

Effect of On-The-Job Training on Employee Performance in Kenya: Case of Mumias Sugar Company Limited

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Abstract: The quality of the human resource of an organization is essential to its success. Thus, every organization must seek to improve the quality of its workforce. It is worth noting that in Mumias Sugar Company, most unskilled workers rise up to positions that require specific skills with specific duties. Even some cane cutters find themselves in positions requiring skills, therefore the need for on-the-job-training. It is in this respect that the current study sought to establish the effect of on-the-job-training on employee performance in Mumias Sugar Company; Kakamega County based on the study objectives. The objectives of the study were: To establish the effect of on-the-job-training to employee's performance at Mumias Sugar Company Limited, to establish the effect of on-the-job-training to employees' task requirement at Mumias Sugar Company Limited and lastly to establish the effect of on-the-job training to the employees' satisfaction at Mumias Sugar Company Limited. This study adopted a descriptive research design. The target population for the study was 115 employees where a sample size of 90 was selected using Krejcie and Morgan table of determining sample size for research activities. Data was derived through questionnaires distributed to selected employees as well as the finance and human resource managers. Data was analyzed using the chi-square and presented using frequency tables. The study findings show that on-the-job-training programmes are more likely to enhance employee capability than without. There was a significant direct relationship between on-the-job-training maintained by the firm and employee task requirements. The study recommends that organizations should come up with on-the-job-training programmes that enhance employee efficiency and performance, that will make the employee to love the job he/she is undertaking hence providing employee satisfaction services which intend to increase profitability in the organization.

Keywords: Mumias Sugar Company, Effect of On-The-Job Training.

1. INTRODUCTION

1.1 Background to the Study:

It is widely acknowledged that human beings are one of the most important resources for development in most of developed countries such as Britain, Japan, China and United States of America. Therefore, given the rich natural resource potential Kenya possesses, and sufficient financial support, Kenya can also attain this economic success if the needed attention is given to the training and development of human resource. The government is already taking adequate steps through various programs to ensure that people acquire the necessary knowledge and skills, (Houger 2006).

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002, 32) and therefore prompting these organizations to train their employees is one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has

not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. It is, therefore, in every organizations responsibility to enhance the job performance of the employees and certainly the implementation of training and development as one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan et.al, 2012).

The question that may arise in many instances is why human resources are important. Bearing in mind that human resources are the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger 2006), and training is the only way of developing organizational intellectual property through building employees competencies. Organizations have to obtain and utilize human resources effectively. Organizations, therefore, need to design the human resource management strategies in ways that fit into the organization's structure as this will make the organizations achieve their goals and objectives. Moreover, it is also important for organizations to assist their workforce in obtaining the skills needed and, thus increase commitment. The management of human resources in Africa in general and Kenya in particular is rather challenging as most organizations have difficulties finding proper human resources. This may partly be a result of such problems as political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche 2002, 994 – 995).

According to Ocuaye (2004), this is exemplified by the provision of professional and tertiary institutions, vocational training institutes and colleges, secondary and technical schools, as well as the reforms in education. All these facilitate the acquisition of skills and knowledge to ensure workplace effectiveness and efficiency.

Almost everyone now recognizes the significance of training on the success and growth of organizations. Employees are however a very crucial and expensive resource to every organization. There are significant changes today in terms of the value of the employee. Training is therefore necessary to enhance the knowledge, skills and attitude of employees. It will also make it easier for employees to acquire further knowledge based on the foundation gained from the training and further effect changes in other co-workers.

According to Zheng (2009) a significant relationship was found between the employees training and their resultant performance in accomplishing different tasks. It was found that those employees who have taken training were more capable in performing different task and vice versa. Training has direct relationship with the employees' performance. Basically training is a formal & systematic modification of behavior through learning which occurs as result of education, instruction, development and planned experience (Michael Armstrong, 2000). Because of the practical implications of training, it is important to have training that is effective. Studies have proven that more costly but effective training can save money that is wasted on cheap but inefficient training (Ginsberg, 1997). Therefore, training has acquired a strategic value for hotels since service quality depends on employee customer care effectiveness Connie Zheng (2009).

According to a study by Thomas (1997) on employee motivation, the findings argued that employee training involves teaching employees skills that can help them become more efficient and productive workers. Most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. Training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. For example to customize their skills to the job. The study also concluded that many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency. Employees who are well trained often have higher motivation and morale because they feel that the company has invested in their ability and development which results in lower turnover rates.

Armstrong (2000) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. He adds that trained employees are also more confident in their performance and decision-making skills. In addition, employees who receive regular training are more likely to accept change and come up with new ideas. Employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable, skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team. However based on

the on goings at Mumias Sugar Company, employees are less motivated and many have gone for more than seven months without being paid their salaries due to rampant corruption at the organization, whoever initially the company had put in place training programmes for its employees development through the companies training center (Wanjala,2015).

On-the-job-training plays a significant role in the development of organizations, enhancing performance as well as increasing productivity, and ultimately putting companies in the best position to face competition and stay at the top. This means that there is a significant relationship between organizations that train their employees and organizations that do not (Evans, 1999). Every organization that is committed to generating profits for its owners (shareholders) and providing quality service for its customers and beneficiaries must invest in the on the job training for its employees to customize skills and knowledge.

