



Effect of Training on Performance of Employees; A Case of Kenya Petroleum Refineries Limited, Mombasa Kenya

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ABSTRACT

This study aimed to investigate how training affects the productivity of Kenya Petroleum Refineries Limited (KPRL) workers in Mombasa, Kenya. Regarding training methods and training needs analysis, the study concentrated on evaluating KPRL employees' performance. The study was significant to KPRL's management because it offered insightful information about creating and carrying out training initiatives that improve worker performance. The study used a descriptive design and drew inspiration from social learning theory, human capital theory, and Kirkpatrick's Four-Level Model of Training Evaluation. To ascertain the connections between the variables in the study, a quantitative method was applied. The focus of the study was 112 KPRL employees. Using the stratified sampling technique and the Taro Yamane formula, a sample size of 88 was established. A structured questionnaire that the researcher personally administered was used to gather data. Twelve Kenya Petroleum Refineries Limited employees received questionnaires as part of a pilot study. These employees, however, were not included in the actual study. The reliability of the tools used to collect the data was assessed using Cronbach's Alpha. Using SPSS version 29, the researcher performed regression analysis and correlation tests on the collected data to examine the relationships between the variables under investigation. Tables were used to present the results. Based on the findings, the researcher concluded that employee performance is significantly impacted by the training approach selected. The study also showed that by identifying and filling skill gaps, training needs analysis plays a critical role in improving employee proficiency. The study also found that giving staff members access to sufficient and creative training materials improves their performance. The study concluded by emphasizing that training programs that are properly evaluated improve future program development, which in turn improves employee performance. The researcher suggested that KPRL management incorporate technology into the design, execution, and assessment of training initiatives to improve worker performance. The researcher suggested expanding the scope of future studies to include more companies in the oil and gas sector or other industries to assess the results' generalizability in various contexts. Future research on the effects of technology on training should concentrate on how cutting-edge instruments like virtual reality (VR) and artificial intelligence (AI) can improve the efficiency of training delivery, the researcher added.

Keywords; Training, Performance, Training Methods, Training Needs Analysis, Training Resources, Training Evaluation.

1.0 Background of the Study.

Organizations in today's fast-changing business landscape are under continuous pressure to stay competitive and drive innovation (Heinstone, 2021). A primary approach to accomplishing this is by fostering the growth of human capital. Training is increasingly acknowledged as a vital factor in developing human capital. Graham (2022) states that training plays a crucial role in improving employee performance by providing them with the necessary skills, knowledge, and abilities to address both present and future job requirements. The globalization of markets, rapid technological progress, and evolving customer preferences have heightened the necessity for organizations to consistently invest in training and development initiatives. (Yimam, 2022).

Since highly qualified and driven workers typically contribute more successfully to accomplishing organizational goals, employee performance and organizational success are closely related. Effective training programs aid in closing the skills gap between an employee's current abilities and what they need to do their job well (Evanson, 2019). These programs raise employee morale, motivation, and job satisfaction in addition to improving job-related competencies, which raises retention and productivity rates. Silas, 2023).

Historically, many organizations viewed training as a cost rather than an investment, with little emphasis on measuring its long-term effects on performance (Johnson & Buffet, 2021). However, the current trend has shifted with businesses recognizing the importance of aligning training initiatives with organization goals to maximize return on investment (Farooq & Allen, 2019). Furthermore, training has evolved beyond traditional classroom settings, with methods such as e-learning, on-the-job training, and blended learning becoming more prevalent, offering flexible and personalized development opportunities for employees (Owens, 2019).

Despite the growing emphasis on training, a significant challenge remains to ensure that these training programs effectively enhance employee performance. Poorly planned or irrelevant training can lead to minimal impact, wasted resources, and demotivated employees (Rosser and Johnsrud, 2019). Thus, understanding the specific effects of training on employee performance is critical for organizations to tailor programs that meet the needs of both employees and the organization.

In the United Kingdom, training and development are widely recognized as key contributors to enhancing employee performance and consequently, overall organizational productivity. Rapidly growing companies in the United Kingdom (UK) view training as a strategic investment that not only enhances performance but also fosters competitive advantage in their industry. Monzo Bank is a prominent example of a rapidly growing institution in the United Kingdom. The bank is one of the leading digital banks in the United Kingdom with a large clientele base in 4 countries which include; England, Scotland, Wales, and Northern Ireland. Monzo has experienced substantial growth due to its innovative approach to banking and a strong focus on employee development, which has been crucial in maintaining a competitive performance in the fast-moving financial technology (fintech) sector.

Monzo has created a culture of continuous learning, encouraging employees to pursue both formal and informal learning opportunities. The company offers training programs and access to online learning platforms for employees to upskill or reskill as technology and industry demand. The company emphasizes specialized training programs tailored to specific roles, especially in areas of customer support, engineering, and compliance for new hires. Additionally, the new hires undergo a well-organized induction program that covers company culture, values, and the technical skills needed to excel in their roles. This has ensured that the company has maintained High-Performance Teams (HPT).

Many highly performing companies in UK have prioritized on diversity and inclusivity as core aspect of human capital development. This includes the unconscious bias training, ensuring hiring practices encourage diversity and creating a supportive environment for all employees. Additionally, the said companies implement a specialized training for all new hires geared toward ensuring that the new recruits on board well in the company, conform to the high performance culture and nourish their competency in their assigned roles. It is notable to note that UK being a composition of 4 major countries is recognized globally for its high Gross Domestic Product. To be on this global ladder, it is notable to posit that investment in human capital by maximizing on the return on investment for training and developments offered to the divergent UK workforce (Fletcher & Wilson, 2021).

In Nigeria, the contribution of training to human capital development and performance is increasingly recognized as vital for economic growth and societal progress. With Nigeria's young population and a significant youth unemployment rate, investing in training programs is viewed as a way to equip individuals with the skills necessary for job market, thereby boosting economic growth. Nigeria faces a considerable skills gap, particularly in sectors like technology, healthcare and manufacturing. Training initiatives are crucial in addressing this gap, ensuring that graduates and workers have the relevant skills needed by employers (Odupele, 2019). Odupele further asserted that public and private sector collaborations are increasingly focused on developing targeted training programs to meet industry demands.

