



**THE EFFECT OF TRAINING ON EMPLOYEE
PRODUCTIVITY IN COUNTY GOVERNMENTS OF
THE LAKE REGION ECONOMIC BLOC IN KENYA**

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Abstract:

This study assessed the effect of training on employee productivity. The research was anchored on human capital theory, resource-based theory, and equity theory. The study adopted an explanatory research design. The target population of the study comprised 14 county governments of the Lake Region Economic Bloc in Kenya, from which 575 employees were selected. A simple random sampling technique was used to select the respondents. To determine the sample size, Fisher's formula was used to arrive at a sample size of 257 employees. Primary data were collected using a structured questionnaire consisting of close-ended questions. Quantitative data were analyzed using inferential statistics. Inferential statistics comprised linear regression analysis. The linear regression results indicated that training ($\beta = 0.698$, $p < 0.05$) had a positive and statistically significant effect on employee productivity. The findings provide guidance to policymakers and county managers in improving HR strategies, enhancing staff performance, and boosting service delivery.

JEL: M12, M50, M52, M53, M54

Keywords: training, employee productivity & lake region economic bloc

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1. Introduction

An organization's success mostly depends on its employees. The level of employee productivity determines the level of organizational success in any industry. Exploring and understanding those factors that affect employee performance and hence productivity is of major concern in every organization worldwide. Globally, private and public organizations have constantly been challenged by different environmental forces, various business complexities, technological advancement, globalization, climate change, and shifting customer preferences that push them to relook at how they do business. Obtaining efficiency, employee productivity and sustaining performance goals has become a key concern to county governments in the lake region economic block (LREB) (Dessler, 2017).

Governments all over the globe are increasingly under pressure from their residents to show productivity results from the resources collected in taxes, and to be accountable for the promises made in their political manifestos, development plans, electoral pledges, and commitments. In addition, citizens demand for transparency on the impact of government's interventions in improving its citizenry quality of life. Paradoxically, the government's resource basket has not expanded in sequence with these demands which implies pressure to do more with less. In an era marked with rising demand to governments to provide quality services and flat revenues, it is critical to ensure optimal employee productivity. Improved employee productivity helps government to be excellent in provision of quality services to its citizens efficiently and effectively (Sabiou et al., 2019).

Employee productivity is vital for the success of every organization in this dynamic environment. Therefore, organizations worldwide have various ways of enhancing the productivity of the human resources although the ways vary from one organization to another depending on the actual functions of each organization. Employee productivity is basically related to performance in terms of individual goals and this can be measured through performance appraisals. The key measure of productivity is the rate of completion of assigned tasks, the accuracy and deliverability of such tasks (Cole, 2018).

Effective productivity of an employee on a given job or task is strategic input in steering any organizations success thus, elements that give rise to enriched performance must be dissected in a more critical dimension by the institutions for success, advancement and growth. Productivity of an employee is seen an issue of momentous vitality for employers, managers and the entirety of an organization as well. Employee productivity embodies the all-encompassing belief of the personnel in relation their conduct and aids in the direction of the achievement of the organization. Employee productivity can be enhanced by means of regular training and appraisal (Cole, 2018).

Measures of employee productivity are core job performance, that includes in-role performance, branded into equally targets-specific and wide-ranging organizational citizenship. Therefore, productivity of an employee gives room for innovativeness among

employees and general firm's performance and innovativeness. Productivity of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the organization's goals and mission. The atmosphere at which employees perform tasks and other schedules, relationship with bosses, co-employee relationship and that of team, compensation procedure, and engagement of an employee are determining factors for high productivity (Ayesha, 2019).

The credibility of any public service is derived from the ability to respond effectively to the needs of its people. The tasks of public organizations are often deeper-reaching than those of private-sector organizations in order to promote general social welfare as well as to protect society and every person within it. The demand for public sector goods and services has increased because of the increasing population in countries throughout the world, which, in turn, has challenged organizations in the public sector to improve productivity. However, available literature suggests below average productivity of public sector employees. The estimated federal workforce productivity was 11% lower than in the typical company organization due to lagging rates of employee engagement. Based on the average federal wage and federal workers' estimates, the difference in productivity accounted for the \$18.5 billion losses annually (Waqas et al., 2020).