The current study was necessitated by the a made study by Wanjala, (2015), which asserted that in Mumias Sugar Company, most unskilled workers rise up to positions that require specific skills with specific duties. Even some cane cutters find themselves in positions requiring skills, therefore the need for on-the-job-training.

1.2 Statement of the Problem:

Despite the benefits accrued from on-the-job-training programmes for employees, Mumias Sugar Company is still limited on human resource development issues in enhancing employee performance and overall performance of the company (Debrah & Ofori 2006). Of increasing concern is the low quality services provided by the company in recent times. It is further worth noting that in Mumias Sugar Company, most unskilled workers rise up to positions that require specific skills with specific duties. Even some cane cutters find themselves in positions requiring skills, therefore the need for on-the-job-training, (Wanjala, 2015). The existing studies in this relation (Harvey 2002; Harvey, Matt & Milord 2002; Jackson 2002; Kamoche 2002; Kamoche, Debrah, Hortwiz & Muuka 2004; Kraak 2005) have taken a general employee training focus creating a gap on issues such as the effect of training on employee performance.

The current study was unique in that it focused on the effects of on-the-job-training to employee's performance, to establish the on job training to employees' task requirement and lastly it established the effect of on-the-job training to the employees' satisfaction. This study will contribute to minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of on job training of organizational employees in general and training in particular in Mumias Sugar Company limited, Kenya.

1.3 Objectives of the Study:

1.3.1 General objective:

The overall objective of the study was to determine the effect of on-the-job-training on employee performance in Mumias Sugar Company, Kakamega County.

1.3.2 Specific Objectives:

The study was guided by the following objectives

1. To establish the application and effect of on-the-job-training on employees performance at Mumias Sugar Company Limited
2. To find out the effect of on-the-job-training to employees task requirement at Mumias Sugar Company Limited
3. To explain the contribution of on-the-job training to the employees' job satisfaction at Mumias Sugar Company Limited

1.4 Research Questions:

The study was guided by the following research questions;

1. What is the application and effect of on-the-job-training to employees' performance at Mumias Sugar Company Limited?
2. What is the contribution of on-the-job-training to employees' task requirement at Mumias Sugar Company Limited?
3. What is the contribution of on-the-job training to the employees' job satisfaction at Mumias Sugar Company Limited?

1.5 Significance of the Study:

It was hoped that the findings of this study would help highlight the ways in which on-the-job-training can be beneficial not only to the organizations but also to the career development of its employees. All in all, the results would pave way for improving human resources training for the competitive performance of organizations operating in the same line of business as the sample companies in Kenya and Africa in general. It was also hoped that the findings would yield empirical results that would be useful to the human resource analysts, Consultants and scholars who utilize the firms' human resources statistics to evaluate employee performance. Government officers, law makers and other small business policy makers would also find the results useful in understanding the problems facing employee performance in raising training strategies and how to overcome them. Further, the study findings might provide a framework on which future research on human resources development in Kenya can be based as most of the studies have been linked on large liability companies quoted in the stock exchange in the developed countries

1.6 Scope of the Study:

The study was carried out at Mumias Sugar Company Limited between the month of July and August 2015. The particular operational areas that were studied included: extraction, manufacturing and service sections.

1.7 Limitation of the Study:

The following limitations were anticipated. The findings of this study may not be generalized beyond the scope of the study given the many changes in key management staff. It was difficult to gauge exact change in employee performance as a result of on-the-job-training. Lastly the respondents were not willing to fill the questionnaires and take part in interviews due to the current problems besetting the company.

2. LITERATURE REVIEW**2.1 Introduction:**

This chapter reviewed the literature related to the study on the topic of establishing the effect of on-the-job-training on employee performance in Mumias sugar company, Kakamega County. This will be in line with the study objectives. A theoretical and conceptual framework was used to operationalize the variables and lastly the gaps in literature were summarized.

2.2 Theoretical framework:

The theoretical framework on which the study was based on was, Social learning theory, Institutional theory, Super's career development theory and Capital theory of employee effectiveness and improvement.

2.2.1 Theory of Social learning:

According to Bandura, (1963) Social learning theory has been developed in the last 15 years primarily to describe and predict how people learn from observation of models. Learning from models has been shown to be more efficient than trial and error learning under many conditions. According to social learning theory, observational learning is controlled by the processes of attention, retention, and reproduction. Rewards operate to affect performance of behavior not learning. In addition to motivating behavior by directly rewarding it, a person may perform behavior that he observes another is rewarded for (extrinsic reward), and he may learn to reward himself for appropriate behavior.

From social learning theory, a number of rules can be derived for optimal training conditions. Twenty statements about conditions for effective training are given to illustrate the application of social learning theory to industrial training. For example: "When modeling a task, give the learner a verbal model to guide performance. The best verbal models will give rules for the responses of that task, but will be as simple as possible and easy to remember. "The trainee is most likely to learn to reward himself for a good job performance if he comes to feel that the work he is performing is very important to him and to the company and that he has significant control of the work outcomes." Social learning theory has been applied to industry in two ways: a training method based on social learning theory has been used to teach managers to deal more effectively with human relations problems occurring on the job and social learning theory have been used to predict which subordinates will imitate the behavior of their supervisors. It is against this background that the current study seeks to adopt this theory as it relates to the study topic.