According to Nwankwo (2021) majority of Nigerian elite population working in corporate sector have requisite training needed to perform in their roles. Nwankwo further posited that on contrary, many Nigerians who have turned to entrepreneurship due to the limited formal employment opportunities have no requisite training required to succeed in their entrepreneurship journey. To bridge this gap, Nigerian government has highly invested in establishing many institutions of higher learning and technical vocational training centers across various states (The Guardian Newspaper, 2024). As of 2024, there are approximately 220 universities in Nigeria consisting of 47 federal universities and 50 state universities and over 80 private universities (The Guardian Newspaper, 2024). The high number of the institutions of higher learning in Nigeria shows the contribution of the Nigerian government toward leveraging skills in its large and growing population. Nigeria is considered as the top country in Africa with the highest GDP. According to the Punch Daily, 2024, Nigeria is the only country with four biggest and operational crude oil refineries namely; Port Harcourt, Warri, Kaduna and Dangote refinery. The Punch Daily further notes that the growing number of crude oil refineries in Nigeria is attributed to the Country richness in crude oil. Working in various refinery plants in Nigeria calls for specialized level of skills. The refinery plants in Nigeria greatly invest in specialized and elaborate trainings to ensure that the employees have adequate level of competency required to perform in their roles. (Onwasu, 2024). Onwasu further examined that a mandatory Healthy and Safety Environment program is compulsory training that every recruit has to undergo while those working on the main refinery plant have to be trained for at least six months to equip them with the necessary skills. This is great show of how the country view training as not only an investment by the company but also a driver of high performance by employees.

In Kenya, the contribution of training to employee performance and development is viewed as crucial for economic growth, social development and competitiveness in the global market. With a significant portion of Kenya's population being young, training initiatives are vital for addressing high youth unemployment rates. Vocational training and apprenticeship programs are increasingly recognized as effective ways to equip young people with practical skills that meet the demands of the job markets (Gichangi, 2020).

The Kenyan government has been encouraging partnerships between the public and private sectors to enhance training programs. Collaborations with businesses and industry leaders help ensure that training aligns with market needs, thus improving the employability of graduates (Mariam & Diana, 2022). The Kenyan government has implemented various policies aimed at promoting human capital development through training. For instance, the Kenya Vision 2030 strategy emphasizes the importance of education and skills development as critical components of national development. Notwithstanding the positive view of the country on contribution of training on developing a high performance workforce, changes in political regimes has affected the development of human capital. In the middle of year 2024, the Kenyan government announced austerity measures in all the government ministries, parastatals and state agencies aimed at scaling down the country annual budget. Due to this move, some institutions fully scrapped off the staff training and development budgets while others limited training programs to professional bodies. For instance, at Technical University of Mombasa Enterprises Limited, the staff training and development budget for financial year 2024/2025 was scrapped off. (TUM Enterprises, 2024). Such action

come with drastic effects on human capital development owing to the significant role that training plays as mentioned in the global and regional view of training and employee performance. This study examined how training affects employee performance by specifically examining the training methods and training needs analysis.

Kenya Petroleum Refineries Limited, a fully owned government entity based in Changamwe, Mombasa along the refinery road was chosen as the case study. The research did not only examine the effects of training on the performance of employees but also explored how organizations can leverage training to enhance their workforce overall contribution to the organization strategic goals and long-term plans.

1.1 Statement of Problem

In today's competitive business environment, organizations are seeking ways to improve performance and productivity. Training has long been recognized as a key driver of employee performance and organizational success (Rayson 2019). According to Mazrui (2024), the oil and gas industry in Kenya where Kenya Petroleum Refineries Limited falls under, is dominated by over 200 companies, and for the period between 2010 and 2024, about 124 Oil Marketing Companies (OMC's) have shut down their operations in Kenya. Previous research studies which have been done in organizations dealing in oil and gas in Kenya, have based their research work leadership, employee relation practices, recruitment strategies, work-life balance and the influence of performance appraisal in organization and employee performance. Despite these studies expounding how the above human resource management aspects affect organizational and employee performance in oil and gas industries and giving the remedies for identified gaps, many organizations have continued to experience challenges with high employee turnover, inconsistent performance, poor labour relations, poor quality output, persistent employee disengagement and inefficiency in operations. This implies that the primary cause of these difficulties may not have been in the areas examined in the aforementioned studies, creating a research gap in analyzing how employee performance is affected by training, with Kenya Petroleum Refineries Limited in Mombasa selected as a case study for this study. After providing justification for the research's motivation, the study aimed to investigate the connection between employee performance and training by examining the impact of training methods, training need analysis, training resources, and training evaluation on employee performance. By comprehending these dynamics, this study provided important insights into how businesses can maximize their training initiatives to develop a workforce that is more knowledgeable, engaged, and productive—thus improving employee performance overall.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

The study was grounded on the following 3 theories:

2.1.1 Social Learning Theory

In the workplace, training programs that incorporate elements of social learning can significantly impact employee performance. Employees learn from their colleagues, superiors and mentors and they apply the observed skills to their work. In the context of this study, social learning theory is very relevant to this study in various ways. To begin with, social learning theory acknowledges that individuals acquire knowledge, skills, or behaviors by observing others. This observation will be relevant as it supports as it gives a clear conceptualization of how employees are imparted with skills through various training methods. Secondly, the theory denotes that after observing others perform a job, individuals imitate the behavior with repeated practice which in turn leads to improved performance. This notion will guide this study in examining how skills imparted to the employees translate to job performance. The theory also emphasizes that reinforcement whether positive or negative influences how well new behaviours are adopted. This is relevant in this study by gauging how the specific training methods under study influence behavioural changes in employees and whether this in turn affects the performance of those employees. Finally, the theory posits that a supportive environment facilitates learning.

