \dots \dots \dots \text{equation 4.1}$$

$$R^2 = 0.563 (56.3\%)$$

Table 4.11: Coefficients of Independent Variables

	Unstandardize		Standardized		95.0%		Collinearity		
	d Coefficients		Coefficients		Confidence		Statistics		
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	1.120	.378		2.966	.004	.366	1.874		
Training development evaluation	.379	.131	.321	2.879	.005	.116	.641	.527	1.899
Training needs assessment	.268	.101	.391	2.645	.010	.066	.469	.299	3.344
Training and development methods	.091	.114	.135	.802	.425	-.136	.318	.231	4.323

a. Dependent Variable: Employee performance

Source: Survey Data (2019)

4.6.1 The Influence Training Needs Assessment on Performance of Employees in Pension Schemes Providers at NSSF Western/Nyanza Region

The first objective of the study was to establish the influence of training needs assessment on performance of employees in pension schemes providers at NSSF western/Nyanza region. In this regards, it was established that training needs assessment had a significant positive influence on employee performance ($\beta =0.268$, $p=0.010$) thereby rejecting the null hypothesis H_{01} , which state that training needs assessment has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region. This means that a unit change in training needs assessment causes 0.268 unit change in employee performance and the change is significant. This implies that training needs assessment at NSSF Western/Nyanza region is a critical determinant of employee performance in the organization.

The finding that training need assessment has significant positive effect on employee performance has received some support from theoretical literature as well as past empirical studies carried out by other researchers in different contexts. For instance the findings of this study are in line with a study by Elnaga and Imran (2013) who established that training need analysis is required to unearth the areas that require training followed by a carefully designed training program that will enable the organization to meet its objectives. The study concluded that training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. Similarly Boadu *et al* (2014) support the findings of this study by saying that training and development activities equip workers with new skills and technical knowledge to improve upon their competent level to act in a different way in terms of performance. It also leads employees to become more efficient and effective towards customers in their delivery process. The researcher established that proper need assessment is an essential prerequisite to any training and development of employees if better performance is to be attained. However the researcher found out that funding is a major hindrance to training and development in public sector since budget allocation for training is minimal. In another study by Adongo (2013) found out that training need is determined through performance appraisal, business and human resource plan and through the overall employee performance. The management further

budgets for training and development to some extent. When employees participate in training needs assessment, employees feel motivated by the training offered as a result seen that majority of employees do believe that training had helped them improve on their performance and further indicted that training indeed had also improved their job skills. Further still, Odhiambo (2018) support study findings by saying that training methods significantly influence employee performance when the content of trainings for staff is in line with the training needs established and is according to organizational policies and procedures. The study findings are in line with resource based view theory and human capital theory that insist that the organization will gain competitive advantage by using its internal capacity of its human resources and developing them in such a manner that they are imitable.

The current study however has made enormous contribution to new knowledge in terms establishing the link between training need assessment and employee performance especially in the context pension scheme providers like NSSF Western/Nyanza region.

4.6.2 The Effect of Methods of Training and Development Adopted on Performance of Employees in Pension Schemes Providers at NSSF Western/Nyanza Region

The second objective of the study was to find out the effect of methods of training and development adopted on performance of employees in pension schemes providers at NSSF western/Nyanza region. In this regard, methods of training and development adopted depicted significant positive influence on employee performance ($\beta = 0.091, p = .425$) thereby rejecting the second null hypothesis H_{02} , Role of training and development methods adopted has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region. This means that a unit change in methods of training and development adopted will cause 0.091 unit change in employee performance at NSSF Western/Nyanza region and the change is significant. This implies that methods of training and development adopted are not a significant predictor of employee performance.

