



**ATTITUDINAL TRAINING AND EMPLOYEE PERFORMANCE
IN DEVOLVED SYSTEM OF GOVERNANCE IN KENYA:
A CASE OF NYAMIRA COUNTY ASSEMBLY**

Onduko Gilbert Atunga¹ⁱ,

Weldon K. Ng'eno²

¹Kenyatta University,
Department of Public Policy and Administration,
Fulfillment of M. Arts (MPPA)
Kenya

²Dr, Kenyatta University,
Department of Public Policy and Administration
Kenya

Abstract:

Public organizations seek to improve the performance of their employees so that they can provide public service both effectively and efficiently. This study examined the use of attitudinal training to enhance employee performance at the Nyamira County Assembly. The study sought to investigate the factors necessitating the adoption of attitudinal training to enhance employee performance at the Nyamira County Assembly. The Kirkpatrick model was used to generate a framework for examining the effectiveness of the attitudinal training at the County Assembly concerning the enhancement of employees' performance. Descriptive research design and correlation research designs informed data collection and analysis in the study. Stratified sampling was used, dividing the target population of staffers at the County Assembly into two strata based on their contractual and non-contractual status. Purposive sampling was used to determine whether 12 participants were interviewed. A total of 112 questionnaires were distributed to the rest of the staff at the County Assembly. The quantitative data was analyzed using descriptive and inferential statistics, while the qualitative data was analyzed using the thematic analysis process. Logistical and ethical considerations regarding budgeting and research timeline were taken into consideration, while ethical considerations included confidentiality, anonymity, and informed consent. The study found that the adoption of attitudinal training and employee performance was statistical significance. The findings revealed that attitudinal training content and employee performance were statistically significant. The study established that the training content that contributed to employee performance includes content on customer service, communication skills, ethics and integrity, and leadership skills. To enhance employee performance, the study

ⁱ Correspondence: email gauogilbert@gmail.com

recommends that organizations should ensure that the training programs inculcate attitudinal training content including customer care, communication skills, ethics and integrity, and leadership skills.

Keywords: attitudinal training, customer services, employee performance, productivity, teamwork

1. Introduction

The performance of employees in public organizations is considered integral in the provision of quality service to the public. Employee performance is the accomplishment of work or outcomes of work, characterized by the achieved results, which are often based on the strategic goals of the organization, economic gains, and customer satisfaction (Butali & Njoroge, 2017).

Employee performance is considered integral in the delivery of quality service in public sector organizations. In the Netherlands, the adoption of the public service motivation concept has proved effective in inspiring performance-related behavior among the employees such as willingness to exert effort and commitment, hence enhancing public service delivery (Leisink & Steijn, 2009). In Kabul, Afghanistan the effective delivery of public service to the citizenry is directly attributed to the performance of public service employees and therefore, an adequate mechanism is enacted to ensure that they are well-engaged and motivated (Mohammad, 2019). The public sector employees in Brazil are under intense pressure from the public to provide better and more efficient service; in response, the Brazilian government has put in place structures for enhancing public administration by building capacity and providing the required infrastructure (Lacerda, Ensslin, Krüger, & Ensslin, 2017). In Kenya, motivation and motivation are considered essential attributes delineating the best performance amongst public sector employees, whose outputs include high-quality service, reliability, and promptness in service delivery (Aluvisia, 2016).

Various measures are used to determine employee performance, which is influenced by the performance management systems that particular organizations prefer. Even though employee performance is considered in terms of outcomes, it can also be regarded based on employee behavior (Salah, 2016). Some of the key indicators of employee performance, therefore, include effectiveness, efficiency, productivity, and quality assurance (Muturi & Were, 2019). Other indicators include the quality of work output, customer satisfaction, absenteeism, and timeliness of service delivery (Aluvisia, 2016).

The current study looked at the dimensions of employee performance including customer service, productivity, teamwork and innovation. The customer services capacity of an organization to meet its customers' needs and wants; is also the capacity of the organization to consistently meet and/or exceed the expectations of its customers (Abdallah & Okeyo, 2018). Productivity is the end result of the organization's production

process; it takes into account the quality and volume of tasks, products and services that the employees provide in a specified time (Kihama & Wainaina, 2019). Teamwork is a process through which team members use their individual experience, skills and knowledge to interact with their team members even as they endeavor to attain the shared organizational goals (Berber, Slavić, & Aleksić, 2020). Innovation is the transformation of ideas into practical reality. This enhances organisational processes, business concepts, products and services, making the organisation productive and competitive (Zaied, Louati, & Affes, 2015).

Training is a learning activity that is aimed at acquiring specific knowledge and skills related to particular tasks or occupations (Muturi & Were, 2019). Training is a necessity for imparting skills and knowledge to the employees and therefore, making them efficient in their tasks (Degraft-Otoo, 2012). Training is particularly important when it comes to shaping or rather influencing the attitudes of the employees in organizations to motivate them to be more committed and productive (Nassazi, 2013).