2.1.2 Human Capital Theory

The Human Capital Theory, developed by Becker in 1964, is one of the most widely accepted theories to explain the relationship between employee performance and training. The theory states that investing in education, training, and skill development increases people's productivity and efficiency, which further enhances organizational performance. According to this theory, training is an investment in human capital meant to ensure skill development and, ultimately, enhance job performance.

The relevance of human capital theory to this study cannot be overlooked. To begin with, the theory view of training as an investment that enhances skill improvements and job performance is very crucial to this study. This is because, the above view will help to conceptualize each independent variable in this study (training methods, training need analysis, training resources, and training evaluation) to determine their influence on the dependent variable. The theory of human capital has asserted that training is done to achieve specific intended outcomes which this study will establish in relation to enhancing the performance of employees.

Secondly, skill acquisition is another component of human capital theory which significant to this study. The theory observes that training provides employees with new skills and knowledge that make them more competent in their roles. The component of skill acquisition cuts across all the independent

variables and therefore, the researcher will use the foundation view of this notion to assess the role of every independent variable in enhancing skill acquisition. For this study, skill enhancement will be measured by metrics such as task efficiency, goal achievement, and quality of work output.

2.2 Empirical Literature Review

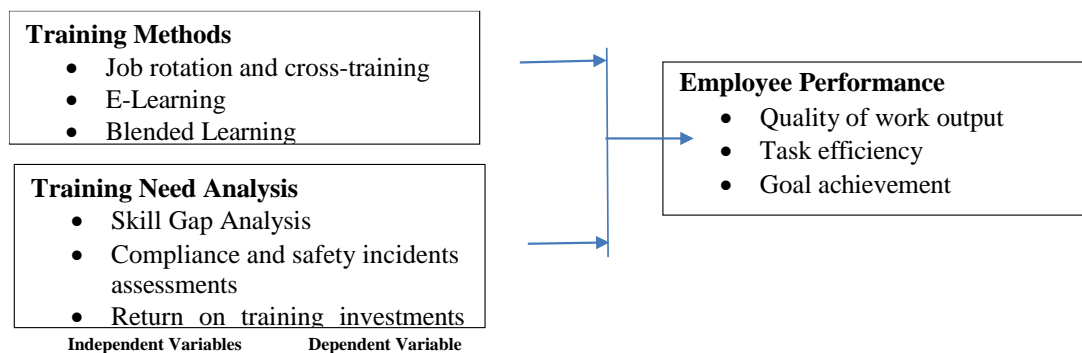
2.2.1 Training methods and performance of employee

William (2023) conducted a study on how employee performance is affected by training techniques. Information from 76 respondents was gathered using an online survey template. Both qualitative and quantitative methods were applied to the data analysis. The study concluded that training techniques have a big impact on how well employees perform, and that training techniques that foster creativity and apply theoretical knowledge to real-world tasks improve skill mastery and boost employee performance. The study also pointed out that variables like employee productivity and efficiency affect how well employees perform. While the finding by William are very valid, one of the gaps noted in his study was the limitation of comparison of the diverse training methods as his study focused on classroom based learning, and on-the-job training and ignoring other forms of training like e-learning and blended approach. This limited the understanding of which methods are most effective for specific tasks or employee groups and failed to offer guidance on the best training methods for particular roles or industries. To address this gap, this study diversified the focus on other forms of training like job rotation and cross training, blended approach and e-learning to understand their effectiveness and validity for use in various industries.

2.2.2 Training needs analysis and performance of employee

Mohammed (2022) studied how employee performance was affected by training needs analysis. In order to look into potential correlations between variables, a survey research design was employed. A questionnaire was used to gather information from 138 respondents in the sample. The data gathered was described and analyzed using both quantitative and qualitative methods. Karl Pearson's correlation coefficient and descriptive analysis were used in the study to examine the findings. Effective training needs analysis is essential for improving employee performance, according to the study. According to the study, training needs analysis improves job competence, employee motivation, and productivity by identifying specific skill gaps and matching training with organizational goals. For this reason, organizations should give priority to training needs assessment in order to develop focused training programs that support employee development and contribute to overall success. Whilst Mohammed's study expounded on the critical role of training need analysis in determining the performance of employees, the study neglected cultural and environmental factors that influence how training need analysis is conducted and its effectiveness. Without considering these factors, it is difficult to understand the variability in training need analysis across different cultural or regional contexts. The researcher mitigated the identified gap by taking into account of all possible factors that influence how training need analysis is conducted and comparing various practices in the markets on conducting an effective training need analysis across cross-cultural and dynamic organizations.

2.3 Conceptual Framework of the Research Study



Source: Researcher (2024)

3. Research Design

The research design is the overall plan or strategy that outlines how a study is to be conducted (Mugenda, 2018). Mugenda asserts that in order to ensure the validity and reliability of the findings, a research design should address every aspect of the study, including sample selection, data collection techniques, data analysis tools, and variable control procedures. This study employed a descriptive research design. Because it can methodically explain characteristics, behaviors, or phenomena in the target population without requiring the manipulation of variables, this study strategy was selected. The researcher was also able to evaluate the correlations between the independent and dependent variables and draw perceptive conclusions about the strength and direction of these correlations to completely comprehend the phenomenon under study. The study identified the ways that training components interact and collectively affect employee performance by looking at a number of training-related aspects.

3.1 Target Population

The wider group that a researcher wishes to sample for research purposes to make inferences that would allow the study's results to be broadly applicable is known as the target population (Kiragu, 2021). Kiragu defines a target population as the total set of people or things under investigation in any field of research that are thought to share a similar trait. 112 employees of Kenya Petroleum Refineries Limited in Mombasa made up the study's target population; 13 of them were in top management, 31 were in middle management, and 68 were in lower management. It was anticipated that the aforementioned population would offer trustworthy data about how training affects worker performance. Their distribution is given in the Table 3.1.