2.2.2 Institutional Theory:

This theory focuses on understanding the context in which employee performance is embedded on the role of social, economic and political systems in which employees operate and their choices and behavior is embedded (Baughn, Chua and Neupert 2006). It departs from the position that these systems are deeply rooted and embedded within in the social fabric of societies which produce normative expectations that are gendered (Scott, 1995). They prescribe appropriate attitudes and try to explain how men and women behave. When such normative expectations and attitudes are wide spread, broadly diffused and deeply rooted, they take on a rule-like status in social thought and action (Baughn, 2006).

In another example, Amine & Staub (2009) use an institutional theory-driven analysis to identify challenges and barriers affecting women employee performance in Sub-Saharan Africa. They demonstrate that, while environmental barriers of many types impact the efforts of women employees, it is the lack of social legitimacy of women as employees that affects them in particular. Their study finds evidence that women employees in Sub-Saharan Africa face an array of challenges arising from deeply entrenched normative expectations that constrains women's performance. According to institutional theory, resilient normative expectations produce three levels of institutional context consisting of rules, norms, regulations, values and routines that shape social behavior (Scott, 2005). First, the regulatory system, which refers to the legal and policy environment of entrepreneurs - for example inheritance laws and ownership of property, tax systems, access to capital, micro-credit and loans. Secondly, the normative system, which refers to societal, views of male and female roles, family responsibility systems and gendered expectations, religion and belief systems, ethnicity and cultural factors. On all levels, institutions can be formal or informal or explicit or hidden and shape not only individual choice and orientation but also the nature and actions of organizations and decision-making structures by assigning roles and norms that determine what acceptable behavior is or not for entrepreneurs in a given society. In relation to this study, an employee can improve the appearance of things just because it can, may be improving the wrong things for the business, they should focus on the leadership of the organization, the economic conditions and the training and education of the employees.

2.2.3 Super's Career Development Theory:

The theoretical framework for this study will also be based on Super's Career Development Theory which is a life-span-life-space approach which entails social situations the individuals have to go through, and focuses on individuals' intra-personal aspects, such as values, self-concept, life roles and culture: Super's Career Development Theory- The practice of matching people with certain kind of work was derived from Frank Parson (1909) who tried to match individuals' abilities and interests with vocational opportunity, Parson's important contribution to the development of career theories was the idea that interests and abilities do influence careers. Someone will, thus, choose a career that matches his or her interests, abilities and personality. once a person has made a career decision, then he or she will be restricted to it, The person may find it difficult to change his/her career goals and the decision taken might restrict that person from making other decisions concerning his or her career development because the person might have already made efforts regarding the chosen career and committed him or her to it. Super's theory did not arise at one time and stop there, but it developed itself over a long period of time. Different constructs were added and adjustments were made since 1953 until the 1990's. Career development and self-concept were core concepts in Super's theory in 1953 (Stead & Watson, 1999; Brown, Brooks & Associates, 1996).

According to Super, (1909), career choice is based on matching the individuals' abilities and interests with the work, and is influenced by economic, social, environmental and physical factors. Changes in these factors may have an impact on individuals' career development and choice. Super's theory is comprised of different developmental stages during which career choices are made. During these developmental stages, the individual develops skills and acquires a level of maturity to adopt in his or her career choice. In 1953, Super's theory (Sharf, 2002), consists of three original constructs. These are career development, self-concept and career maturity (Sharf, 2002). Other constructs of Super's theory were expanded from the original ones, through further studies by Super himself and other researchers, over the years. These are the constructs of values, life roles and cultural context (Sharf, 2002; Osipow, 1983; Brown, et al, 1996; Super, Sverko & Super, 1995). The current study is therefore based on concept career development theory which is a life-span-life-space approach which entails social situations the individuals have to go through, and focuses on individuals' intra-personal aspects, such as values, self-concept, life roles and culture.

2.2.4 Capital Theory of Employee Effectiveness and Improvement:

The study will be based on Capital Theory of Employee Effectiveness and Improvement. Hargreaves (2001) developed a theory of employee effectiveness and improvement based on: outcomes, both cognitive and moral; leverage, which is the relation between teacher input and education output; intellectual capital, which is the sum of the company's knowledge and experience; and social capital, that is, networks of trust and collaboration.