The finding that training and development methods adopted by an organization has significant positive effect on employee performance has received some support from theoretical literature as well as past empirical studies carried out by other researchers in

different contexts. For instance the findings of this study are in line with a study by Halawi and Haydar (2018) who found out that the management through human resource department designed various methods to equip employees with skills required to carry out their duties. When employees are given opportunity to participate in training gives them opportunity to improve their effectiveness to perform their duties, increase satisfaction and commitment. A study by Maina (2017) found out that on job training, induction and special training assignment are among the training methods used by the organization. Maina and Waithaka (2017) and Kairu and Rugami (2017) both recommended use of other training methods like seminars or other professional interaction to increase employee competency and provide variety in training and development of employees. However Maina and Waithaka (2017) differs with the findings of the study and that of Maina (2017) that as much as on-the-job training had positive but statistically insignificant effect on performance of police officers in the Kenya Police Service and performance does not solely depend on police training as it is a joint effort by various stakeholders. The study recommended improvement on the existing and incorporate other training methods. Kairu and Rugami (2017) revealed that every new employee receives induction training and learns about the duties of the job, the organization offers short training and other staff exchange programs which improves knowledge, productivity and increases morale. The study concluded that staff training is effective in determining performance and proper execution of training leads to improved productivity and increases employee knowledge as well as their morale to work. The study findings are supported by diffusion innovation theory which supports the methods which the organization uses to disseminate information and training materials to trainees.

The current study however has made enormous contribution to new knowledge in terms establishing the link between training and development methods adopted and employee performance especially in the context pension scheme providers like NSSF Western/Nyanza region.

4.6.3 The Impact of Training and Development Evaluation on Performance of Employees in Pension Schemes Providers at NSSF Western/Nyanza Region

The third objective of the study was to examine the impact of training and development evaluation on performance of employees in pension schemes providers at NSSF western/Nyanza region. In this regards, the role of training and development evaluation was found to have significant positive influence on employee performance ($\beta = 0.379, p = .005$) thereby rejecting the third null hypothesis H_{02} , which states that Training and development evaluation has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region. This means that a unit change in training and development evaluation will cause 0.379 unit change in performance of employees at NSSF western/Nyanza region and the change is significant. This implies that the role of training and development evaluation is a significant predictor of employee performance at NSSF Western/Nyanza region. Further means when all variables of training and development strategies are compared, training and development evaluation exerts greater effect followed by training needs assessment and finally methods of training and development adopted by the organization on performance of employees at NSSF Western/Nyanza region.

The finding on the role of training and development evaluation has significant positive effect on performance of employees at NSSF Western/Nyanza region has received some support from theoretical literature as well as past empirical studies carried out by other researchers in different contexts. For instance the findings by Hogarh (2012) carry out a study to determine the impact of training on staff performance revealed that the organization does not carry out training evaluation to ascertain how well training objectives have been achieved hence difficult to assess success of training and development. However the researcher found out that training offered to employees resulted to better employee and organization performance. Accordingly, Kumpikaite and Čiarniene (2008) carried a survey in Lithuania on new training technologies and their use in training and development activities found out that despite of the perceived advantages of adoption of technology in training and development programs some degree of resistance to its introduction was experienced in organizations. Therefore there was need to find out the reason for low implementation of technology despite its

perceived advantages in training development as compared to traditional methods. Ellis and Kuznia (2014) examined the impact of corporate e-Learning on employees' productivity, job satisfaction, overall job performance, and organizational commitment. It was found out that training and development is an effective tool in training and development which impacts positively on performance of employees. The benefits of e-learning can be achieved if there is commitment from top management, and end users should be part of the planning and implementation process of e-Learning initiatives and training evaluation done to establish how well objectives of training have been achieved. It has been revealed that organization will do evaluation in order to establish if they training id being transferred to real work situation to better organization results and ascertain if the training met the objectives. This agrees with resource based theory that the organization need to have stock of all capabilities of it human resource and establish if it is well used for better of the organization results.

The current study however has made enormous contribution to new knowledge in terms of empirically testing and establishing the link between training and development evaluation and performance of employees in the context of pension providers like NSSF Western/Nyanza region.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This Chapter provides a summary of the study findings based on each research objective. It also covers conclusions and recommendations emanating from the results.