Table 3.1: Target Population

Management level	Total Population
Top management	13
Middle level management	31
Low level management	68
Total	112

Table 3.1: Target Population

Source: Researcher (2024)

3.2 Sample and Sampling Techniques

A sample size is a subset of the population that represents the entire population or any combination of sampling units that does not include the entire set of sampling units that have been designated as the population (Andrew, 2019). Selecting the appropriate sample size for a quantitative survey design is essential to obtaining trustworthy results. The Taro Yamane method was employed in the study to establish the smallest possible sample size.

Sample size (n) = $\frac{N}{1 + N \cdot e^2}$ (Yamane formula)

Where $N = 112$ (population size), $e = 0.05$ (margin error chosen for this study)

$$n = \frac{112}{1 + 112 \times (0.05)^2}$$

$$n = \frac{112}{1 + 0.28}$$

$$= 87.5$$

Final sample size after rounding off = **88 respondents**

Choosing a subset or segment of a larger population to represent the entire population in a research study is known as a sampling technique (Cathy and Somekh, 2019). Because it enables the researcher to conclude a population without surveying every member, the sampling technique is essential. The sample size in this study was established using the Yamane formula, and sample members were chosen from each category (cluster) using stratified random sampling. Based on their managerial level, the staff members were divided into three strata as part of the procedure. After that, the sample number for every stratum was determined and shown in Table 3.2.

Top management = $\frac{13 \times 88}{112} = 10.21$ Then rounding off = **10 employees**

Middle level management = $\frac{31 \times 88}{112} = 25.36$ Then rounding off = **25 employees**

Low level management = $\frac{68 \times 88}{112} = 53.43$ Then rounding off = **53 employees**

Table 3.2: Sample and sampling technique

Management level	Total Population	Sample size
Top Management	13	10
Middle level Management	31	25
Low level Management	68	53
Total	112	88

3.3 Data Collection Instruments

A data collection instrument is a device or tool that researchers use to gather information, measurements, or observations from participants or sources (Cathy and Somekh, 2019). The primary data for the study was collected using a structured questionnaire. A structured questionnaire was employed to streamline data collection and analysis while also saving time and money. According to Cheron (2024), questionnaires allow researchers to collect data consistently, ensuring respondents' comparability and consistency. Therefore, by using the same set of questions for each participant, researchers can lessen bias.

3.4 Data Collection Procedures

This outlines the researcher's techniques to gather the required data or information (Kothari, 2019). The data collection process started as soon as the Human Resource Management Professional Examination Board (HRMPEB) formally authorized the researcher to move forward with the study. The researcher then asked the National Commission for Science, Technology, and Innovation (NACOSTI) for permission to collect data. Following receipt of the HRMPEB letter and study permit, the relevant firm asked for authorization to collect data from the organization. Researcher used questionnaires to gather primary data. The researcher sent a separate questionnaire to each respondent. The surveys that were distributed to the participants were closely monitored by the researcher. To do this, the researcher recorded the number of questionnaires distributed to participants and the number of completed questionnaires returned. The questionnaires were distributed to the sampled respondents using the drop and pick later technique.

3.5 Validity and Reliability

Mugenda (2019) defines validity as the degree to which the phenomenon being studied is faithfully portrayed in the analysis of study results. The tool made sure that the features, standards, and content of the phenomenon being studied were appropriately reflected in the data analysis results. To do this, the researcher consulted subject-matter experts, such as the supervisor and other human resources scholars. This improved the validity of the data collected and made it simpler for the researcher to make the necessary adjustments to the research tool. Reliability refers to the consistency of a measurement, ensuring stable and repeatable results across different scenarios (MasterClass, 2022). Internal consistency reliability examines the degree to which test items measuring the same construct are interrelated, typically assessed using Cronbach's alpha (Royal Society of Chemistry, 2024). This method ensures that individual items on a scale align with the overall concept, producing cohesive results. For instance, if Cronbach's alpha exceeds 0.7, the instrument is deemed reliable for measuring the intended variable.

3.6 Data Analysis and Presentation

The process of giving the vast amount of information that has been gathered structure, order, and meaning is known as data analysis (Somekh et al, 2019). In this study, data analysis included gathering information to make it easier to handle, summarizing it, searching for trends, and using statistical methods. The quantitative data from the study was analyzed using both descriptive and inferential statistics. Descriptive statistics were performed using the Statistical Package for Social Sciences (SPSS) version 29. This version of SPSS was used because it is the most recent and has sophisticated, easy-to-use features. Sample characteristics and noteworthy patterns that surfaced from the data were profiled using descriptive statistics such as mean, frequency, standard deviation, and percentages. Inferential statistics included regression analysis and correlation. Tables were used to show the data. The regression analysis was guided by the regression formula.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y	Represents	Performance of Employees at KPRL, Mombasa
B ₀	Represents	Constant
X ₁	Represents	Training Methods
X ₂	Represents	Training Need Analysis
E	Represents	Error term
β ₁ , β ₂	Represent	Régression Coefficients of Independent Variables

4. DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Pilot Test Results

Twelve employees from Kenya Petroleum Refineries Limited in Mombasa, Kenya, representing a range of management positions, participated in the pilot test. Before the full-scale study was carried out, the test's goal was to assess and improve the research design, procedures, and instruments. The

demographic analysis, questionnaire responses, SPSS data analysis, recommendation, and conclusion of the pilot test results are all included in this instance.

4.1.1 Validity Test Results

The study employed content validity to ensure that the research instruments adequately covered all aspects of the variables under investigation. Content validity was enhanced through consultation with the research supervisor, who provided expert feedback on the relevance and clarity of the questionnaire items. The supervisor's input led to refinements that improved the alignment of the questions with the study's objectives. Additionally, the validity of the instrument was confirmed through a pilot test involving 12 employees from Kenya Petroleum Refineries Limited, who were not included in the main study. The feedback from this test confirmed that the tool effectively captured the intended data dimensions. These steps ensured that the data collected would reflect the study's variables accurately.