Kenyan Public employees have been met with multiple allegations, claims and alleged cases of corruption, poor service quality and delivery. State workers' productivity are the job-related tasks that employees are expected to perform and how well they execute these tasks. An array of factors, whether directly or indirectly associated with employees' work, can impact their productivity. Such factors encompass the natural inclination of employees towards work, working environment, and perks offered. Impact of these factors on employees' productivity is contingent on their preferences and requirements, as well as their present employment status (Alande, 2021).

Human resource management (HRM) practices such as have emerged as the most important phenomenon in organizations that enables management to harness the energies of all employees to determine their strength and maximize both individual and organizational productivity. Training seeks to maximize both individual and organizational performance through the attainment of organizational goals and also it is meant to integrate the lower-level staff and the top management in organizations so that they can work more effectively, produce more profits, satisfy their esteemed customers and motivate them to work harder towards achieving the set targets. Particularly, HR practices like extensive employee training development are widely believed to improve the productivity of employees (Ekwoba, 2018).

Ekwoba (2018) further asserts that human resources practices as those systems, decisions and actions which concern the management of employees at all levels in the organization and which are related to the implementation of strategies directed towards sustaining competitive advantage, employee's behavior, attitude and performance. They include training and development. On the other hand, employee productivity means the ability of an employee to perform a given task to the satisfaction of its employer and it

should be measured not only in terms of commitment, work quality and work attitude but should encompass both qualitative and quantitative parameters of measurement.

In Africa, the need for the HRM policy, strategy and systems to underpin the organizational strategy has never been greater. Organizations have downsized, right-sized and transformed to enable them to compete in the 21st century. Human resource management practices, ethical climates and employee performance in the public sector particularly the Nigerian educational agencies have been found out that there was a strong relationship with employee performance. Career development, staffing, training and development, performance appraisal, incentives and employee relations, are key factors that may attribute to improved employee performance (Falola, Osibanjo & Ojo, 2018).

Measuring employee productivity is important to organizations as it reveals the employees that produce the required results and those who don't. It emphasizes to the organization that employees require additional training and motivation to achieve set goals. The level of productivity varies from one employee to the next as people are affected differently by different circumstances. Apart from factors such as salary increments, bonuses, and promotions, individual employee productivity can also be affected by intrinsic issues. These issues range from job satisfaction, employee motivation, and available resources, knowledge, skills, and attitudes of the employee. Styles of management such as planning, supervision and circulation of information also affect employee productivity (Cole, 2018).

In Kenya, the Kenya institute of management has been instituted to ensure that organizations management adhere to the practice of best human resource management practices so that, they can be able not only to achieve their objectives but also to provide quality services and goods and to satisfy the needs of their clients. An exploratory survey of HRM practices carried out by the ministry of state for public service in Kenya found out that the day-to-day work of HRM practitioners in the civil service revolves around activities like commutation of leave; confirmation in appointment, preparation of the payroll, deployment of staff, attending meetings, verification of personnel data, pension matters, statutory deductions and arranging for staff training, among others are some of the practices that have positively impacted both individual and organizational performance in the public sector (PublicRepublic of Kenya, 2020).

There have been on- going reforms in the public service aimed at creating a leaner, more efficient and productive public service that facilitates national development. There has also been job dissatisfaction within the public service as evidenced by industrial action by staff such as teachers among others in recent past. This industrial unrest has persisted over time and is still a challenge in the public service and this is due to some public organizations not handling or responding to some of the human resources practices effectively such as poor compensation, staff takes time to be promoted and others even retire before they are promoted among others. The reform initiatives intended that public servants would be highly motivated and therefore more effective in

enhancing performance through service delivery. However, this seems not to be the case (Republic of Kenya, 2020).

The lake region economic bloc is one of the most densely populated regions of Kenya with over 12 million people which constitute about 30% of the total population of Kenya's population. The counties that constitute the lake region economic bloc seek to find ways that motivate and retain its employees despite the employees' vast ability to be more marketable in the larger job market. internal and external issues confront these counties, including county politics, departmental leadership, lack of staff skills, resource mismanagement, and a conservative organizational culture that refuses to accept new ideas and influences from the outside world (Mutahi & Busienei, 2020).