Public organizations across the world consider the training and development of their employees an integral approach towards enhancing their knowledge and skills and also shaping their attitudes. For instance, in Malaysia, training and development in public sector organization are attributed to enhanced capacity for innovation and change and continuous improvement of knowledge and skills that help employees to meet work-related challenges, all of which contributes to increased performance (Husseina, Mohamad, Noordin & Ishak, 2014). Training and development are considered essential in terms of their positive impact on the knowledge, skills and abilities of Nigerian public sector employees, which in turn enhances their performance. However, training and development have not been prioritized due to factors such as regime changes that lead to misprioritization of training with leadership change (Nwokeiwu, 2013).

In Ghana, training and development in public organizations are regarded as integral tools for boosting performance for public organizations and their employees. However, the organization does not adequately educate their employees about the available training and development programs, which in many cases are not based on the best practices associated with the systematic and planned nature of the effective training process (Laing, 2010). Training and development are attributed to enhanced employee commitment, improved service delivery, and customer satisfaction among public organizations (Muganyizi, 2018).

In Kenya, training has emerged as a significant contributor to increased performance for public organizations. Its influence on employees' attitudes is reflected through their increased engagement in their duties and responsibilities (Mohamud, 2014). Besides, training content, training needs assessment and training policies are significantly important in terms of improving the employees' performance in Kenyan public organizations (Kyule, 2017). This study looked at how training targeting employees' attitude at the Nyamira County Assembly affects their performance.

The study was conducted amongst employees at Nyamira County Assembly. The Nyamira County Assembly is a critical component of the Nyamira County Government,

which is among the 47 County Governments in Kenya. County Governments in Kenya are sanctioned by Article 6 of the Constitution of Kenya 2010, which divided the country into 47 distinct county governments. The County Governments are made of County Assemblies and the County Executive arms (Freidrich Ebert Stiftung, 2012). The County Assembly vets and approves nominated candidates for appointments; approves county budgets and expenditures; approves the county development plans or undertakes any other roles as stipulated in the Constitution or County legislation (National Council for Law Reporting, 2017).

1.1 Statement of the Problem

Public organizations' performance is essential for effective service delivery to the public. To attain this, public service workers need to develop attitudes that make them consistently productive and effective. In most cases, effective public service delivery is hampered by negative attitudes that are associated with behaviors such as lateness, absenteeism, poor work ethics, apathy towards customer complaints and concerns, use of unofficial language (local dialect) in public office and misuse of office resources. It is, therefore, essential for public service organizations to provide their staff with training to influence their behavior, which in turn brings about effective and efficient performance and service delivery.

Studies looking at the nexus between training and employees' performance have established factors such as remuneration and reward systems or policies (Aluvisia, 2016; Gitonga, 2018); transparency of the recruitment process (Aluvisia, 2016); the working environment (Gitonga, 2018); training and development (Aluvisia, 2016). This study examined how attitudinal training influences the performance of employees at the Nyamira County Assembly. Besides, previous studies have investigated the relationship between the two variables in contexts other than County Assemblies. For instance, Abulwa & Susan (2017) was based on Safaricom Limited; Butali & Njoroge, (2017) was based on KenGen, Kenya Power and Mumias Sugar Company; Muturi & Were (2019) was based on Equity Bank; and Kimanthi, (2020) was based on Beta Insurance Company. Besides, the studies also focused on knowledge and skills development, rather than influencing attitudinal change amongst the employees. This study, therefore, filled this gap in knowledge by examining how attitudinal training and development influence the performance of employees in the County Assembly.

1.2 Objective of the Study

The study aimed at investigating the factors necessitating the adoption of attitudinal training to enhance employee performance at the Nyamira County Assembly.

2. Literature Review

2.2 Empirical Literature Review

2.2.1 Adoption of Attitudinal Training

Punia and Kant (2013) reviewed secondary literature investigating the factors that affect training effectiveness and managerial implications in organizations. The study found that human resource training policy influences the adoption of training in organizations by stipulating the objectives, durations, resources, and methods that are used to implement training, making it a structured process. Managerial support also determines the environment under which training is provided in an organization, and the organizational resources provided for training. They also found that the type of training method that is used affects adoption as it determines how the training is provided; its content and its instructors. While these findings were based on extant literature, the present study was based on primary research conducted in a public organization. Besides, while Punia and Kant, (2013) focused on adoption factors such as motivation, emotional intelligence, attitude, peer and managerial support, and training style and environment, the current study looked at adoption factors including human resource policy, managerial support, employees' opinion, and career growth prospects.