5.1 Summary of Findings

The researcher established that Correlation research only uncovers a relationship but it cannot provide a conclusive reason for why there's a relationship. A correlative finding doesn't reveal which variable influences the other. Reasons for either can be assumed, but until more research is done, causation can't be determined. Therefore to mitigate the above weaknesses, the researcher used regression analysis to remedy the weaknesses of correlation analysis. The findings of the study are as follows;

The first objective of the study was to establish the influence training needs assessment on performance of employees in pension schemes providers at NSSF western/Nyanza region. The corresponding null hypothesis was Training needs assessment has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region. The study finding revealed that training needs assessment has significant positive influence performance of employees at NSSF western/Nyanza region.

The second objective of the study was to determine the effect of methods of training and development adopted on performance of employees in pension schemes providers at NSSF western/Nyanza region. The corresponding null hypothesis was that Role of training and development methods adopted has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region. The study finding revealed that methods of training and development adopted were found to have significant positive influence on performance employees at NSSF Western/Nyanza region however not a significant predictor of employee performance.

The third objective of the study was to examine the impact of training and development evaluation on performance of employees in pension schemes providers at NSSF western/Nyanza region. The corresponding null hypothesis was that Training and development evaluation has no effect on performance of employees in pension schemes providers at NSSF western/Nyanza region. The study finding reveals that training and

development evaluation have significant positive influence on performance of employees at NSSF western/Nyanza region.

5.2 Conclusions

Based on the study findings, the study drew conclusions that training needs assessment; methods of training and development adopted by the organization and training and development evaluation have positive significant relationship with performance of employees at NSSF western/Nyanza region. The study also concluded training and development evaluation is the major factor that influences performance of employees at NSSF western/Nyanza region followed by training needs assessment and lastly by the methods of training and development adopted.

5.3 Recommendation

Based on the foregoing findings and conclusions the study therefore recommends the following.

First of all, since it was established that training needs assessment has a significant positive relationship with performance of employees in pension scheme providers, the management should lay more emphasis on training needs assessment by providing enough resources in order to improve further performance of employees. Design of training and development programs and choice of training methods should be based on training needs assessment and all stakeholders to be involved in training needs assessment and design of training programs.

Secondly, since there is significant positive relationship between training and development evaluation and performance of employees at NSSF western/Nyanza region in a moderate extent, the study recommends that training and development evaluation to be implemented in all training programs the organization undertakes to establish if objective for training and development are being made and to inform on areas of improvement if employee performance is to be improved.

5.4 Limitations of the Study

Most of the respondents were uncooperative and unwelcoming to any person unknown to them on assumption that the person was on a mission to spy especially during this

time when most government agencies are under investigation on corruption related issues. The management was also very strict on the purpose of the data collected. The challenge was overcome by properly introducing myself by attaching an introduction letter from the university and authorization letter from the ministry of education and another one from national commission for science, technology and innovation allowing me to carryout research.

5.5 Areas for Further Research

Based on the foregoing conclusions on the findings of this study, the researcher suggested other studies to be carried out to establish the effect of training and development strategies on performance of employees in pension scheme providers in other branches of NSSF in Kenya as well as in private pension scheme providers. The hypotheses in the current study were tested using data obtained from pension scheme providers' workers at NSSF western/Nyanza region. There is therefore need to test the results in different economic contexts in order to establish global generalizability of the findings. The same studies can be carried out in private pension scheme providers to establish if the same findings of this study apply to workers in private sector.