The constitution of Kenya 2010, gave rise to county governments with the 2013 general elections marking the official launch of 47 Counties. Since then, functions and funds have been transferred to the new counties, and new county institutions have gained prominence. The County Governments are under the leadership of the Governors with of a couple of departments as stipulated in the fourth schedule Part two of the Constitution of Kenya 2010 namely: Executive, Treasury, Education, Health. Water, Environment & Natural Resources, Youth, gender and sports, Transport and infrastructure, Agriculture, livestock and fisheries, Tourism, land and planning. Each function is under the management of an Executive Member assisted by a Chief Officer, but the County Secretary heading the Administration Department is the Chief Executive Officer. The chief officer is mandated to ensure that there is smooth operation of the County (PublicRepublic of Kenya, 2020).

The Economic Blueprint for the Lake Basin Region was born out of the understanding that strategic connections between counties with shared interests seated in a desire for mutual benefit can be an effective and intelligent means of increasing the possibility of creating notable development impact across several counties. Additional reasons for a regional blueprint are: access to new and expanded markets, economies of scale e.g. large labor force, comparative county strengths, youth – the demographic dividend, shared resources i.e. Lake Victoria, river Yala, river Nzoia, mount Elgon, shared values i.e. economic growth as a vital, development, imperative to support the ailing social sectors such as education, health (Alande, 2021).

The Lake Region is one of the most densely populated regions of Kenya with over 10 million people which constitute about 25% of the population in Kenya. This Economic Blueprint presents the socioeconomic aspirations of 10 counties in the Lake Basin Region and seeks to boldly secure and shape the region's destiny. This Economic Blueprint is designed to guide development efforts by leveraging existing assets, addressing constraints and defining key steps that leaders and citizens of the region can take to transform the shared vision of prosperity into reality. They not only have similar ecological zones and natural resources; they have analogous cultural histories that date back to historical migrations and trading routes. A partnership between the counties is both essential and timely and creates a practical framework through which county

government efforts can be pooled to harness the abundant natural resources, build on existing strengths and address challenges (PublicRepublic of Kenya, 2020).

Devolution was aimed to be a solution to problems like conflicts, corruption, inequalities, rent seeking, inefficient use of public resources, and economic stagnation. Ideally, employees are major assets of any organization and the active role they play towards an organization's success cannot be underestimated. As a result, equipping these unique assets through effective training and development, compensation, recruitment becomes imperative in order to maximize the organizational surplus and through positioning them to take on the challenges of the today's competitive business climate. Despite the benefits of human resources practices to maintain the productivity of employees of an organization, there is still limited time taken by management of the county governments to implement strategies to maintain employee productivity (Olala, Kimutai & Ngacho, 2022).

The county governments in the Lake region economic bloc also experience a number of challenges since their inception and it has been evident that these County governments like others in the country have been experiencing nepotism, mismanagement, inappropriate working environment, and key appointments done based on political referrals and affiliation that constrain the productivity of employees and more especially their delivery capabilities (Olala, Kimutai, & Ngacho, 2022).

Despite numerous reform initiatives, the profound impact of these reforms is yet to be felt, as reform efforts in Kenya have primarily been undermined by underperformance and an inadequate citizen-centric focus within the public sector. After the transfer of management of human resources to devolved functions was affected in Kenya, a number of challenges have been observed, which include discrimination, nepotism, tribalism, cronyism and victimization in the hiring of county staff. The human resources practices follow the county governments' policies, needs, and strategies to curb unprofessionalism, which is currently not the case, as recommended by the report (Transparency International, 2021).

After the Promulgation of the Constitution of Kenya 2010 and thereafter, the 2013 general election, a number of people left other sectors of the economy, including renowned companies and joined the work force of the County governments. This was as a result of perceived attractive compensation and better terms of engagement, coupled by high level of optimism which a lot of people had. It was then expected that the quality of services, effectiveness and efficiency by employees would be irreproachable. However, a number of studies have pointed out the poor performance of employees in various County Governments (PublicRepublic of Kenya, 2020).