Yaqoot, Noor, and Isa (2017) used a descriptive survey to investigate the effectiveness of training provided in the Bahrain public sector. They found out that the training environment in terms of the available infrastructure and training resources influenced the effective adoption of training in public organizations. Besides, training motivation, which is characterized by incentives that the organization provides to employees, determines their participation in training programs and skills development prospects. Yaqoot, Noor, and Isa (2017) considered training effectiveness, training environment, and training motivation as the key adoption factors. The current study, however, looked at human resource policy, managerial support, employees' opinion, and career growth prospects as possible adoption factors for training in public organizations. Mohanty, Dash, Dash, and Das (2019) conducted a descriptive survey to examine the factors influencing the effectiveness of training in organizations. The study found that clarified training objectives whereby the topics to be covered, and the expected outcome explicitly, encourage the adoption of training in organizations. Besides, training is also easily adopted in a training environment that is conducive, which includes available supportive and competent trainers who are equipped with the learning resources required to deliver the training. Notably, the findings of this study were informed by adoption factors such as training needs analysis, training program design, training program objective and resources, learning environment and outcomes. The current study looked at adoption factors including human resource policy, managerial support, employees' opinion, and career growth prospects. Besides, while the findings of Mohanty, Dash, Dash, and Das (2019) were not based on any particular organization, the current study was based on a public organization.

Ndunguru (2015) conducted a descriptive study which looked at the effects of on-the-job training on the staff performance in secondary schools in Songea Municipality in Tanzania. The study revealed that social demographic factors such as education level and the number of years an employee has been working in the organization influence their participation in job training. Another factor that enhances the adaptation of training in organizations includes the assurance of career growth in the organization. These findings were, however, focused on on-the-job training alone, while the current study examined methods such as coaching, job rotation, job instruction, and role-playing.

Ali (2016) looked at the perceived factors, which affect training effectiveness adopted at the Kenyan Public Service Commission. They established that managerial support was a critical determinant of training adoption as it determined whether the employees were provided with an opportunity for learning and development. Besides, availing of financial resources also ensured that the expenses accompanying the provision of training were adequately met. Furthermore, the attitudes or opinions of the employees regarding the training being provided determined their cooperation or resistance levels, which affected the effectiveness of the training. While the current study was also conducted in a public organization, it examined adoption factors other than managerial support, financial resources, and employees' attitudes. The present study, therefore, looked at adoption factors including human resource policy, managerial support, employees' opinion, and career growth prospects.

2.2.2 Employee Performance

Employee performance is closely associated with the customer service quality that is provided by the employees. Kurdi, Alshurideh, and Alnaser (2020) conducted a descriptive survey to investigate the effects of employees' performance on the satisfaction of customers. They found that quality customer satisfaction is achieved by the commitment of the employees to ascertain the needs and wants of the customers are adequately addressed. Besides, quality customer satisfaction is reflected by the quality of communication between the employees and the customers during service provision. Best-performing employees communicate effectively with the customers, making them understand the products and services that they are providing and also resolving any problems that the customers may have regarding the product or service. These findings were generalized to all organizations. However, the findings of the present study focused on data collected from a public organization and looked at additional aspects of employee performance such as productivity, teamwork, and innovation.

Productivity is another salient indicator of employee performance in organizations. Kihama and Wainaina (2019) looked at the relationship between performance appraisal feed and the productivity of employees at Water and Sewerage Company operating in Kiambu County in Kenya. They adopted a descriptive research design and used close-ended questionnaires to collect data. They established that employees' productivity is essential in evaluating the performance of the human resource in an organization. Productivity is manifest through dimensions such as the quality of

output, the quantity of the output, and effectiveness, which contribute to the wholesome appraisal of employees' performance. While the findings of Kihama and Wainaina (2019) focused on productivity as a key measure of employee performance, the present study included other dimensions such as customer service, teamwork, and innovation.

The performance of employees in the organization is indicated by the strength of cohesion and collaboration amongst teams particularly when it comes to achieving organizational goals and objectives. Hwang (2018) conducted a descriptive survey investigating how teamwork is related to employee performance in teams within organizations that have adopted enterprise resource planning (ERP) systems. The study found that the composition of the team and their capacity to handle organizational challenges have led to the resolution of problems and the enhancement of products and processes. Teamwork also results in a synergy that helps the team members to handle particular tasks, effectively and efficiently. The findings by Hwang were specific to organizations using ERP systems; the present study, however, focused on productivity in public organizations irrespective of whether they have adopted the system.

Berber, Slavić, and Aleksić (2020) looked at how perceived teamwork affects the performance of employees in the Serbian banking industry. They established that employee performance is reflected through teamwork in terms of increased collaboration, improvement of individual skills, and the sharing of ideas and information. The creation of robust teams leads to the attainment of competitive advantage, and increased creativity and innovation, which invariably enhances employees' performance. Notably, while these findings regarding teamwork that were drawn from the commercial banking industry are instructive in understanding the teamwork construct, the present study was based on the public sector in Kenya.