4.1.2 Reliability of the Pilot Test Results

The reliability of the research instrument was measured using Cronbach's Alpha, with all variables showing acceptable internal consistency, as shown in Table 4.1.

Table 4.1: Reliability of Pilot Test Results

Variable	No. of Items	Cronbach's Alpha	Recommendation
Training Methods	6	0.762	Acceptable
Training Need Analysis	6	0.813	Acceptable
Performance of Employees	6	0.781	Acceptable

Source: Research Data (2024)

Table 4.1 presents the reliability test results for the study's variables, assessed using Cronbach's Alpha to determine internal consistency. Training Need Analysis had a higher reliability score of 0.813, indicating strong consistency in measuring this variable and its alignment with the study's objectives. Performance of Employees followed with a Cronbach's Alpha of 0.781, reflecting dependable measurement of employee outcomes related to the study variables. Training Methods had a score of 0.762, showing acceptable reliability in assessing the approaches used to enhance employee skills. These findings align with Mugenda and Mugenda (2019), who state that a Cronbach's Alpha of 0.7 or higher indicates a reliable instrument.

4.2 Response Rate

To gather information on how training affects employee performance at Kenya Petroleum Refineries Limited in Mombasa Kenya, the study concentrated on 88 respondents. The surveys were completed and returned by 78 out of the 88 research sample members, yielding a 96.6% response rate. After the researcher personally reminded the respondent over the phone and in person, this acceptable response rate was attained. A response rate of 60 percent is adequate for analysis and reporting, so 96 percent was even better, according to Andre and Clarence (2019). This was a good and representative response rate as shown in Table 4.2.

Table 4. 2: Response Rate

	Sample Size	Completely Filled	Didn't Respond
Frequency	87	78	9
Percentage (%)	100	89.7	10.3

4.3 Demographic Analysis

According to Andre and Clarence (2019), a response rate of 60% is sufficient for analysis and reporting; therefore, 96% was even better. This response rate was good and representative.

4.3.1 Age Brackets of the Respondents

The respondents were split up into four age groups and asked to determine which age group they belonged to. According to the findings, 12 percent of the participants were in the 20–30 age range, 28 percent were in the 31–40 age range, 34 percent were in the 41–50 age range, and 24 percent were over 50. As is common for employees in middle management positions within the company, this indicates that the bulk of Kenya Petroleum Refineries Limited's workforce was between the ages of 41 and 50. Table 4.3 presents the findings.

Table 4. 3: Age Brackets of the Respondents

Age Brackets	Frequency	%
Below 30 Years	10	12.8
31- 40 Years	21	28.2
41-50 Years	27	34.6
50 Years and above	19	24.4
Total	78	100

4.3.2 Gender of the Respondents

The researcher asked the participants to select their gender. According to the results, out of the 78 participants, 33 in 3 percent were women and 66 in 7 percent were men. With a higher proportion of male employees, this distribution shows a slight gender balance within Kenya Petroleum Refineries Limited's workforce. The results are shown in Table 4.4.

Table 4. 4: Gender of the Respondents

Gender	Frequency	%
Male	26	33.3%
Female	52	66.7%
Total	42	100

4.3.3 Highest Level of Education

The researcher asked the participants what their greatest educational attainment was. According to the data, among the respondents, 28.2% had a college degree, 32.1 percent a bachelor's degree, 28.2% a master's degree, and 11.5 percent a PhD. The greater proportion of workers with advanced degrees at Kenya Petroleum Refineries Limited indicates that the company employs a staff with a respectable level of ability. The data documentation is shown in Table 4.5.

Table 4. 5: Highest Level of Education of the Respondents

Level of Education	Frequency	%
Diploma	22	28.2
Bachelor's Degree	25	32.1
Master's Degree	22	28.2
PhD	9	11.5
Total	42	100

4.3.4 Years of Service of the Respondents

The interviewees were questioned by the researcher on how long they had worked at Kenya Petroleum Refineries Limited. The results showed that 10% of the respondents had been employed by Kenya Petroleum Refineries Limited for less than five years, 20% for six to ten years, 26% for eleven to fifteen years, and 42% for sixteen years or more. The workforce often possesses a plethora of institutional knowledge and experience, which may affect how they see and use training, as evidenced by the respondents' varied years of service—the majority having been employed by Kenya Petroleum Refineries Limited for 16 years or more. They might not need the same type of training as workers who haven't been with the organization for a long time because their performance may already profession. Table 4.6 demonstrate a high degree of knowledge in their compiles the results .

Table 4. 6: Years of Service

Years	Frequency	Percentage
Less than 5 Years	8	10.3
6-10 Years	16	20.5
11-15 Years	21	26.9
16 Years and above	33	42.3
Total	42	100

4.4 Analysis of Study Variables (Descriptive Statistics)

The study conducted descriptive statistics on the stud variables and findings presented in the form of percentages, mean, and standard deviation.

4.4.1 Training Methods and Performance of Employees

The purpose of the study was to ascertain how training methods affected the productivity of Kenya Petroleum Refineries Limited's staff in Mombasa, Kenya. The results are shown in Table 4.7.

Table 4. 7: Training Methods and Performance of Employees

Statement	S	A	A	N	D	SD	Mean	Std
	%	%	%	%	%	%		
KPRL emphasizes job rotation and cross training, enabling employees to develop a diverse skillset and enhance their overall performance.	44	38	7	7	4		4.273	0.689
Job rotation and cross-training provide employees with a deeper understanding of organizational processes, fostering alignment with and contributing to the achievement of organizational goals.	37	44	16	3	0		4.145	0.807
Job rotation and cross-training foster employee flexibility, enhancing their adaptability to change and equipping them to handle unexpected challenges more effectively.	44	46	7	3	0		4.307	0.738
E-learning offers a personalized learning pace for employees ensuring better understanding and mastery of the content.	57	37	6	0	0		4.500	0.621
E-learning offers convenience and accessibility of training materials, enabling employees to learn without disrupting their work schedules thereby enhancing their performance.	44	53	3	0	0		4.403	0.557
E-learning allows employees to revisit modules or materials as needed, reinforce learning, enhancing long-term knowledge retention and improving overall performance of employees.	45	51	4	0	0		4.452	0.592

