EMPLOYEE INFLUENCE OF TRAINING ON PERFORMANCE IN POSTAL CORPORATION OF KENYA

BY:

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KENYATTA UNIVERSITY

DECEMBER 2017
DECLARATION

This project is my original work and has not been presented for any other award in any academic work in any institution

Sign…………………… Date……………………

LUCY KEMUNTO ANGWENYI D53/CTY/PT/22255/2012

Declaration by the supervisor:

This project has been submitted for examination with my approval as the university supervisor.

Sign…………………… Date……………………

Dr. David Kiiru (PhD)
Department of Business Administration
DEDICATION

Dedicated to my Daughter Ellianah Kwamboka and my Son Ethan Atambo May God bless you always.
ACKNOWLEDGEMENT

I give glory and thanks to the most high for his spiritual guidance in the course of undertaking my MBA.

To my Mum thank you for your support and prayers throughout my MBA.

To my supervisor Dr. David Kiiru appreciation for the insightful guidance throughout the MBA
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ABBREVIATIONS AND ACRONYMS

TNA: Training Needs Assessment
PCK: Postal Corporation of Kenya
SPSS: Statistical Package for the Social Sciences.
HR: Human Resource
CCK: Communication Commission of Kenya
T& D: Training and Development
KSA: Knowledge, Skills and Abilities
ICT: Information Communication and Technology
## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource management</td>
<td>It’s planning, recruiting, deploying, training and giving the right environment to achieve the set goals</td>
</tr>
<tr>
<td>Training</td>
<td>Training is increasing knowledge and skills of an employee for better performance on their jobs.</td>
</tr>
<tr>
<td>Employee performance</td>
<td>The results achieved by employees as they work towards the vision and mission of an organization.</td>
</tr>
<tr>
<td>Training Needs Assessment</td>
<td>The process of identifying gaps that result to poor performance and looking for ways to fill the gaps</td>
</tr>
<tr>
<td>Training Evaluation</td>
<td>Involves the assessment of effectiveness of the training programs after the training has taken place.</td>
</tr>
<tr>
<td>Regression Analysis</td>
<td>Process of statically estimating relationships between the dependent &amp; independent variables.</td>
</tr>
<tr>
<td>Training Design</td>
<td>Is the process of coming up with the right material for the specific training</td>
</tr>
</tbody>
</table>
Since employees are the backbone of any business, its management’s investing in the employees by training to improve their skills and knowledge if an organization aim is to improve the employee’s performance, the results should be analyzed and dealt with according to their performance. For organizations to produce the best human capital investment is key and mandatory for effectiveness. Training aids human capital in achieving their effectiveness and capabilities. These studies were to address the gap on the influence of training on employee performance in postal corporation of Kenya. The specific objective was to determine how TNA, training design, training delivery and training evaluation influence employee performance, and was based on the action theory, human capital theory that emphasizes on training which in turn increases performance. Action theory on the other hand attempts to explain how learning regulates people change behavior to meet goals in normal unexpected situations. The study also used Kirkpatrick’s Four-Level Training Evaluation Model that tried to explain that evaluation should always begin with the first level to the last level and adopted a descriptive research design. Populations were 506 employees of postal corporation of Kenya headquarters. Sample sizes of 102 employees were selected through stratified random sampling. Questionnaires were used to data, analyzed by descriptive and inferential statistics presented in graphs, charts, and tables. The research found out that there is a relation between training and employee performance in Postal Corporation of Kenya. The findings supported the human capital theory. The recommendations are: - human resource managers should offer training to their staff for better performance. The findings would help PCK and fellow researchers of training and development.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 Employee Performance
It’s the backbone in an organization. It helps the organization increase and utilizes its staff, it also produces good service delivery. For these to be achieved organizations need to make policies that guide performance in human resource. (Ferris 2008). Performance is the ability to achieve results against set targets in a given time period.

Campbell (2011) employees are hired to achieve fulfill their set targets through activities that can be monitored and measured. Every organization needs high performing employees, in order to achieve its set mandate and goals (Frese, 2008). Organizations good performance depends on the employees output, thus the need for top management to create a conducive environment for better performance. Commercial banks are service industry that aim in satisfaction of their customers for service industry their business is based solely on employee’s performance thus the need for management to always improve its workforce skills and knowledge.

1.1.2 Training
Houger (2009) Training is the understanding and skills acquisition on what you do or intend to do. It is the continuous process of improving oneself as it improves performance of employees and the entire organization. The purpose in any organization is to equip the employees with relevant skills that they lack to be able to perform their duties well and achieve the set goals of the organization at large.
(Senge (2009) believes that learning has very little with acquiring information; rather it’s the process of gaining new insights that one previously could not achieve and is very beneficial to employees.

1.1.3 Relationship between Training and Employee Performance

(Kraiger, 2010). Arthur (2009) did an analysis on 1152 sample size from 165 people and found out that for better performance at the job training has to be done. The effectiveness and efficiency of training varies with different organization depending on the planning and giving out of the information that is required.