Employees' innovativeness is a critical indicator of their capacity to solve workplace problems and come up with new ideas for improving organizational processes, products, and services. Jiménez-Jiménez and Sanz-Valle, (2011) reviewed the literature to examine the intersection between innovation, organizational learning, and employee performance. They found that high-performing employees exhibit both technical and administrative innovation outputs: they, therefore, come up with new products and services and also develop new policies, processes, and procedures that further enhance their effectiveness and efficiency. While these findings by Jiménez-Jiménez and Sanz-Valle (2011) apply to a broad scope of organizational contexts, the current study focused on innovation as an indicator of employee performance in public organizations.

3. Research Methodology

The study adopted a descriptive research design, which is often used in studies that seek to systematically and accurately describe a research phenomenon or population (Creswell & Clark, 2018). The research design is used to answer the "what", "when", "where" and "how" research questions (Leavy, 2017). The research design was used to

describe the attitudinal training methods and content used at Nyamira County Assembly and how they enhance employees' performance. The design is also used by both quantitative and qualitative research methods to investigate one or more research variables (Flick, 2014). The current study used quantitative and qualitative approaches in data collection and analysis.

The study also adopted the correlational research design, which is used in studies that seek to investigate associations between variables where the researcher cannot control or manipulate the variables (Leavy, 2017). Correlations indicate the directions and/or the strength of the relationship amongst the research variables, with the direction either being positive or negative (Creswell & Clark, 2018). The current study examined the direction and strength of the association between attitudinal training and employees' performance at the Nyamira County Assembly.

The study was conducted at the Nyamira County Assembly. The County Assembly is located in Nyamira Municipality. The study targeted all the 124 staff in the 7 directorates that made up the Nyamira County Assembly, according to Human Resource (2022). The study, therefore, conducted a census of the staff at the Nyamira County Assembly. A total of 112 members of the staff were included in the study and were required to respond to a questionnaire, while 12 managerial staff were engaged through semi-structured interviews.

The data was analysed using descriptive statistics which included means, percentages, standard deviation, and frequencies. Inferential statistics such as Pearson Product Correlations were calculated and a p-value that is equal or more than 0.5 indicated a strong positive correlation between the independent and dependent variables. Besides, multiple regression analysis was used to assess the extent to which the independent variable influenced the dependent variable.

The thematic analysis process was used to analyse the qualitative data. The data from the recorded interviews were transcribed and cleaned up to remove speech cues and typos. The data was then coded based on the dominant patterns of concurring ideas or thoughts. The codes were grouped into themes and upon analysis, a write-up was made of the findings. The data was presented as a written report.

4. Data Findings and Discussion

A total of 124 questionnaires were distributed to the staff at the Nyamira County Assembly, out of which 117 questionnaires were returned. This implies that the response rate of the study was 94%. Babbie (2008) argue that a response rate of more than 70% in a social study is adequate for analyzing and reporting the collected data. The response rate of 94% garnered in this study, was way above the recommended percentage and therefore a considerable representation of the population of the study, with the potential for making the finding generalizable to the population.

4.1 Adoption of Attitudinal Training and Employee Performance

The study sought to examine the factors that necessitate the adoption of attitudinal training to enhance employees' performance at the Nyamira County Assembly. The respondents, therefore, indicated their levels of agreement and disagreement regarding various factors that are associated with the adoption of attitudinal training to enhance the performance of employees at the County Assembly and the results are as tabulated in Table 1

Table 1: Descriptive Statistics for Adoption of Attitudinal Training

Statement	N	Mean	Std. Deviation
The human resource policy regarding training specifies the objectives and duration of training programs.	117	1.8462	0.67741
The human resource policy regarding training specifies the required resources and the methods to be used in training programs.	117	1.8889	0.70439
The organization provides the required infrastructure and resources for delivering training.	117	1.9316	0.61204
Organization manager provides us with incentives for participating in training programs.	117	1.9487	0.70523
Training programs should be developed in consideration of knowledge and skills needs	117	2.0256	0.6881
Management should consult us when developing training programs	117	1.7692	0.68713
I attend the training provided because they advance my career prospects.	117	1.8974	0.63497
The provided training avails opportunities of learning and development in areas of interest.	117	1.9231	0.65855

Source: Research Data (2022).

The results showed that a majority of the respondents agreed that the human resource policy regarding training specifies the objectives and duration of training programs ($M = 1.8462$; $SD = 0.67741$). Most of the respondents also agreed that the human resource policy regarding training specifies the required resources and the methods to be used in training programs ($M = 1.8889$; $SD = 0.70439$). These findings were also reported by Punia and Kant, (2013) who established that the human resource training policy influences the adoption of training in organizations by stipulating the objectives, durations, resources, and methods that are used to implement training, making it a structured process.