KPRL incorporates blended learning, combining diverse formats that create interactive and engaging experiences that enhance understanding and knowledge retention.	37	34	10	16	3	3.855	1.185
Blended learning tailors training to the specific needs of employees and their job roles, ensuring targeted skill development and enhanced performance	37	44	16	3	0	4.145	0.807
Blended learning stimulates creativity, fosters innovation and ensures consistency and standardization of training leading to improved performance of employees.	50	31	15	4	0	4.258	0.876

With an emphasis on job rotation, cross-training, e-learning, and a blended approach, the study aimed to determine the effects of training approaches on the performance of Kenya Petroleum Refineries Limited employees. According to the results (mean of 4.273 and standard deviation of 0.689), 82% of respondents thought that KPRL enhances overall performance by increasing staff skill variety through cross-training and job rotation. The majority of respondents (mean of 4.145, standard deviation of 0.807) believed that job rotation and cross-training help people better understand organizational processes, which promotes alignment with and helps achieve organizational goals. Ninety percent of respondents agreed that job rotation and cross-training help employees become more flexible by improving their ability to adjust to change and better prepare them to deal with unforeseen obstacles. The mean score was 4 points 307 with a standard deviation of 0.738.

Additionally, 94 percent of respondents agreed that e-learning gives workers a customized learning pace, enhancing their understanding and mastery of the material (mean score of 4.500, standard deviation of 0.621). 97 percent of respondents, with a mean score of 4 points 403 and a standard deviation of 0 points 557, stated that e-learning offers easily accessible and convenient training materials, enabling employees to study without disrupting their work schedules and enhancing performance. 96 percent of respondents agreed that e-learning helps staff members to reinforce learning, enhance long-term knowledge retention, and review modules or materials as needed, all of which improve overall performance (mean of 4.452 and standard deviation of 0.592). According to Kasanga (2022), e-learning eliminates the need for a physical classroom and offers a platform for accessing a variety of online libraries, research papers, and forums that equip employees with the skills they need to perform their jobs. These findings are in line with their findings.

4.4.2 Training Need Analysis and Performance of Employees

The respondents were asked to rate their agreement with the claim that the performance of Kenya Petroleum Refineries Limited employees in Mombasa, Kenya, is impacted by training needs analysis. The results are displayed in Table 4.8.

Table 4. 8: Training Need Analysis and Performance of Employees

Statement	S	A	N	D	SD	Mean	Std
	%	%	%	%	%		
KPRL conducts skill gap analysis which assesses employees' proficiency in key skills, enabling skill enhancement and improving overall performance.	48	33	14	5	0	4.238	0.914
Skill gap analysis aligns employee skills with business goals, enhancing workforce effectiveness and efficiency, which ultimately boost the performance of employees.	52	28	16	4	0	4.137	0.882
Skill gap analysis boosts competency and confidence by addressing skill gaps, leading to enhanced productivity and improved performance	57	32	11	0	0	4.177	0.932
KPRL conducts compliance and safety incident assessments which ensure a safe work environment, promoting effective employee performance.	53	34	13	0	0	4.284	0.861
Frequent compliance and safety incident assessments raise awareness and accountability, encouraging employees to follow best practices, which leads to improved performance.	38	40	8	14	0	3.992	1.071

Regular compliance and safety incident assessments help prevent incidents, ensuring continuous and efficient work output.	40	45	10	5	0	4.139	0.893
KPRL carries out a return on training investment analysis to enhance training effectiveness, which in turn improves the performance of employees.	43	37	6	9	5	4.206	0.918
Return on training investment analysis helps to optimize resource allocation ensuring employees receive high-quality learning experiences that improve their performance	40	42	12	6	0	3.973	1.073
Return on training investment analysis helps identify skill gaps, allowing for adjustments and a focused approach on areas that have greatest impact on employee performance	44	46	7	3	0	4.307	0.738

In order to ascertain the effect of training requirement analysis on employee performance at Kenya Petroleum Refineries Limited, the study focused on skill gap analysis, compliance, and safety incident evaluations, and return on training investment analysis. 81% of respondents agreed that KPRL uses skill gap analysis to assess employees' proficiency in critical skills, with a mean score of 4 points 238 and a standard deviation of 0 points 914. Additionally, 81% of respondents agreed that skill gap analysis helps employees match their skills with company objectives, increasing workforce effectiveness and efficiency and ultimately improving performance. Resolving skill gaps and increasing competency and confidence are two ways that skill gap analysis enhances performance, according to 89% of respondents. The findings corroborate the claims made by Mutave and Macharia (2019), who asserted that the effective application of skill gap analysis enhances employee competency by filling in skill gaps and ensuring that the workforce possesses the necessary abilities to achieve strategic objectives, thereby enhancing the alignment between individual performance and organizational success.

Additionally, 87 percent of the respondents agreed that KPRL performs compliance and safety incident evaluations that ensure a safe workplace and thereby promote effective employee performance, with a mean score of 4.284 and a standard deviation of 0.861. 78 percent of respondents agreed that regular compliance and safety event evaluations improve knowledge and accountability, which in turn encourages staff to follow best practices, leading to improved performance (mean score: 3.992, standard deviation: 1.071). Additionally, 85 percent of respondents stated that regular compliance and safety incident assessments help, with a mean score of 4.139 and a standard deviation of 0.893. These results are consistent with those of Kabasa and Ngunjiri (2021), who noted that frequent evaluations of safety and compliance incidents aid in identifying possible hazards and non-compliance areas, lowering risks and averting occurrences. Kabasa and Ngunjiri went on to say that regular evaluations of safety events and compliance improve worker safety and well-being and increase productivity.

4.4.3 Performance of Employees

In Mombasa, Kenya, the respondents were asked to rate their agreement with the performance of the workers of Kenya Petroleum Refineries Limited. The results are shown in Table 4.11.