2. Statement of the Problem

Devolution in Kenya was envisioned as a key strategy for bringing public services closer to citizens and enhancing service delivery at the grassroots level. To achieve this mandate, County Governments have invested substantially in human resource

management initiatives, particularly through training. However, despite these investments, employee productivity and overall service delivery in many counties remain persistently low. Reports by the Auditor General (2024) indicate that a significant proportion of county employees fail to achieve set individual and departmental productivity targets, raising concerns about the effectiveness of existing human resource management practices. Empirical evidence from counties within the Lake Region Economic Bloc highlights this productivity challenge. In Busia County, the proportion of employees seeking sick leave increased from 11% in 2019 to 18% in 2022, alongside complaints by county managers regarding prolonged turnaround times and rising incidences of erroneous transactions (Hussein & Wambua, 2020). Similarly, Kisumu County has experienced declining productivity levels, with its performance index dropping from 55% in 2015 to 53.4% in 2020. This decline has been accompanied by growing public dissatisfaction with the delivery of key services such as health, infrastructure, housing, water, and sanitation (Onyango & Bando, 2022). In Homabay County, staff absenteeism remains alarmingly high at an average rate of 30%, despite over 70% of the county's budget being allocated to personnel expenditure, particularly salaries. Although numerous studies at local, regional, and international levels have examined the relationship between training and employee productivity, their findings remain inconsistent and inconclusive. This lack of contextualized evidence created a critical knowledge gap. Consequently, there was a need to empirically establish the effect of training on employee productivity within County Governments of the Lake Region Economic Bloc in Kenya.

2.1 Objective of the Study

To evaluate the effect of training on employee productivity in County Governments of the Lake Region Economic Bloc in Kenya.

2.2 Hypotheses of the Study

H₀: Training has no significant effect on employee productivity of County Governments of the Lake Region Economic Bloc.

3. Literature Review

3.1 Theoretical Framework

3.1.1 Human Capital Theory

This concept was proposed by (Schultz, 1961). Schultz argues that education and training have a favorable influence on worker productivity due to their capacity to provide individuals with useful information and skills. Consequently, this leads to an augmentation in their future income through greater lifetime wages. The concept of human capital pertains to the human component inside an organization, covering the combined intellectual capacity, abilities, and specialized knowledge possessed by individuals that contribute to the distinctive characteristics of the enterprise. The creation

of value is dependent on the knowledge, skills, and abilities that individuals possess. Therefore, it is important to prioritize initiatives that aim to attract, keep, enhance, and maintain the human capital they represent.

The primary concept within Human Capital Theory pertains to intellectual capital, which encompasses the accumulation and transfer of knowledge within an organization. This includes intangible resources that are closely associated with individuals. The subsequent concept pertains to social capital, which involves the knowledge acquired through interpersonal connections within and outside the organization. The final concept is organizational capital, which refers to the institutionalized knowledge of an organization that is systematically documented within a database manual. The theory of human capital places considerable emphasis on the intrinsic value that individuals possess and can contribute to an organization (Strober, 1990).

The theory of human capital regards individuals as valuable resources and highlights the notion that companies can expect significant returns from their investments in human resources. This statement underscores the notion that individuals possess innate abilities, behaviors, and personal energy that collectively constitute their human capital, which in turn influences their contributions inside the workplace (Nafukho, Hairston, & Brooks, 2004). The value generated by individuals is indeed contingent upon their knowledge, skills, and talents. Consequently, the focal point in the recruitment and selection process should be on strategies aimed at attracting and identifying the most suitable candidate for the job vacancy (Fleischhauer, 2007).

The use of Human Capital Theory enables the evaluation of individuals' importance within the corporate environment, as well as their impact on the shareholders' return on investment. This discovery demonstrates the ability of human resource strategies to achieve cost-effective results, such as generating a return on investment. This tool possesses the capability to offer guidance in the formulation of future human resources and company strategies (Almendarez, 2011). The data acquired from this study can be leveraged to improve the effectiveness of the organization's human resource audit function by guiding strategies and practices. The staffing function of human resource management is vital for assuring the efficacy of the search, recruitment, and acquisition procedures in securing personnel holding the appropriate human capital to meet the organization's requirements (Gillies, 2015).

Education or training has a positive impact on worker productivity as it equips individuals with useful knowledge and skills. This, in turn, increases their potential income by boosting their lifetime salaries. The importance of human capital, particularly education and training, in shaping the achievements of individuals and organizations has been well recognized by scholars. The analysis of human capital places persons at the center of the economy's attention. The economy is significantly impacted by humans, who possess a pivotal role in deciding its degree of affluence or destitution (Holden & Biddle, 2017).