The results also showed that most of the respondents agreed that the organization provides the required infrastructure and resources for delivering training ($M = 1.9316$; $SD = 0.61204$). This finding compares with that of Yaqoot, Noor, and Isa (2017) who found that the training environment in terms of the available infrastructure and training resources influenced the effective adoption of training in public organizations. Besides, a majority of the respondents agreed that organization managers provided them with incentives for participating in training programs ($M = 1.9487$; $SD = 0.70523$). Previous studies such as Punia and Kant (2013) also had similar findings whereby they established that managerial support also determined the environment under which training is provided in an organization, and the organizational resources provided for training.

Similar findings were also drawn by Ali (2016) who found that the adoption of training is reliant on the support of the management team who needs to avail of the required resources for supporting the training activities.

Furthermore, the results of the study indicated that a majority of the respondents agreed that training programs should be developed in consideration of knowledge and skills needs ($M = 2.0256$; $SD = 0.68810$). The majority of the respondents also agreed that the management should consult with them when developing training programs ($M = 1.7692$; $SD = 0.68713$). Similar findings are evident in past studies such as Mohanty, Dash, Dash, and Das (2019) who established that to make the most of training programs they need to be developed based on the skills and knowledge gaps of the employees. This requires consulting with the employees before coming up with the training objectives that should guide the delivery of training programs. In another study, Ali (2016) found that the consideration of employees' knowledge, skills, opinions, and attitudes is necessary when developing training programs that they can easily embrace, and use to acquire competencies that will advance their efficiency and effectiveness. According to Yaqoot, Noor, and Isa (2017) training that captures the needs and aspiration of the employees, including the prospects of career advancement are easily received as compared to those that do not.

The results showed that the majority of the respondents agreed that they attended the training provided by the organization they advanced their career prospects ($M = 1.8974$ $SD = 0.63497$). The majority of the respondents also agreed that the training provided by the organization provided them with opportunities for learning and development in their areas of interest ($M = 1.9231$; $SD = 0.65855$). These findings were supported by past studies such as Ndunguru (2015) who established that the assurance of career growth enhanced the adoption of training in organizations.

Table 2: Model Summary of Adoption of Attitudinal Training and Employee Performance

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.498 ^a	0.248	0.242	0.37678
a. Predictors: (Constant), ATM			

Source: Research Data (2022).

The R-Value in Table 2 above indicates the correlation between the dependent variable (employee performance) and the independent variable (adoption of attitudinal training). The R-value (0.498) is greater than 0.4 and was therefore considered suitable for further analysis. The R^2 indicated the total variance for the dependent variable (employee performance) that could be explained by the independent variable (adoption of attitudinal training). The R^2 (0.248) was lesser than 0.5 indicating that the model did not adequately explain the relationship between the variables. This implies that the $R^2 = 0.248$ indicated that 24% of employee performance is influenced by attitudinal training methods.

Table 3: ANOVA for Adoption of Attitudinal Training and Employee Performance

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.388	1	5.388	37.951	.000 ^a
	Residual	16.326	115	.142		
	Total	21.713	116			
a. Predictors: (Constant), ATM						
b. Dependent Variable: EP						

Source: Research Data (2022).

The analysis of variance (ANOVA) for the relationship between the adoption of attitudinal training and employee performance was calculated to determine whether the model was significant enough to determine the outcome. The results indicated that $F = 37.95$ and a p -value = 0.000 (see Table 3), which implied a statistically significant relationship between the adoption of attitudinal training and employee performance.

Table 4: Regression Coefficient for Adoption of Attitudinal Training and Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
	(Constant)	.890	.170		5.235	.000
	ATT	.539	.087	.498	6.160	.000
a. Dependent Variable: EP						

Source: Research Data (2022).

The regression coefficient between the adoption of attitudinal training and employee performance was calculated to determine the strength of the relationship between the two variables and the magnitude to which the adoption of attitudinal training impacts employee performance. The results in Table 4 show the adoption of attitudinal training and employee performance at the County Assembly ($\beta = 0.498$; $t = 6.160$, $p < .000$). These findings demonstrate the enhancement of attitudinal training content invariably improved employee performance as a result of their linear correlation.

5. Conclusion and Recommendations

5.1 Conclusion

The study found that the adoption of attitudinal training and employee performance had a statistically significant relationship ($F = 9.136$ and a p -value = 0.003) with 7% of employee performance enhancement at the County Assembly relying on the adoption of attitudinal training. This implies that the enhancement of the adoption of attitudinal training at the County Assembly leads to the improvement in the performance of the employees.