Table 4. 11 Performance of Employees

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Over the past two years, KPRL employees have consistently delivered higher-quality work output.	51	30	14	5	0	4.386	0.819
KPRL employees have demonstrated increased productivity in their work over the past two years.	44	45	7	4	0	4.169	0.903
KPRL employees have consistently achieved high task efficiency in their work over the past two years.	40	43	10	7	0	4.484	0.609
KPRL employees have demonstrated increased goal achievement over the past two years	44	52	4	0	0	4.475	0.583

The purpose of the study was to determine how well Kenya Petroleum Refineries Limited staff performed. 89% of respondents agreed that KPRL employees have shown increased productivity in their work over the past two years, 83% agreed that employees have consistently achieved high task efficiency in their work over the past two years, 96% agreed that employees have demonstrated increased goal achievement over the past two years, and 81% agreed that employee performance has consistently delivered higher-quality work output over the past two years.

4.5 Inferential Analysis

By applying probability theory to ascertain the likelihood that patterns or trends seen in a sample are representative of the population as a whole, inferential statistics enables researchers and analysts to draw conclusions, predictions, or inferences about a population from data gathered from a sample (Gacheri, 2019).

4.5.1 Correlation Analysis

A statistical method for measuring and assessing the direction and degree of a relationship between two or more variables, correlation aids in establishing if and to what extent variables are related (Mukami, 2021). With Pearson's correlation coefficient (r) serving as a gauge of the degree of relationship between the two variables, the study used Pearson correlation analysis.

According to the results, there is a significant positive correlation between Kenya Petroleum Refineries Limited employees' performance and their training methods ($r=0.722$; $p<0.05$). Employee performance is expected to be significantly improved by better or customized training techniques, according to the statistical significance ($p<0.05$) and strong positive correlation ($r=0.722$). The results provide credence to the notion that funding successful training initiatives improves employee performance. As the training programs would be customized to give the employees the necessary abilities, the results support Forson's (2019) suggestion that investments in customized training approaches improve employee performance.

The results also showed that employee performance at Kenya Petroleum Refineries Limited and the training need analysis were strongly positively correlated ($r=0.719$; $p<0.05$). The statistical significance ($p<0.05$) and high positive correlation ($r=0.735$) suggest that executing an effective training need analysis is closely associated with improved employee performance. The findings emphasized how crucial it is to pinpoint employees' precise training needs in order to make sure that training initiatives are powerful and pertinent, which will eventually result in better job performance. These results are consistent with those of Austin and Lenny (2022), who claimed that by detecting and utilizing employees' skill gaps, an efficient need analysis improves employee performance.

Table 4. 12: Correlation Matrix

		Training Methods	Training Need Analysis
Training Methods	Pearson Correlation Sig. (2-tailed) N	1 78	
Training Need Analysis	Pearson Correlation	.336	1

Multiple Regression

This statistical method is employed in studies to investigate the connection between two or more independent variables and one dependent variable. Hannington (2019). Multiple regression analysis was used in the study to determine how independent variables affected the dependent variable.

4.5.2 Model Summary

The researcher's goal was to find R^2 's value. The percentage of the dependent variable's variance that can be accounted for by the independent variables is known as the R-squared.

The two independent variables (training methods, and training need analysis) and employee performance at Kenya Petroleum Refineries Limited are strongly correlated, as shown in table 4.12, according to the study's R-squared regression value of 0.785. This suggests that whereas other factors share a variation of 39%, training methods and training needs analysis share a variation of 61% in employee performance at Kenya Petroleum Refineries Limited. Table 4.13 displays the results of the model summary.

Table 4. 13: Model Summary

Model	R	R Square	Adjusted R Square	RStd. Error of the Estimate	Sig. F Change
1	.785 ^a	.616	.600	.6193	.000

4.5.3 Analysis of Variance

The researcher used analysis of variance in this study to assess whether the model used was good fit for data. The findings of the analysis of variance are shown in Table 4.14

Table 4. 14: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.867	3	15.955	39.4671	.000 ^b
1	Residual	30.132	74	.350	
Total	77.999	77			

- a. Dependent Variable: Performance of Employees at KPRL in Mombasa Kenya
- b. Predictors: (Constant), (Training Methods, Training Need Analysis).

From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the two independent variables (training methods, training need analysis) affect performance of employees at Kenya Petroleum Refineries Limited. Further, the F-value was 39.4671 which asserts that the model was fit in predicting the effect of the independent variables on dependent variable.

4.5.4 Overall Model

Table 4.15 shows the overall significant test results for the hypothesized research model

$$Y = 0.121 + 0.198X_1 + 0.400X_2 + \dots$$

The above regression model provides insights into how various training-related factors (independent variables) influence performance of employees (dependent variable) at Kenya Petroleum Refineries Limited. The intercept 0.121 represents the baseline level of performance of employees when all independent variables (X_1 and X_2) are zero.

Each coefficient indicates the expected change in performance of employees (Y) for one-unit increase in the respective independent variable, holding all other variables constant. From the study, a one –unit increase in the effectiveness or use of training methods, will induce an increase in the performance of employees at Kenya Petroleum Refineries Limited in Mombasa, Kenya by 0.198 unit. This suggest that improving or employing effective training methods positively affects the performance of employees at KPRL in Mombasa, Kenya. These findings are in line with Yakow (2022) who demonstrated that employment of effective training methods impacts the performance of employees positively.

A one-unit improvement in conducting training need analysis cause an increase in performance of employees at Kenya Petroleum Refineries Limited in Mombasa, Kenya by 0.400 unit, holding all other variables constant. This coefficient is the largest, indicating that identifying and aligning training with employee needs has the most significant effect on performance of employees at KPRL in Mombasa, Kenya. The study findings are in line with Kioko (2022) who asserted the critical role that training need analysis plays by confirming that effective training need analysis positively affect the performance of employees.