The concept of human capital, which covers the cognitive and non-cognitive skills, acquired knowledge, and abilities possessed by individuals, plays a crucial role in

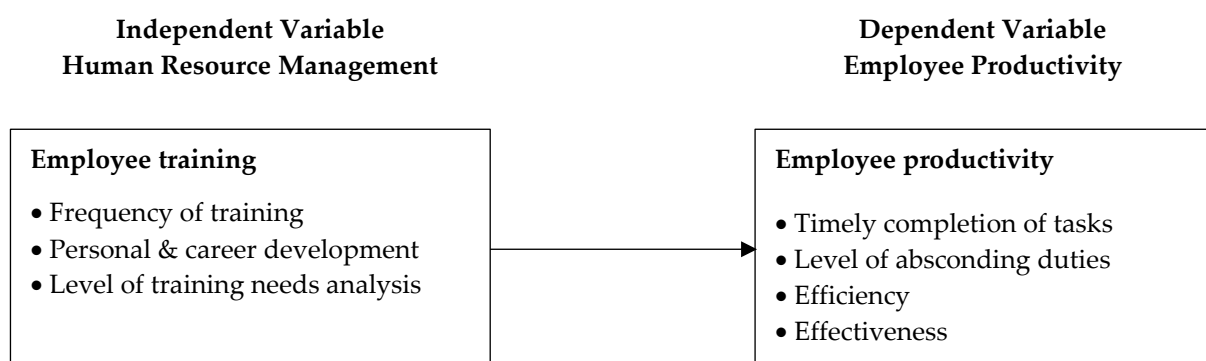
determining both production levels and the general quality of life for individuals. The allocation of resources towards human capital investment, which comprises the cultivation of parental abilities, formal education, and workplace training, plays a crucial role in augmenting the accumulation of human capital assets for both individuals and nations (Marginson, 2019).

The fundamental basis of human capital theory is on the notion that formal education plays a vital role in augmenting the productive capacity of a population. According to the viewpoint of human capital theorists, there is a positive association between the educational attainment of a population and its level of productivity. Human capital theory assigns considerable importance to the role of education in augmenting the productivity and efficacy of individuals in the workforce (White, 2021).

The process of achieving this outcome is facilitated by the accumulation of cognitive resources, which are acquired through a combination of intrinsic abilities and personal efforts. The notion of formal education is commonly understood as a deliberate allocation of resources aimed at developing human capital. Advocates of this theory assert that human capital holds comparable, if not greater, value compared to physical capital (Hooley, 2021).

The Human capital theory connects to this study since it puts a lot of focus on how vital and valuable labour is in an organization. Additionally, this theory serves to demonstrate the influence that employees have on the competitiveness and performance of a firm. Organizations that possess individuals with appropriate expertise and alignment with the organization's strategy performance are more likely to exhibit strong performance and get a competitive edge over their rivals. The theory provided additional support to this study by asserting the need of prioritizing staff training in order to enhance employee productivity in county governments.

3.2 Conceptual Framework



3.3 Empirical Literature Review

3.3.1 Employee Training and Employee Productivity

The reviewed empirical studies provide substantial evidence that employee training is an important determinant of employee productivity and organizational performance.

Across different organizational settings and geographical contexts, researchers consistently found that well-structured training initiatives contribute significantly to enhancing employees' skills, knowledge, competence, and overall work output. Training equips employees with the necessary competencies required to perform their duties effectively and adapt to changing work environments. The findings from the reviewed literature indicate that training contributes to improved employee productivity not only through skill acquisition but also by influencing employees' attitudes, motivation, and engagement levels within organizations.

Several studies emphasized specific dimensions of training that influence employee performance outcomes. For instance, Yimam (2022) established that training design, training needs assessment, training delivery methods, and training evaluation significantly and positively affect employee performance. Similar findings were reported by Abdullahi (2018), who observed that training techniques, training design, and delivery approaches positively influence staff productivity among academic personnel. Likewise, Gebrehiwot and Elantheraiyan (2023) found that training needs assessment and availability of training resources significantly affect employee performance. These findings collectively imply that the effectiveness of training programs is influenced not merely by conducting training sessions but also by ensuring that training initiatives are systematically planned, aligned with employee needs, adequately resourced, and properly evaluated. Organizations therefore need to focus on both the content and implementation processes of training programs to realize optimal productivity outcomes. The literature further reveals that training influences employee productivity directly and indirectly through interaction with other organizational variables. Sendawula et al. (2018) found that training and employee engagement jointly accounted for a substantial proportion of employee performance variation. However, the study observed that employee engagement emerged as a stronger predictor of performance compared to training. Similarly, Niati et al. (2021) established that work motivation mediates the relationship between training and job performance, indicating that employee motivation enhances the effectiveness of training interventions. These findings suggest that training alone may not fully explain productivity outcomes and that organizations should establish supportive work environments that encourage employee engagement, motivation, and commitment. Integrating training with motivational and engagement strategies may therefore generate stronger productivity improvements.