Employee performance is evident through quality service delivery, enhanced productivity, teamwork, and innovativeness. Delivery of quality customer service is an indicator of employee performance and is characterized by effective communication to help customers understand particular products and services and go the extra mile to ensure their needs and wants are fully satisfied. The productivity of high-performing employees is gauged by their capacity to maximize the organizational resources or inputs. Through collaboration, sharing of ideas and information, and collective synergy in resolving workplace problems, teamwork enhances the performance of the employees. High innovativeness enhances employee performance as it leads to workplace problem-solving and the enhancement of production processes and procedures.

The factors affecting the adoption of attitudinal training included human resources policies, which specify the training objectives, required resources, training methods, training durations, and training outcomes. This is imperative in ensuring that the training provides skills and knowledge that boost employees' performance. Other factors affecting the adoption of attitudinal training include managerial support and the provision of the resources and infrastructure that are required to deliver quality training.

5.2 Recommendation

Public organizations that are looking for strategies for improving employee performance should focus on enhancing their capacities in about the delivery of quality customer care, achieving productivity, building robust teamwork, and supporting workplace innovativeness.

To enhance the adoption of attitudinal training, public organizations should develop human resource policies that factor in the knowledge and skills needs of the employees. The management of these organizations should also support the training by providing the necessary infrastructure and resources to facilitate effective delivery. Additionally, the training programs should be developed in consultation with the employees so that they can inculcate their career growth needs. These considerations will be instructive in using the training programs to enhance the performance of the employees.

Public organizations should consider attitudinal training content that they seek to use to enhance the performance of their employees. The content should cover salient areas such as customer care, communication skills, ethics and integrity, and leadership skills.

Conflict of Interest Statement

Each author certifies that we have no commercial associations (eg, consultancies, stock ownership, equity interest, patent/licensing arrangements, etc.) that might pose a conflict of interest in connection with the submitted article.

About the Authors

Onduko Gilbert Atunga, Scholar, Master of Public Policy and Administration, Kenyatta University, Kenya; Assistant Director of Human Resources - County Assembly of Nyamira, Kenya; Certified Human Resource Professional- CHRP (F); B. Arts Public Administration, <https://ke.linkedin.com/in/gilbert-onduko-58838a7a>

Weldon K. Ng'eno, Lecturer, Department of Public Policy and Administration – Kenyatta University, Kenya, Examinations Coordinator School of Humanities and Social Sciences, <http://humanities.ku.ac.ke/index.php/departments/public-policy-administration/14-sample-data-articles/507-weldon-kibet-ng-eno>

References

- Abdallah, S., & Okeyo, W. (2018). Relationship Between Employee Performance and Customer Service Quality in Kenya Bureau of Standard. *Journal of Human Research*, 6(5).
- Adongo, A. J. (2013). *Examining The Effects of Job Training on Employee Performance in Mobile Telephone Industry: A Case of Telkom Orange Nakuru, Kenya*. Kenyatta University. Retrieved from <https://ir-library.ku.ac.ke/bitstream/handle/123456789/10161/Examining%20the%20effects%20of%20job%20training%E2%80%A6.pdf?sequence=1&isAllowed=y>
- Ali, M. A. (2016). *Perceived Factors Influencing the Effectiveness of Training at The Public Service Commission*. University of Nairobi. Retrieved from http://erepository.uonbi.ac.ke/bitstream/handle/11295/100377/Mohamed_Perceived%20Factors%20Influencing%20The%20Effectiveness%20Of%20Training%20At%20The%20Public%20Service%20Commission.pdf?sequence=1
- Aluvisia, H. K. (2016). *Factors Influencing Employee Performance in The Kenyan Public Sector*. University of Nairobi. Retrieved from http://erepository.uonbi.ac.ke/bitstream/handle/11295/100987/Aluvisia_Factors%20Influencing%20Employee%20Performance%20In%20The%20Kenyan%20Public%20Sector%2c%20%20A%20Case%20Of%20The%20Kenya%20National%20Highways%20Authority.pdf?sequence=1&isAllowed=y
- Aluvisia, H. K. (2016). *Factors Influencing Employee Performance in The Kenyan Public Sector: A Case of The Kenya National Highways Authority*. University of Nairobi. Retrieved from http://erepository.uonbi.ac.ke/bitstream/handle/11295/100987/Aluvisia_Factors%20Influencing%20Employee%20Performance%20In%20The%20Kenyan%20Public%20Sector,%20%20A%20Case%20Of%20The%20Kenya%20National%20Highways%20Authority.pdf?sequence=1
- Arinanye, R. T. (2015). *Organizational Factors Affecting Employee Performance at The College of Computing and Information Sciences (Cocis), Makerere University, Kampala - Uganda*. Uganda Technology and Management University. Retrieved from