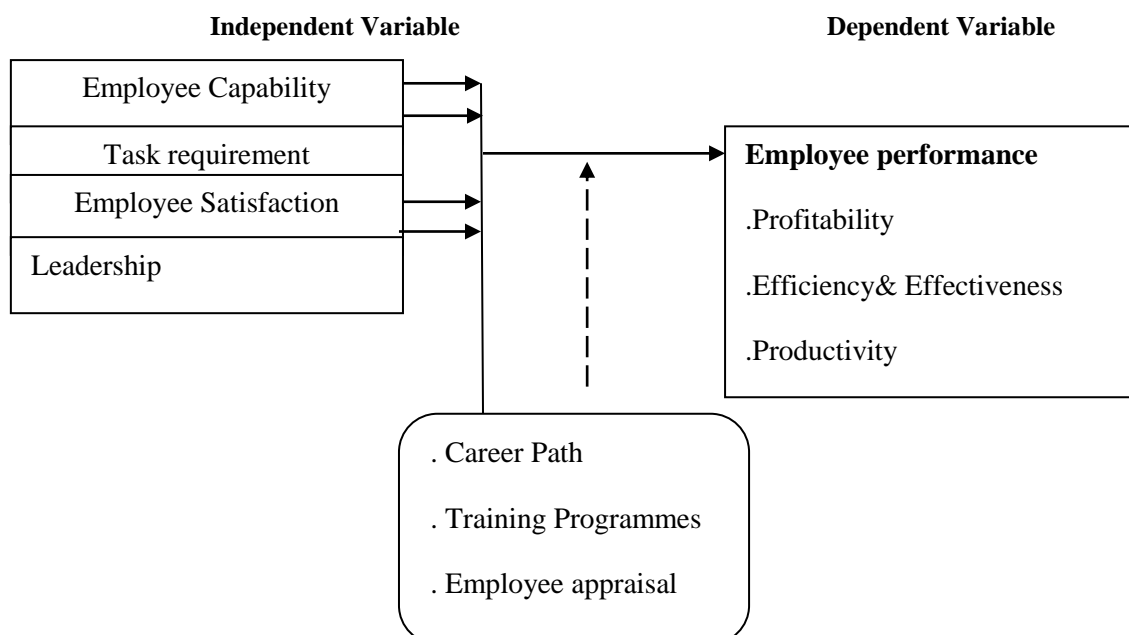
Hargreaves (2001) argues that the conventional model of measuring organizational effectiveness (and improvement) is an inadequate tool for the analysis of organizational success and failure. The concept of 'company ethos' helped to make sense of the correlation between a number of organization processes, but it did not allow one to test the model in detail, or to predict the performance of an employee from any close analysis of identifiable factors. He proposes a new theoretical model of employee training, which provides a working model both of effectiveness and improvement. The theory has four master concepts: outcomes, and (both intended and unintended) of two kinds: cognitive and moral.

Hargreaves argues that instead of employers employing too much effort and yielding little fruit, effective companies concentrate on effective strategies allowing a large impact to result from relatively low effort (that is, working smarter not harder). Outstanding companies use combinations of high leverage strategies. Understanding employee effectiveness involves exploring how high leverage works (Hargreaves, 2001). Intellectual capital: this is the sum of the knowledge and experience of the company's stakeholders. This capital grows through creation of new knowledge and through the capacity to transfer knowledge between situations and people. Social capital: the level of trust and collaboration between people, and the existence of strong networks.

High levels of social capital in a company strengthen its intellectual capital (through sharing). Unlike financial capital, social and intellectual capital are increased rather than depleted by passing on to others (Hargreaves, 2001). He uses this model to present definitions of effective and improving company, stating that an effective company mobilizes its intellectual capital (especially its capacity to create and transfer knowledge) and its social capital (especially its capacity to generate trust and sustained networks) to achieve the desired performance outcomes of intellectual and moral excellences, through the successful use of high leverage strategies grounded in evidence-informed and innovative professional practice. The applicability of the theory in the study can be seen in the fact that all the theoretical concepts – Outcomes, Leverage, Intellectual capital, and Social capital – have a bearing on the quality of employee performance.

2.3 Conceptual framework:

This study was guided by the following conceptual framework, which was used to explain the interrelationship between the variables.



The interpretation of the above conceptual framework is that there is a relationship between the independent variables under the effects of on-the-job-training and the dependent variable, which is “employee performance in Mumias Sugar Company”. It is hypothesized that the independent variable with its components employee capability, task requirement, employee satisfaction and leadership directly influence the dependent variable employee performance.

2.4 Effect of on-the-job-training on employee performance:

In the real world, organizational growth and development is affected by a number of factors. In line with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not.

2.4.1 Effect of on-the-job-training and employee's performance:

This involves training and development of workforces and managers (Briscoe 1995). Training and development are often used to close the gap between current performances and expected future performance. Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005). Amongst the functions activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge 2003).

It is worth noting that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Beardwell et al. 2004). Related to the above, Beardwell et al. (2004) add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

As one of the major functions within an organization, on-the-job-training has for long been recognized and thus attracted great research attention by academic writers (Gordon 1992, Beardwell, Holden & Claydon 2004). This has yielded a variety of definitions of on job training. For example Gordon (1992), defines on-the-job-training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

2.4.2 Effect of on-the-job-training and employee's task requirements:

The main purpose of on-the-job-training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2001) summarizes these benefits as below: High morale – employees who receive training have increased confidence and motivations; Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste; Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided; Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; Provide recognition, enhanced responsibility and the possibility of increased pay and promotion; and help to improve the availability and quality of staff.

This also involves having the more experienced employees coach the less experienced employees (Devanna, Fombrun & Tichy 1984; McCourt & Eldridge 2003; Torrington et al. 2005). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington et al. 2005). The practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager. This however does not imply that older employees are excluded from this training and development method but it is mainly emphasized for the newly employed persons within the organization.

2.4.3 On-the-job-training and employee satisfaction:

Nadler (1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization. On-the-job training include but are not limited to job rotations and transfers, coaching and/or mentoring so as to be able to meet organization's current and future objectives.

Job rotation and transfers (McCourt & Eldridge 2003) as a way of developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. For transfers for example, it could involve movement of employees from one company to another. These rotations and transfers will facilitate employees to and gain skills that will enhance their performance in their organizations. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization.