A review of methodological approaches employed across the studies reveals considerable similarities. Most studies adopted quantitative research approaches and utilized cross-sectional research designs to examine relationships among study variables. Questionnaires were predominantly used as the main instruments for collecting primary data from respondents. Additionally, the studies employed both descriptive and inferential statistical techniques in analyzing data, including regression analysis, correlation analysis, path analysis, ANOVA, and structural equation modeling. The use of inferential techniques enabled researchers to determine the magnitude and significance of relationships between training and employee performance outcomes.

Although these methodological similarities contribute to consistency in findings, the heavy reliance on cross-sectional designs limits the ability to establish causal relationships over time.

The reviewed studies were conducted across diverse sectors including academic institutions, health sectors, government schools, and private organizations in countries such as Ethiopia, Uganda, Indonesia, Nigeria, and India. Despite the consistency in findings regarding the positive relationship between employee training and productivity, contextual differences may limit the generalizability of these results to County Governments within the Lake Region Economic Bloc in Kenya. Most studies focused on educational institutions and private organizations while limited empirical evidence exists on how training practices influence employee productivity in devolved government institutions within Kenya.

Furthermore, some studies incorporated mediating variables such as motivation and employee engagement, while others focused primarily on direct relationships. This indicates the existence of contextual and empirical gaps that justify the current study. Therefore, the present study seeks to contribute to existing literature by examining the influence of employee training practices on employee productivity within County Governments in the Lake Region Economic Bloc in Kenya.

3. Research Methodology

3.1 Research Design

Explanatory research and in particular survey were adopted for this study. This technique assisted in gaining a deeper understanding of the underlying reasons for, causes of, and relationships behind human resource management practices and employee productivity. It assisted in understanding why and how a particular employee productivity can be improved through human resource management practices. the way it does. It also assisted in checking the validity of the theories relating to training and employee productivity.

3.2 Target Population

The study was conducted in the county governments of the Lake Region Economic Bloc. The counties that constitute the Lake Region in this blueprint are 14 in total and they are Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Nandi, Migori, Nyamira, Siaya, Trans Nzoia, Kericho, Bomet and Vihiga. Therefore, within these selected counties, study population will be drawn from the senior staff working in different departments within the county governments.

Therefore, the unit of analysis specifically included the directors, chief officers and human resource officers working in the human resource offices in all the 14 county governments. The study targeted 1 director of Human resources in every county government making a total of 14 directors. The study also targeted 1 human resource officer, 1 chief officer, departmental directors of human resource officers and

departmental directors. Thus, a total of 575 respondents was used as the target population. This is reflected in Table 1.

Table 1: Target population

| Category | Number | Percentage |
|--------------------------------------|------------|------------|
| County Directors of Human Resources | 14 | 2.5 |
| Chief Officers | 187 | 32.5 |
| Departmental Human Resource Officers | 187 | 32.5 |
| Departmental Directors | 187 | 32.5 |
| Total | 575 | 100 |

Source: County Human Resource Data (2023).

3.3 Sample Size and Sampling Technique

Sampling involved a process of selecting a sub-section of a population that represents the entire population in order to obtain information regarding the phenomenon of interest. A sample is a sub-section of the population, which is selected to participate in a study. This study used simple random sampling technique to select the employees. The sample size was determined using fishers' formula.

$$n = \frac{\frac{z^2 * p(1-p)}{d^2}}{\frac{1 + z^2 * p * (1-p)}{d^2 * N}}$$

Where:

n = sample size,

z = the standard normal deviate value for the level of confidence, for 95% level of confidence =1.96,

d = margin of error or level of precision at 0.05 for CI at 95%,

p = proportion to be estimated, assumed to be p=0.5,

Therefore, sample size will be arrived as follows:

$$n = \frac{\frac{(1.962) * (0.5) * (1 - 0.5)}{(0.05)^2}}{\frac{1 + (1.962)^2 * (0.5) * (1-0.5)}{(0.05)^2 * 574}}$$

$$n = \frac{384.16}{1.484}$$

$$n = 257$$

Table 2: Sample Population

| Category | Target Population | Sample Size | Percentage |
|--------------------------------------|-------------------|-------------|------------|
| County Directors of Human Resources | 14 | 14 | 2.5 |
| Chief Officers | 187 | 81 | 32.5 |
| Departmental Human Resource Officers | 187 | 81 | 32.5 |
| Departmental Directors | 187 | 81 | 32.5 |
| Total | 575 | 257 | 100 |

Source: County Human Resource Data (2023).