- <https://utamu.ac.ug/docs/research/studentresearch/masters/dissertations/ORGANISATIONAL%20FACTORS%20AFFECTING%20EMPLOYEE%20PERFORMANCE.pdf>
- Berber, N., Slavić, A., & Aleksić, M. (2020). Relationship between Perceived Teamwork Effectiveness and Team Performance in Banking Sector of Serbia. *Sustainability*, 87.
- Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods*. McGraw-Hill/Irwin.
- Creswell, J. W., & Clark, V. L. (2018). *Designing and conducting mixed methods research*. New York: SAGE Publications.
- Flick, U. (2014). *The Sage Handbook of Data Analysis*. London: SAGE Publication.
- Freidrich Ebert Stiftung. (2012). *Devolution System Made Simple: A Popular Version of County Governance System*.
- Githinji, A. (2014). *Effects Of Training on Employee Performance: A Case Study of United Nations Support Office for The African Union Mission in Somalia*. United States International University. Retrieved from <http://erepo.usiu.ac.ke/xmlui/bitstream/handle/11732/71/ANGELA.pdf?sequence=1&isAllowed=y>
- Gitonga, G. C. (2018). *Factors Affecting Employee Performance in The Public Sector in Kenya: A Case Study of Kenya Ports Authority (KPA)*. Management University of Africa. Retrieved from <http://repository.mua.ac.ke/bitstream/handle/67.2020.89/2550/GATWIRI%20CHRISTINE%20GITONGA.pdf?sequence=1&isAllowed=y>
- Hall, R. (2020). *Mixing Methods in Social Research: Qualitative, Quantitative and Combined Methods*. SAGE.
- Hiriyappa, B. (2015). *Management of Motivation and Its Theories*. New York: Routledge.
- Human Resource. (2022). *Human Resource Distribution List 2022*. Nyamira County Assembly.
- Husseina, N., Mohamad, A., Noordin, F., & Ishak, N. A. (2014). Learning Organization and its Effect on Organizational Performance and Organizational Innovativeness: A Proposed Framework for Malaysian Public Institutions of Higher Education. *Procedia - Social and Behavioral Sciences*, 130, 299 – 304.
- Hwang, M. I. (2018). Relationship between Teamwork and Team Performance: Experiences from an ERPsim. *Journal of Information Systems Education*, 29(3), 157-168.
- Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, Organizational Learning, and Performance. *Journal of Business Research*, 64(4), 408-417.
- Johnson, M., Umoh, G. I., & Amah, E. (2016). Training and Employee Work Attitudes of Selected Manufacturing Firms in Port Harcourt. *International Journal of Novel Research in Humanity and Social Sciences*, 3(3).
- Kakui, I. M., & Gachunga, H. (2016). Effects Of Career Development on Employee Performance in The Public Sector: A Case of National Cereals and Produce Board. *Strategic Journal of Business and Change Management*, 3(19), 307-324.

- Kihama, J. W., & Wainaina, L. (2019). Performance appraisal feedback and employee productivity in water and sewerage companies in Kiambu County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5).
- Kirkpatrick, D. L. (2009). *Evaluating Training Programs: The Four Levels: Easyread Super Large 18pt Edition*. Berret-Koheler Publishers.
- Kirkpatrick, J. D., & Kirkpatrick, W. K. (2016). *Kirkpatrick's Four Levels of Training Evaluation*. Alexandria, VA: ATD Press.
- Kurdi, B. A., Alshurideh, M. T., & Alnaser, A. S. (2020). The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning. *Management Science Letters*, 10, 3561–3570.
- Kyule, P. N. (2017). *An Assessment on The Effect of In-Service Training on Employees Performance. A Case of Secretaries in Baringo County, Kenya*. Kisii University. Retrieved from http://library.kisiiuniversity.ac.ke:8080/xmlui/bitstream/handle/123456789/479/P_HOETH%20THESIS.pdf?sequence=1&isAllowed=y
- Lacerda, R., Ensslin, L., Krüger, A. C., & Ensslin, S. (2017). Performance Evaluation in the Brazilian Public Sector. *Public Administration Research*, 6(1).
- Laing, I. F. (2010). *The Impact of Training and Development on Worker Performance and Productivity in Public Sector Organizations: A Case Study of Ghana Ports and Harbours Authority*. Institute of Distance Learning-KNUST. Retrieved from <http://129.122.16.11/bitstream/123456789/628/1/Irene%20Ferguson%20Laing.pdf>
- Leavy, P. (2017). *Research Desig: Quantitative, Qualitative, Mixed Methods, Arts-Based, and Community-Based Participatory Research Approaches*. New York: Guilford Press.
- Leisink, P., & Steijn, B. (2009). Public service motivation and job performance of public sector employees in the Netherlands. *International Review of Administrative Sciences*, 75(1).
- McGrath, J., & Bates, B. (2017). *The Little Book of Big Management Theories and How to Use Them*. Harlow: Pearson Education Limited.
- Mohammad, Q. (2019). *Factors affecting employee's performance: A case of Kabul-based government employees*. 2019. Kardan Univer. Retrieved from https://www.researchgate.net/publication/337561396_Factors_affecting_employee's_performance_A_case_of_Kabul_based_government_employees_Factors_affecting_employee's_performance_A_case_of_Kabul_based_government_employees
- Mohamud, A. M. (2014). *The Effect of Training on Employee Performance in Public Sector Organizations in Kenya. The Case of Nhif Machakos County*. University Of Nairobi. Retrieved from http://erepository.uonbi.ac.ke/bitstream/handle/11295/73664/Mohamud_The%20effect%20of%20training%20on%20employee%20performance%20in%20public%20sector%20organizations%20in%20Kenya.the%20case%20of%20nhif%20Machakos%20county.pdf?sequence=4
- Mohanty, P. C., Dash, M., Dash, M., & Das, S. (2019). A study on factors influencing training effectiveness. *Espacio*, 4(2).