5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings of the Research Study

5.1.1. Training Methods and Performance of Employees

According to the report, KPRL places a strong emphasis on cross-training and job rotation. The study also found that cross-training and job rotation help workers build a variety of skills that improve their performance as a whole. The study also discovered that cross-training and job rotation provide workers a better grasp of organisational procedures, which promotes alignment with and helps the organisation reach its objectives. Additionally, the study found that cross- training and job rotation help employees become more flexible, which improves their capacity to adjust to change and better prepares them to

deal with unforeseen obstacles. The survey also found that e-learning allows employees to learn at their own speed, which improves comprehension and material mastery. Additionally, the study revealed that E-learning offers convenience and accessibility of training materials, enabling employees to learn without disrupting their work schedules thereby enhancing their performance. Finally, under the E-learning, the study revealed that E-learning allows employees to revisit modules or materials as needed, reinforce learning, enhance long-term knowledge retention and improving overall performance. Under blended learning approach, the study revealed that KPRL incorporate the said approach, combining diverse formats that create interactive and engaging experiences which enhance understanding and knowledge retention. The study also revealed that blended learning tailors training to specific needs of employees and their job roles, ensuring targeted skills development and enhanced performance. Lastly, the study revealed that blended learning stimulates creativity, fosters innovation and ensures consistency and standardization of training leading to improved performance of employees.

5.1.2 Training Need Analysis and Performance of Employees

The study revealed that KPRL conduct skill gap analysis to assess employees' proficiency in key skills thereby enabling skill enhancement and improving overall performance. The study also revealed that by conducting skill gap analysis, employee skills are aligned with business goals, enhancing workforce effectiveness and efficiency which ultimately boost performance of employees. Additionally, the study revealed that skill gap analysis boosts competency and confidence of employees by addressing skill gaps which leads to enhanced productivity and performance of employees. The study further found out that KPRL conducts compliance and safety incident assessments to ensure a safe work environment thereby promoting effective performance of employees. The study also revealed that by having frequent compliance and safety incident assessments, accountability and awareness are fostered, encouraging the employees to follow best practices leading to improved performance. Finally, under the compliance and safety incidents assessments, the study revealed that regular compliance and safety incidents assessments ensures continuous and efficient work output. The study also revealed that KPRL carries out return on training investment analysis to enhance the effectiveness of training which in turn improve performance of employees. Additionally, the study revealed that return on training investment analysis helps to optimize resource allocation, ensuring that employees receive high-quality learning experiences that improve their performance. Finally, the study revealed that return on training investment analysis helps to identify skill gaps, allowing for adjustments and focused approach on areas that have greatest impact on employee performance.

5.2 Conclusion of the Research Study

The researcher made the following conclusions based on the findings of the study;

5.2.1 Training Methods and Performance of the Employees

According to the study, job rotation and cross-training are essential for developing a deeper comprehension of organizational procedures and employee roles as well as for assisting in the alignment of employee competencies with the organization's ultimate goals and objectives. The study also found that e-learning is important because it provides employees with convenient and easily accessible learning resources, allowing them to learn without interfering with their work schedules and improving employee performance. Finally, the researcher concluded that the blended learning approach plays a critical role stimulating creativity, fostering innovation and ensuring consistency and standardization of training, ultimately enhancing performance of employees.

5.2.2 Training Need Analysis and Performance of Employees

The researcher concluded conducting skills gap analysis is very significant in boosting the competency and confidence of employees by identifying and addressing of skill gaps, which ultimately enhance the productivity and performance of employees. The study further concluded that conducting regular compliance and safety incidents assessments is crucial in creating a safe work environment, creating accountability and promoting effective performance of employees. Lastly, the researcher concluded that carrying out a return on training investment analysis is essential in identifying skill gaps and allowing for adjustments of training programs to ensure that an organization focuses on training programs with the greatest impact on the performance of employees.

5.3 Recommendations of the Research Study

5.3.1 Training Methods and Performance of Employees

The researcher recommends that the management of KPRL should incorporate technology-based training, integrating E-learning platforms and virtual training modules to provide advanced flexibility and access to learning opportunities for tech-savvy employees to leverage advancing technology. The researcher also recommends that the KPRL management team to emphasize on practical application of skills by including case studies and hands-on activities to bridge the gap between theoretical knowledge and real-world application to ensure that employees effectively translates skills into improved performance.

5.3.2 Training Need Analysis and Performance of Employees

In order to expedite the TNA process and enable real-time analysis of skills gaps and training requirements, the researcher advises KPRL management to employ digital tools and data analytics. In order to guarantee that training programs are in line with organizational goals and employee skill gaps, the

researcher further suggests that KPRL management incorporate training need analysis (TNA) into organizational strategy by making it a required step in the training development process.

5.4 Implication of the Research Study on the Human Resource Practice.

These study findings have numerous significance for human resource practice in the organizations, particularly in the areas of training design, implementation, and evaluation in various ways. To begin with, the study underscores the importance of adopting appropriate training methods that align with employee learning styles and job roles. HR practitioners should consider incorporating a mix of integral interactive methods such as E-learning and Blended approaches to maximize knowledge retention and skill application

Secondly, the research study emphasizes the critical role of training need analysis in identifying specific performance gaps. The HR departments should integrate TNA into their talent management strategies to ensure training programs are targeted and relevant to both individual and organizational goals. By emphasizing the impact of training resources on employee performance, the research study also emphasizes the best use of training resources. To increase the effectiveness of training initiatives, HR professionals should make sure that sufficient and current resources, including technology, training materials, and qualified trainers, are available.

5.5 Recommendation for Further Research

The study looked into how Kenya Petroleum Refineries Limited employees performed after receiving training. Therefore, to determine whether the results are generalizable across various contexts, the researcher suggests that future research expand the study's scope to include additional businesses in the oil and gas industry or other industries. The researcher also suggests more research to examine the role of technology in training by examining how cutting-edge technologies like artificial intelligence (AI) and virtual reality (VR) improve training delivery and the ensuing effects on employee performance.

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