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Amine et.al (2009) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, and quality and profitability measures (Ahuja 1992) as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002). Efficiency and effectiveness - efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner 1996). Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr 1995). It is a measure of how the individual, organization and industry converts input resources into goods and services. Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong 2002). It is increasingly achieving better products and services at a progressively more competitive price (Stoner 1996).

2.5 Research Gaps:

Despite the increasing effects on-the-job-training of organizational employees by organizations, it is worth noting that while much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. The existing studies in this relation (Harvey 2002; Harvey, Matt & Milord 2002; Jackson 2002; Kamoche, 2002; Kamoche, Debrah, Hortwiz & Muuka 2004; Kraak 2005) have taken a general employee training focus creating a gap on issues such as the effect of training on employee performance. This study was inspired by the work Wanjala, (2013), who found that in Mumias Sugar Company, most unskilled workers rise up to positions that require specific skills with specific duties, and thus require on-the-job training to instill the skills. The findings of this study are expected to help fill the knowledge gap in the on-the-job training of organizational employees in general and training in particular in Mumias Sugar Company Limited, Kenya.

Table 2.1 Research Gap

Topic	Author	Variable	Findings	Gap
Impact of training on employee performance	Afshan. S	Impact of training and performance	Influenced general organizational performance	Focused on limited companies
Pay performance and participation of employees on organizational goal attainment	Girhart. B	Pay performance	Largely influenced employee performance	Focused on small sample of industries
Interpersonal skills training for quality service interaction	Thomas. N	Interpersonal skill training	Training in less developed countries are rarely found	No systematic studies in less developed countries
Employee compensation: theory and practices	John. K	Employee compensation	Focused on Universities	Limited literature on human resources development issues in developing countries

2.6 Summary:

Existing literature points to the obvious effects of training and development on employee performance. Some studies (Purcell, Kinnie & Hutchinson 2003, and Harrison 2000) have looked at performance in terms of employee performance in particular while others (Guest 1997; Swart et al. 2005) have extended to a general outlook of organizational performance. The two approaches are related in the sense that organizational performance is a function of employee performance since it influences general organizational performance. However, it is important to note that this is not enough as employees need to constantly adapt to new requirements of job performance. Organizations need to have continuous policies of training and retaining of employees rather than wait for identification of skill and performance gaps. The main objective of the study was to establish the effects of on-the-job-training on employee performance in Mumias Sugar Company, Kakamega County.

3. RESEARCH METHODOLOGY**3.1 Introduction:**

This chapter presents a description of research method that was employed in this study, including the research design, the study population, sampling procedures and sample size, instrumentation, validity and reliability of research instruments, data collection and data analysis procedures.

3.2 Research Design:

This study adopted a descriptive research design. According to Gay (1981) a descriptive research is a process of collecting data in order to answer questions concerning the current status of the subjects in the study. Borg and Gall (1989) noted that descriptive survey research is intended to produce statistical information about aspects of education that interest policy makers and educators. The descriptive survey design was employed because it guaranteed breadth of observation and also provided for the accurate descriptive analysis of characteristics of a sample which was used to make inferences about population.

Descriptive research design was used as it had merits such a researcher having no control over the variables and would only report what was be happening (Kothari, 2004). The design also used a survey method where one could discover causes even when he could not control the variables under study. The design also enabled the researcher to obtain information that described the Phenomena by asking individual questions about perceptions, attitudes, behavior and values (Mugenda & Mugenda, 1999).

3.3 Target Population:

All employees who have undergone on-the-job training provided the target population of study. There are a total of 115 male and female employees who had undertaken this training from various departments as shown in table 3.1.

Table 3.1 Target population

Department	No. of trained employees
Extraction	30
Manufacturing	45
Service	40
Total	115

3.4 Sample Size:

Sampling is the procedure a researcher uses to gather people, places or things to study. It is a process of selecting a number of individual or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002). A sample is finite part of a statistical population where properties are studied to gain information about the whole (Webster, 1985). The sample size of employees was selected using Krejcie & Morgan (1970) table for determining sample size for research activities. Therefore the sample size for the study was 90 employees who were randomly selected from all the departments and distributed proportionately. The choice of these employees was based on the assumption that they have undertaken an on-the-job training. (See appendix 3)

3.5 Data Collection Instruments:

Employee's Questionnaire (EQ) and an interview schedule; the two instruments were used to supplement each other and give a deeper and wider exploration into research perspective which gave the research more quality and accurate information.

3.6 Data Collection Procedure:

Before the data collection process, the researcher obtained a letter from Jomo Kenyatta University of Agriculture and Technology which was used to seek a permit from the National Council for science and Technology and a letter of introduction to the County Commissioner so as to be allowed to carry on with the research in Mumias Sugar Company Limited. In this study, data was collected through a survey using self-administered questionnaires that involved face to face meeting between the researcher and the respondents. The questionnaire consisted of both closed and open ended questions. This method was selected due to the fact that it has a higher response rate compared to mail or telephone interviews (Cooper and Schindler, 2003). Moreover, it permitted the reporting of sensitive information without revealing the identity of the respondents thereby encouraging more candid and honest responses (Ibid). In this study respondents were asked to volunteer information on particular ways debt financing has assisted them in developing their firms.