- Muganyizi, E. E. (2018). *The Impact of Training on Staff Performance in Public Sector Organizations: A Case of Immigration Department*. University Of Tanzania. Retrieved from <http://repository.out.ac.tz/2172/1/Evangelina-%20DISSERTATION-06-02-2018.pdf>
- Mugenda, O., & Mugenda, A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Africa Center for Technology Studies.
- National Council for Law Reporting. (2017). *County Government Act No. 17 of 2012*. Retrieved from http://www.parliament.go.ke/sites/default/files/2017-05/CountyGovernmentsAct_No17of2012_1.pdf
- Nwokeiwu, J. (2013). *Development And Performance in A Public Corporation: Case Study of The Nigerian Railway Corporation*. University of Kwazulu-Natal Training. Retrieved from https://ukzn-dspace.ukzn.ac.za/bitstream/handle/10413/13248/Nwokeiwu_Johnson_2013.pdf?sequence=1&isAllowed=y
- Panchenko, D. (2013). *The Sherrington-Kirkpatrick Model*. New York: Springer.
- Punia, B., & Kant, S. (2013). A Review of Factors Affecting Training Effectiveness Vis-À-Vis Managerial Implications and Future Research Directions. *International Journal of Advanced Research in Management and Social Sciences*, 2(1).
- Rodriguez, J., & Walter, K. (2017). The Importance of Training and Development in Employee Performance and Evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 2016 - 221. Retrieved from https://www.researchgate.net/publication/332537797_The_Importance_of_Training_and_Development_in_Employee_Performance_and_Evaluation
- Temesgen, M. (2020). *The Impact of Work Environment on Employees' performance: The Case of Public Sectors in Addis Ababa*. Addis Ababa University. Retrieved from <http://etd.aau.edu.et/bitstream/handle/123456789/23636/Mekdelawit%20Temesgen.pdf?sequence=1&isAllowed=y>
- Thomas, R. (2015). *Employee Performance: The Challenge for Managers in The Free State Public Service*. University of the Free State. Retrieved from <http://scholar.ufs.ac.za:8080/xmlui/bitstream/handle/11660/2323/ThomasR.pdf?sequence=1>
- Truitt, D. L. (2011). The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency. *SAGE Open*, 1(3).
- Walters, K., & Rodriguez, J. (2017). The Importance of Training and Development in Employee Performance and Evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 207 - 212.
- Yaqoot, E. S., Noor, W. S., & Isa, M. F. (2017). Factors Influencing Training Effectiveness: Evidence from Public Sector in Bahrain. *Economica*, 13(2).

Creative Commons licensing terms

Authors will retain copyright to their published articles agreeing that a Creative Commons Attribution 4.0 International License (CC BY 4.0) terms will be applied to their work. Under the terms of this license, no permission is required from the author(s) or publisher for members of the community to copy, distribute, transmit or adapt the article content, providing a proper, prominent and unambiguous attribution to the authors in a manner that makes clear that the materials are being reused under permission of a Creative Commons License. Views, opinions and conclusions expressed in this research article are views, opinions and conclusions of the author(s). Open Access Publishing Group and European Journal of Management and Marketing Studies shall not be responsible or answerable for any loss, damage or liability caused in relation to/arising out of conflict of interests, copyright violations and inappropriate or inaccurate use of any kind content related or integrated on the research work. All the published works are meeting the Open Access Publishing requirements and can be freely accessed, shared, modified, distributed and used in educational, commercial and non-commercial purposes under a [Creative Commons Attribution 4.0 International License \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/).