3.4 Data Collection Instruments

The study used questionnaires to collect primary data. The questionnaires had closed ended questions that were based on a five-point Likert Scale. A standard questionnaire was used and it was divided into the main areas of the research except the first part which was captured the respondent's personal characteristics. The other questionnaire sections were organized according to the major specific objectives related to HR practices and employee productivity.

3.5 Data Analysis Techniques

The data collected was checked for consistency and completeness, after which both descriptive and inferential statistics were generated. The results were coded, entered, and cleaned using the Statistical Package for Social Sciences (SPSS). The data collected in this study was analyzed using linear regression analysis to determine the effect of human resource management practices on employee productivity. Linear regression analysis was considered appropriate because it examines the relationship between dependent variable and the independent variable simultaneously. In this study, employee productivity constituted the dependent variable, while training was the independent variable. The technique enabled the study to establish the extent to which each human resource management practice influences employee productivity while controlling for the effects of other variables. Regression coefficients were used to determine the direction and magnitude of the relationship between human resource management practices and employee productivity. The study used regression equation 3.1 to evaluate the effect of human resource management practices on employee productivity.

$$Y = \beta_0 + \beta_1 TRA + \varepsilon \tag{3.1}$$

Where,

Y = employee productivity,

β_0 = regression constant,

β_1 - β_5 = regression coefficients,

TRA = training.

4. Linear Regression Results

Linear regression analysis was conducted to examine the effect of training on employee productivity. The results are shown in Table 3.

Table 3: Multiple Regression Results without Moderating Variable

| Model | Unstandardized Coefficients | | t | Sig. | |
|-------|-----------------------------|------------|------|------|------|
| | β | Std. Error | | | |
| 1 | (Constant) | .326 | .101 | 3.22 | .036 |
| | TRA | .698 | .134 | 5.21 | .014 |

Source: Study Data (2026).

Table 3 presents the linear regression results examining the effect of training practices on employee productivity in County Governments within the Lake Region Economic Bloc in Kenya. The analysis evaluates the extent to which training practices influence employee productivity using the unstandardized coefficient (β), standard error, t-statistic, and significance value (p-value). The resulting regression model is presented in equation 4.1.

$$Y = 0.326 + 0.698 * TRA \quad (4.1)$$

Where:

Y = Employee Productivity,
 0.326 = Constant,
 TRA = Training Practices.

The results show that the constant (intercept) recorded a coefficient of $\beta = 0.326$ with a p-value of 0.036, which is less than the conventional significance level of 0.05. This indicates that the constant term is statistically significant. In regression analysis, the constant represents the baseline level of employee productivity when training practices are absent (i.e., when TRA = 0). The coefficient value of 0.326, therefore, implies that even in the absence of formal training practices, there exists a positive baseline level of employee productivity within County Governments in the Lake Region Economic Bloc in Kenya.

This statistically significant constant suggests that there are other unobserved factors that contribute to employee productivity aside from training practices. Such factors may include employee experience, intrinsic motivation, leadership influence, organizational culture, availability of resources, and institutional policies that were not included in the model. These factors may independently sustain a minimum level of productivity even when structured training interventions are not in place.

The training coefficient ($\beta = 0.698$) indicates a strong positive relationship between training practices and employee productivity. This implies that a one-unit improvement in training practices leads to an increase of 0.698 units in employee productivity, holding

other factors constant. The positive coefficient demonstrates that enhanced training practices—such as effective training needs assessment, well-structured training programs, and relevant skill development initiatives—significantly improve employee productivity in County Governments.