3.7 Pilot Study:

Piloting is trying out of research instruments on the respondents who will not be used in the main study. Therefore it was necessary to pretest the instruments of the research on a small sample of respondents in a preparatory exercise to find out if there is any weakness so that it could be corrected. In this study, a pilot study was done to enhance the questionnaire's validity, a pilot study was conducted on 20 employees of West Kenya Sugar Company Limited. The result of the pilot test were used to identify areas where the questionnaire required correction like changing the order of questions, underlining key terms in the questions and use of simple words in questions to obtain more information on the study objectives.

3.7.1 Reliability of the Data Collection instruments:

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 1999). In a research study, a reliability coefficient can be computed to indicate how reliable data are. A coefficient of 0.80 or more implies that there is a higher degree of reliability of the data (Mugenda & Mugenda, 2003). Reliability of the data is in fact a very important aspect of a research study and should be addressed early in the research process and also reported in the final document. In this study, Cronach's alpha coefficient of internal consistency was used to determine the correlation co efficiency, which was 0.81 respectively.

3.7.2 Validity of the Instruments:

Validity is the extent to which the instrument measures what it appears to measure according to the researcher's subjective assessment (Nachmias: 1958). Validity deals with the adequacy of the instruments for example, the researcher needs to have adequate questions in the written task in order to collect the required data for analysis that can be used to draw conclusion. In this study, the researcher sought help from the supervisors and lecturers in the school of HRM to judge the validity of the questionnaire and the questions in the written task.

3.8 Data processing and analysis:

An analysis of data was done to summarize the essential features and relationship of data in order to generalize and determine patterns of behavior and particular outcomes. The completed questionnaires were edited for completeness and consistency before responses could be processed.

The data collected was analyzed using the chi-square to meaningfully describe the distribution of measurements of the phenomena under study. This involved use of observed frequencies and expected frequencies at a significance level of 0.05 and presented using tables. The chi-square model fitted the study to test the independent variables (employee capability, task requirement, and employee motivation) and how they affect the dependent variable (employee performance) as computed below:

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Where

X^2 = Employee Performance,

O = Observed frequencies for O_1 = Employee capability, O_2 = Task requirement, and O_3 = employee motivation

E = Expected frequencies

4. FINDINGS, PRESENTATION AND DISCUSSION

4.1 Introduction:

This chapter presents the results and discussions of quantitative data analysis of the study. It is divided into two major sections. The first section describes the demographic characteristics of the empirical survey, covering the gender of the respondents, age of respondents, and work experience. The second section of the chapter provides results and discussions which were based on the four major research questions of the study. For the purposes of this preliminary analysis, regression analysis was frequently used to describe the general characteristics of the data collection.

4.2 Questionnaire Response Rate:

Out of 90 questionnaires dispatched, 80 were dully filled and returned. The response rate is shown in the table 4.1

Table 4.1 Response Return Rate

Category	Dispatched	Returned	Percentage
Extraction	20	16	80.0
Manufacturing	40	38	95.0
Service	30	26	86.7
Total	90	80	87.23

From table 4.1, percentage return rate was 80 (87.23%). According to Nachimias and Nachimais (1958) 80% to 90% return rate is enough for a descriptive survey study.

4.3 Demographic characteristics of the Respondents

This section discusses the demographic characteristics of the respondents based on gender, age and work experience.

4.3.1 Age Distribution of the Respondents:

The age of the respondents was sought since its findings would assist the study categorize respondents based on age and the findings are shown in table 4.2. This was important as it hepled to give the data age scheme and find out the effect of the on-the-job training on employee performance in Mumias Sugar Company, Kakamega County.

Table 4.2 Age of respondents

Response	Frequency	Percentage
21-30	15	18.7
31-40	20	25.0
41-50	40	50.0
51-60	05	6.3
Total	80	100.0

The findings in table 4.2 show that majority of respondents were aged between 41-50 years with 40 (50.0%). This ratio is based on age composition of the target population which is fairly representative.

4.3.2 Gender of Respondents:

The gender of the respondents was sought since its findings would assist the study categorize respondents based on gender and the findings are shown in table 4.3.

Table 4.3 Gender Distribution of the Respondents

Gender of the Staff	Frequency	Percentage
Male	53	66.25
Female	27	33.75
Total	80	100.0

4.3.3 Work Experience of Respondents:

The work experience of the respondents was sought since its findings would assist the study categorize respondents based on work experience and the findings are shown in table 4.4

Table 4.4 Work Experience of Respondents

Gender of the Staff	Frequency	Percentage
1-5 years	10	12.5
6-10 years	20	25.0
11-20 years	50	62.5
Total	80	100.0

From Table 4.3, Majority of respondents had worked between 11-20 years by 62.5%, this showed that many respondents had worked for more years in Mumias Sugar Company and thus were able to give more reliable responses on the study on-the-job training and employee performance in the company.

4.4 Chi-Square Analysis of Factors Affecting Employee Service Delivery:

In this study, chi-square model was used to analyze the relationship between the- on- job training on employee performance in Mumias Sugar Company, Kakamega County. This method was used because it is flexible and can forecast dependent variable from a set of predictors that may be discrete (Fabowales 1995). This study, sought to establish the effect of on job training on employee performance in Mumias Sugar Company, Kakamega County. Thus each variable was analyzed individually at significance level of 0.05.