References

- Adongo, J.A. (2013). *Examining the effects of job training on employee performance in mobile telephone industry: A case of Telkom orange Nakuru, Kenya*. (Unpublished master's thesis). Kenyatta University, Nairobi, Kenya.
- Amadi, E.J. (2014). *The effect of training and development on employees' performance; at Safaricom limited call Centre*. (Unpublished master's thesis). Nairobi University, Nairobi, Kenya.
- Becker, G.S. (1993) *Human capital: a theoretical and empirical analysis with special reference to education*. Chicago: University of Chicago Press.
- Boadu et al (2014). Training and development: a tool for employee performance in the district assemblies in Ghana. *International Journal of Education and Research*, 2(5)
- Coşkuntuncel, O. (2013). The Use of alternative Regression Methods in Social Sciences and the Comparison of Least Squares and Estimation Methods in Terms of the Determination of Coefficient, *Educational Sciences: Theory & Practice*, 13(4)
- Crossman, A. (2013). A common statistical technique used in sociological offshore Outsourcing of Professional Services: A Transaction Cost Economics Perspective. *Journal of Operations Management*, 26(3)
- David, M. & Sutton, C. D. (2011). *Social research: an introduction*, 2nd ed. Delhi: India Pvt Ltd.
- Davis, P.J, Simpson, E. (2017). Resource-based theory, competition and staff differentiation in africa: leveraging employees as a source of sustained competitive advantage. *American Journal of Management*, 17(1)
- Ellis, P. F. & Kuznia K. D. (2014). Corporate e-learning impact on employees. *Global journal of business research*. 8(4)
- Halawi, A. & Haydar, N. (2018). Effects of Training on Employee Performance. *International Humanities Studies*. 5(22)

- Harshit Topno (2012). Evaluation of Training and Development: An Analysis of Various Models. *Journal of Business and Management*, 5(2)
- Hogarh, J.K. (2012). *The effect of training on staff performance: A case study of sic insurance company limited*. (Unpublished master's thesis). KNUST, Accra, Ghana.
- Kamal, K. B., Al Aghbari, M., Atteia, M. (2016). E-Training & Employees' Performance a Practical Study on the Ministry of Education in the Kingdom of Bahrain. *Journal of Resources Development and Management* .
- Kothari, C. R., (2004). *Research methodology. Methods and techniques*. (2nd ed). New Delhi: New Age International Publishers.
- Kothari, C.R. (2009). *Research methodology: methods and techniques*, (3rd ed). Delhi: repro India Ltd.
- Kumpikaite, V., & Čiarniene, R. (2008). New training technologies and their use in training and development activities: Survey evidence from Lithuania. *Journal of Business Economics and Management*. 9, 155-159.
- Maina, W. C. (2017). *The impact of training methods on employees' performance among Kenyan organisations : A case study of national irrigation board – Mwea*. (Unpublished master's thesis). Mua, Nairobi, Kenya.
- Maina, P. M., and Waithaka, P. (2017). Effect of on-The-Job Training on Performance of the Kenya Police Service. *Journal of Business and Management* , 19(9), 64-71.
- Mbijjiwe1, J. M. and Venkataiah, P. (2013). The Doom of Employees' Training in Public Service – A Case Study of Ministry of Education in Kenya. *Journal of Business and Management* 14 (2), 74-104
- Mohamud, A.M. (2014). *The effect of training on employee performance in public sector organizations in Kenya. The case of NHIF Machakos County*. (Unpublished master's thesis). University of Nairobi, Nairobi, Kenya.
- Mugenda, O. M., & Mugenda, A.G. (2003). *Research methods Quantitative and Qualitative Approaches*. Nairobi: ACTS press

- Mugenda, A.G. (2008). *Social science research, Theory and principles*, applied research and Training services ARTS.
- Mandere E. N., Githinji, M.M. , Gongera, E. G.(2017). Evaluation of performance appraisal tools on employee performance: Case of National Bank of Kenya Limited. *European Journal of Business and Management*, 9 (15)
- Odhiambo, O.J. (2018). *Effect of training and development on employee performance at Safaricom Company limited* . (Unpublished master's thesis). KCA, Nairobi, Kenya.
- Orondho, J. A (2009). *Techniques of writing Research Proposals and Reports in Education and Social Sciences*, Kanezja printers, Nairobi.
- Shafiq, S. & Muhammad H. S. (2017). The effect of training and development on employee performance in private company, Malaysia. *International journal of education, learning and training* 2(2)
- Thomas, H., Smith, R.R. and Diez, F. (2013). *Human capital and global business strategy*. New York: Cambridge University Press.
- Vinesh (2014). Role of Training & Development in an Organizational Development. *International Journal of Management and International Business Studies*, 4(2), 213-220
- Zinbarg, M. (2005), *Research Methods*, (2nd Edition). NewJersey. Pearson Publishers

APPENDICES

Appendix I: Introduction Letter

Dear Participant,

RE: COLLECTION OF DATA

I am a Post graduate student at Maseno University pursuing a Masters of Science Degree in Human Resource Management. And my research is on **INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES PERFORMANCE OF EMPLOYEE IN PENSION SCHEME PROVIDERS: A CASE OF NSSF WESTERN/NYANZA REGION.**

I am consequently seeking your assistance in filling the Questionnaires attached hereby.