The statistical significance of the training variable further confirms that training is a key determinant of employee productivity in the study context. This suggests that when county governments invest in employee training, employees are more likely to perform their duties efficiently, apply improved skills in service delivery, and adapt better to workplace demands. Overall, the findings indicate that while a baseline level of productivity exists due to other organizational factors, training practices play a substantial and statistically significant role in improving employee productivity in County Governments within the Lake Region Economic Bloc in Kenya.

4.2 Discussion of Findings

4.2.1 Training Practices and Employee Productivity

The second objective of the study was to examine the influence of training practices on employee productivity in County Governments within the Lake Region Economic Bloc in Kenya. The null hypothesis for this objective stated that training practices have no significant effect on employee productivity. From the regression results presented in Table 4.20, training practices (TRA) recorded a regression coefficient of 0.698 with a p-value of 0.014. Since the p-value is less than 0.05, the effect of training practices on employee productivity is statistically significant, and the positive coefficient indicates a favorable relationship.

This implies that training practices have a positive and significant effect on employee productivity in County Governments. Specifically, a one-unit increase in training practices leads to a 0.698 unit increase in employee productivity, holding other factors constant. This means that when employees are provided with relevant training programs, career development opportunities, and refresher courses, they gain the necessary skills, knowledge, and competencies to perform their duties effectively. Consequently, such improvements in employee capacity led to enhanced efficiency, reduced errors, and better overall productivity.

The findings are consistent with Human Resource Management (HRM) Theory, which emphasizes that the development of employee skills and competencies through structured training enhances individual and organizational performance. From the perspective of Resource-Based Theory (RBT), trained employees are a valuable and rare resource, which provides county governments with a competitive advantage by increasing organizational capability and performance. Equity Theory also explains these results, as employees perceive training opportunities as a fair investment in their development, increasing their motivation, commitment, and willingness to perform at higher levels.

These study findings are in line with Yimam (2022), who evaluated the influence of training programs on the performance of administrative staff at Bahir Dar University

in Ethiopia. The study found that factors such as training design, needs assessment, delivery style, and evaluation exerted a substantial positive effect on employee performance. Similarly, Sendawula, Bananuka, Nakyejwe-Kimuli, and Najjemba-Muganga (2018) demonstrated that training, together with employee engagement, significantly improved staff performance within Uganda's health sector, accounting for 44.7% of the variance in employee performance. These studies align closely with the current findings, showing that training equips employees with the necessary knowledge and skills to perform effectively.

Further, Niati, Siregar, and Prayoga (2021) observed that training programs enhanced job performance and career growth, particularly when combined with increased employee motivation. This supports the interpretation of the current study, where training practices are a significant predictor of productivity, as they empower employees to achieve performance targets efficiently. Abdullahi (2018) also found that training techniques, design, and delivery positively influenced the productivity of academic staff at Kano State Polytechnic in Nigeria, underscoring the importance of well-structured training programs.

Other studies provide additional corroboration. Kishore and Fonceca (2023) reported a positive and significant effect of training and development on employee productivity, while Gebrehiwot and Elantheraiyan (2023) highlighted that comprehensive training needs assessment, access to training resources, and employee attitudes toward training significantly enhanced performance among educational staff in Mekelle City. These studies collectively reinforce the argument that structured and continuous training interventions directly contribute to improved employee outcomes.

In conclusion, the study demonstrates that training practices are a critical determinant of employee productivity, corroborated by both theoretical perspectives and extensive empirical evidence. County governments that invest in effective training programs not only improve employee performance but also strengthen organizational capability, efficiency, and service delivery.

5. Conclusions and Recommendations

5.1 Conclusions

The study concludes that training practices have a strong positive influence on employee productivity. Continuous training and development programs help employees acquire new knowledge, improve skills, and adapt to changing organizational demands. Employees who receive regular and relevant training are better equipped to perform their tasks efficiently and effectively. Therefore, investment in employee training is a crucial strategy for enhancing productivity and overall organizational performance.

5.2 Recommendations

The study recommends that county governments should invest more in continuous employee training and development programs. Training programs should be conducted

regularly and aligned with employees' job responsibilities and organizational goals. Management should also conduct periodic training needs assessments to identify specific skills gaps and develop targeted training programs to address them. Furthermore, employees should be encouraged and supported to participate in professional development programs, workshops, and seminars that enhance their knowledge and competencies. Strengthening training initiatives will enable employees to acquire new skills, adapt to changing work environments, and improve their performance and productivity.

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Conflict of Interest Statement

The authors declare no conflicts of interest.

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