4.4.1 Effect of On-the-Job-Training and Employees Performance:

The study sought to shows the effect of on the job training and employee performance and findings are shown in table 4.5

Table 4.5 Relationship between on-the-job-training and employee performance

Variable	Employee Performance		
	Observed F	Expected F	chi-square Values
Achieve Goals	21	20	0.050
Compulsory	20	20	0.00
Known to all	18	20	0.200
Employee capability	19	20	0.050
TOTAL	80	80	0.300

As portrayed in table 4.5 the calculated chi-square for achievement of organizational goals and targets was 0.05, compulsory on-the-job-training 0.00, selection procedures of employees on the job training being known to all employees was 0.20 and enhancement of employee capability was 0.05. The overall chi-square value for on the job training and employee capability was 0.3 which was lower than the critical table value of 7.81 at a significance level of 0.05. The result shows that on the job training programmes are more likely to enhance employee performance, since there was no significant difference between observed and expected frequencies. These findings are similar to previous research findings by Briscoe (1995) who asserted that training and development are often used to close the gap between current performances and expected future performance. Training and development falls under human resource development

function which has been argued to be an important function of HRM (Weil & Woodall 2005). Amongst the activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge 2003).

According to a study by Beardwell et al. (2004) it is worth nothing that as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

As one of the major functions within an organization, on-job-training has for long been recognized and thus attracted great research attention by academic writers (Weil & Woodall 2005, Beardwell, Holden & Claydon 2004). This has yielded a variety of definitions of on-job-training. Gordon (1992) defined on-job-training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

4.4.2 On-the-Job-Training and Employees Task Requirement

The study sought to show the effect of on the job training and employee task requirement and findings are as shown in table 4.6.

Table 4.6 On-the-Job-Training and Employees Task Requirement

Variable	Employee Performance		
	Observed F	Expected F	chi-square Values
Makes employees more effective	22	20	0.200
Relevant to trainees needs	18	20	0.200
Provide Requisite skills	17	20	0.450
Procedural training	23	20	0.450
TOTAL	80	80	1.300

From the table 4.6 above, the calculated chi-square values on whether on-the-job-training makes employees more effective was 0.200; on whether it was relevant to trainees needs was 0.200; and whether on-the-job-training provided requisite skills to trainees was 0.450; and lastly if it was procedural training was 0.4500. This result gave a chi-square value for on-the-job-training and employee task requirements as 1.300 and was lower to the critical table value of 7.81 at a significance level of 0.05, thus showing a significant relationship between on-the-job-training and employee task requirements. The findings show a direct relationship between on-the-job-training programmes maintained by the firm and employee task requirements. This shows that organizations which practice employee on-the-job-training programmes will enhance employee performance and thus increase the levels of employee satisfaction, much more than a firm that does not maintain.

As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker 1980). Besley & Ghatak (2007) argue that public services are delivered by a nexus of relationships between beneficiaries, politicians and service providers (such as bureaucrats, doctors, and teachers). They insist that it is necessary to analyze the incentives that govern the behavior of politicians and service providers, if services are to match the best interest of the beneficiaries. The authors further argue that the main concern in public service provision is how the obligations of the different parties is defined and enforced. The same view is held by Tamrakar (2010) who states that public service delivery is characterized by compliance with rules and it is determined by inputs. This is evident given the fact that the role of formal contractual relationships is often quite limited or typically absent in public service delivery, when compared to the market (Besley & Ghatak 2007). There is a significant relationship between on the job training programs

maintained by a firm and employee performance and therefore the implication to the study is that organizations should have proper laid down employee on-the-job-training programs for professional growth.

4.4.3 On-the-job-training and employee's satisfaction

The study also sought to determine the relationship between on-the-job-training and employee satisfaction, Table 4.7 gives the study findings.

Table 4.7 Relationship between on-the-job-training and employee satisfaction

Variable	Employee Satisfaction		
	Observed F	Expected F	Chi-square Values
Increased productivity	23	20	4.500
Good quality work	21	20	0.050
Enjoy my work	20	20	0.000
Team spirit	16	20	0.800
TOTAL	80	80	6.100

From the table 4.7 above, the calculated chi-square values increased productivity was 4.500; good quality work was 0.050; enjoy my work was 0.000; and team spirit was 0.800. This result indicates that the chi-square value for on-the-job-training and employee satisfaction was 6.100 which was lower compared to the critical table value of 7.81 at a significance level of 0.05, thus a null hypothesizes as there was no significant difference between on-the-job-training and employee satisfaction. The study findings are similar to earlier findings by Nadler (1984) who noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization. On-the-job training include but are not limited to job rotations and transfers, coaching and/or mentoring so as to be able to meet organization's current and future objectives.

According to McCourt & Eldridge (2003), job rotation and transfers as a way of developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. For transfers for example, it could involve movement of employees from one country to another. These rotations and transfers facilitate employees acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization.

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). On the other hand, Kenney et al. (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002). On-the-job-training greatly influence employee satisfaction and therefore employees should work in a friendly and respectful atmosphere with proper job security and stability and good organizational reward systems.