Kindly spare a little of your time to complete the attached questionnaire to enable me gather the relevant data in respect of above research.

Please note that all information you provide will be used for academic purposes only and be treated with utmost confidentiality.

Thank you.

Humphrey Mudanya

Appendix II: Questionnaire

SECTION 1: RESPONDENTS BACKGROUND INFORMATION

1. Gender

Male

Female

2. Age:

21- 31years

32-40 years

41 –50 years

51 years and above

3. Highest Education Level

Secondary level

College level

University level

Postgraduate level

Professional Qualification

(Others specify.....)

4. Working Experience

Below 3 years

4-8 Years

9-12years

13-18 years

19 years and above

SECTION 2: INFORMATION ON VARIABLES

A. Training need assessment

1. On a scale of 1-5, indicate the extent to which the following factors relate to training need assessment in the organization?

Item	1	2	3	4	5
	Strongly Disagree	Disagree	Neutra 1	Agree	Strongly Agree
i. Your organization carries regular evaluation of skills of employees					
ii. Regular skill evaluation brings out skill gap in employees					
iii. The organization carries skill evaluation depending on task and organization needs					
iv. Training and development plans are related to skill gaps					
v. Training and development assist in equipping employee with right skills and knowledge to do tasks					
vi. The organization has a policy on training needs assessment					

B. Training and development methods

1. On a scale of 1-5, indicate the extent to which the following factors describe the training and development methods in the organization.

Item	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
i. Training methods are chosen after careful consideration of training needs					
ii. The methods used are in accordance with organization culture					
iii. Training methods used equip employees with skills required to carry out tasks.					
iv. Well trained experts are used to deliver training					
v. Management is actively involved in deciding on which training methods to be used					
vi. The organization encourages on the job training					
vii. The organization has embraced e-learning in training of employees					

C. Training and development evaluation

1. On a scale of 1-5, indicate the extent to which the following statements describe training and development evaluation in the organization.

Item	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
i. Training and development methods used achieve its intended objectives					
ii. Training and development content is relevant to the needs of employees and organization					
iii. Training content is readily available through online portals					
iv. Skills, knowledge and competency of employees has changed due to training					
v. Employees are able to apply skills, knowledge and competency learnt at work					
vi. Training and development is done within the budget					

D. Employee performance

On a scale of 1-5, indicate the extent to which the effects training and development strategy has contributed to employee performance in the organization.

Item	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i. Proper training needs identification has led to improved employee performance					
ii. Training and development has improved service delivery to customers					
iii. Employee training has improved employee creativity and innovation					
iv. Training and development has improved the quantity of work handled by employees					
v. Training has reduced errors committed by employees in executing their duties					

Thank you for your cooperation

Appendix III: Work Plan

Activity	July-2019	August-2019	Sept-2019	October-2019
Proposal Writing				
Proposal Presentation				
Data Collection				
Data Analysis				
Report Writing				
Report Submission				

Appendix IV: Research Budget

Item	Quantity	Cost (Kshs)	Total (Kshs)
1. Personnel			
	1	@ 5,000.00	5000.00
2. Materials			
Photocopy paper	3 reams	@ 550.00	1,650.00
Ball pens	6 pieces	@ 15.00	90.00
Foolscap	1 ream	@ 300.00	300.00
Calling card (Telkom)			1,000.00
Air time			2,000.00
Internet browsing			2,000.00
3. Travel expenses			
2 Field assistant			14 ,000.00
4. Data analysis			
Statistical analysis			6,000.00
5. Report Preparation			
Typing			5,000.00
Printing			
Binding			
Total			37,040.00