4.5 Relationship between on-the-job-training and employee performance

The study also sought to determine the relationship between on-the-job-training and employee performance. Table 4.8 gives the study findings

Table 4.8 Relationship between factors affecting employee service delivery

Variable	Employee Service Delivery		
	Degree of Freedom	Chi-square Values	Critical Table Values
Employee Capability	3	0.300	7.810
Task Requirement	3	1.300	7.810
Employee Satisfaction	3	6.100	7.810

The findings shown in Table 4.8 indicates that employee capability has a greater effect with a chi-square value of 0.300; followed by task requirements with a chi-square value of 1.300; and lastly employee satisfaction with a chi-square of 6.100; at a critical table value of 7.810 and at a degree of freedom of 3, at significance level of 0.05. These findings are similar to previous research findings by (Hyde 1997). Who asserted that on-the-job-training of employees includes will make the employee to love the job he/she is undertaking hence providing customer satisfaction services which aim to increase profitability in the organization. These values may include job satisfaction, challenging work, a sense of accomplishment and growth, sufficient financial compensation and other rewards and recognition the individual consider necessary and important hence if employees are properly motivated, they will make customers happy by giving them first hand services and hence improve on service delivery.

Amine et.al (2009) concurs with this argument and observes that depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself or herself is the principle beneficiary. Whether it is learning new ideas or new skills (education), acquiring healthier habits (health), or changing one's outlook on family or society (social services), only the individual served can accomplish the change. He or she is a vital co-producer of any personal transformation that occurs.

Conducive work flow patterns when put in place will enhance employee performance and overall customer satisfaction. The same view is held by Tamrakar (2010) who states that public service delivery is characterized by compliance with rules and it is determined by inputs. This is evident given the fact that the role of formal contractual relationships is often quite limited or typically absent in public service delivery, when compared to the market.

These authors concluded that public service delivery is based on four key issues: Public service provision is often mission-oriented and that the mission of the organization displaces the conventional notion of profit maximization used in the case of private sector organizations. Accountability in public service delivery applies to the political, bureaucratic as well as market spheres. It refers to the system of punishment and reward consequent on actions taken by agents, and to the process of putting in place specific individuals to make decisions although it does not have to be governed by formal relationships. Competition from private organizations can induce public organizations to get their act together to hold on to funding and to their clientele and Utilization of resources on the evaluation of policies is a crucial part of effective public service provision where missions are either too weak or not aligned and front line actors cannot be made directly accountable by the beneficiaries.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introductions:

This chapter gives out the summary of the study findings based on research objectives, the conclusion, recommendations and areas for further research.

5.2 Summary of findings:

The study sought to investigate on the effect of on-the-job-training on employee performance in Mumias Sugar Company, Kakamega County and the following were the study findings.

The first objective sought to determine the effect of on-the-job-training on employee capability and the result shows that on-the-job-training programmes are more likely to enhance employee capability than without.

The second objective sought to determine the effect of on-the-job-training on employee task requirements and the findings showed that there is a significant direct relationship between on the job training maintained by the firm and employee task performance.

The third objective sought to determine the effect of on-the-job-training and employee satisfaction and the findings showed that there is a significant direct relationship between on-the-job-training programmes maintained by the firm and employee satisfaction.

5.3 Conclusions:

The following are conclusions are derived.

5.3.1 Effect of On-the-Job-Training and Employees Performance:

Concerning the effect of on-the-job-training and employee performance, it was deduced that there was on-the-job-training programs that are more likely to enhance employee performance in public organization than in organizations without. Training and development are often used to close the gap between current performances and expected future performance.

5.3.2 Effect of On-The-Job-Training and Employee Task Requirement:

Concerning the effect of on-the-job-training and employee task requirement, the study concludes that there is a significant and direct relationship between on-the-job-training programmes maintained by the firm and employee performance as this will enhance employee task efficiency and thus increased employee satisfaction.

5.3.3 Effect of On-The-Job-Training and Employee Satisfaction:

The study concludes that what a person does at work, for example the nature of the job or fulfilled tasks, can influence employee satisfaction. In other words, it is not the sector itself that determines employee satisfaction patterns, but rather the content and type of the performed tasks, job characteristics like routineness and job specificity have been found to affect the level of customer satisfaction.

5.4 Recommendations:

Based on the study findings, the following recommendations were derived.

5.4.1 Effect of On-The-Job-Training and Employee Performance:

Organizations should embrace on-the-job-training programmes in order to enhance employee efficiency and performance and thus add profitability in the organization. These values may include job satisfaction, challenging work, a sense of accomplishment and growth, sufficient financial compensation and other rewards and recognition the individual consider necessary and important hence if employees are properly motivated, they will make customers happy by giving them first hand services and hence improve on service delivery. The rationale behind these recommendations may be different, but foremost it is rooted in human's growth-need. Therefore organizations with proper laid down employee on-the-job-training programs will enhance employee performance and thus increase the levels of task performance.

5.4.2 Effect of On-The-Job-Training and Employee Task Requirement:

Firms should adopt job characteristics like routineness and job specificity to enhance employee satisfaction. Routineness concerns the degree to which employee's daily tasks are varied and provide opportunities for new experiences; and job specificity deals with the clarity of the assigned tasks, their success indicators, and relative importance.

5.4.3 Effect of On-The-Job-Training and Employee Satisfaction:

Conducive work flow patterns should be put in place to enhance employee performance and overall task performance. On-the-job training should include job rotations and transfers, coaching and/or mentoring so as to be able to meet organization's current and future objectives.

5.5 Suggested Areas for further Research

Based on recommendations of this study, the researcher suggests that, a similar study to be done in other sugar companies so as to compare the study findings, the researcher also suggests that a study on the effect of on-the-job-training on employee service delivery in manufacturing firms can also be undertaken in future so as to enhance employee delivery in organizations.

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