A study was done in a company in India and it was agreed that training contributed to better performance in that company as many employees changed the way they perceived work and appreciated it more than before. (Barber, 2008).

Barber (2008) believes that any mechanic who has gone through the work on a daily basis has the capability to hit the hammer in the right place by acquisition in the cognitive that he uses for his work. Therefore training has to be achieved for any organization to perform because training is the instilling of new skills and knowledge to an individual and making the person a better individual.

1.1.4 Postal Corporation of Kenya

Postal Corporation of Kenya is an entity established by parliament under the Ministry of Information Communication and Technology. It was established by an act of parliament 1998 and was mandated, to provide and operate postal services, which include mails conveyance, courier services and agency banking. Kenya Posts and Telecommunications Corporation split into three entities. In 1991 that sired PCK, Telkom Kenya and CCK. The
corporation is also guided by the UN charter of 1948 (PCK 2017) that stipulates that the organization to deliver services to the locals no matter the geographical area.

1.2 Statement of the Problem

Employees are the cornerstone of every organization, and a well performing or poor performing organization is only as good as its people. Only through employees or human capital can organizations achieve objectives and goals. It is therefore necessary that employees acquire skills, knowledge and abilities to be able to achieve the organizations set goals and remain competitive and successful in the competitive market (Campbell, 2010). Unfortunately, most organizations solve non performance by training without getting the root cause of the problem which might not be training. (Hughes, 2011). Selection of participants to attend training can be achieved through a well organized TNA that will give a list of the staff that require the training most.

PCK having human resource department that looks into employee’s issues, most employee’s dissatisfaction emanates from performance related issues. Staff appraisal exercise is not always done as per the policies and procedures ant is sometimes biased (PCK Employee satisfaction survey 2017) Majority of the line managers delegate duties to their subordinates and this creates a rift between line managers and their juniors who fell like they are being used and earning less thus leading to demotivation of employees (Employee Survey, 2016).

Management has solely lost its touch in managing staff and this has been observed by the deadlines to meet unrealistic performance targets, keeping punctuality yet staff are always
late, warning letters in cases of indiscipline with low skills that can be achieved from constant training to enhance good performance (Performance Evaluation, 2014).

Allen 2010, studied how training influence the performance through employees in private and public sectors in Malaysia. He used descriptive research design with a target population of 500 employees. He found out a direct correlation between training and improved employee performance. Musili (2010) researched on the perceived effectiveness of training and development on performance of In-Flight attendants in Kenya Airways. She used a sample size of 350 and found that there are other issues affecting performance of employees rather than training. Employees wanted to be involved in final decision making especially regarding personal development. Gakuru (2006) researched on the relationship between training practices and performance, this was a survey of companies listed on the NSE, He considered the organizations in general, and he found that the training practices have a significant effect on performance. In view of the above, the study would want to determine the role of Influence of training on employee performance in Postal Corporation Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The general objectives of this research were to investigate the influence of training on employee performance in Postal Corporation of Kenya.

1.3.2 Specific Objective

i. To establish whether training needs assessment (TNA) influence employee performance in postal corporation of Kenya.
ii. To determine the influence of training design on employee performance in Postal Corporation of Kenya.

iii. To identify how training delivery approach influence employee performance in Postal Corporation of Kenya.

iv. To assess how training evaluation influence employee performance in Postal Corporation of Kenya.

1.4 Research Questions

i. Does training needs assessment have an influence on employee performance in Postal Corporation of Kenya?

ii. Does training design have an influence on employee performance in Postal Corporation of Kenya?

iii. Does delivery approach during training have an influence on employee performance in Postal Corporation of Kenya?

iv. Does training evaluation influence employee performance in Postal Corporation of Kenya?

1.5 Significance of the Study

For Organizations to remain afloat in the turbulent market they have to effectively manage their employees. The study were therefore enable the PCK directors and management to develop better understanding of Influence of training and development on employee performance at the organization.

The government will also benefit from the study by understanding the challenges facing employee performance at PCK and enlighten the director’s on how to address these
challenges in order to make the corporation marketable organization. The research were equally help policy makers in better decisions making especially on training and development elements that enhances employee performance.

Other researchers and scholars will also use the study as a basis for further research that were to add more incite on employee performance in Kenyan organizations. It will particularly be useful to those interested in researching training and development elements influencing employee performance in the public sector which has actually not attracted much academic attention.

1.6 Scope of the Study

The study examined the role of Influence of training on employee performance in postal corporation of Kenya. It were to focus on TNA, training contents and designs, delivery approach and training evaluation as the independent variables and organizational performance as the dependent variable. The study adopted descriptive research design with a population of 2000 employees of PCK. Data was presented in tables, pie charts, bar graphs, percentages and frequencies.

1.7 Limitations of the Study

Like managers, they may not be able to fill the questionnaires in time because of their nature of work like being in meetings for long hours. These were mitigated by the researcher adopting the dropping and picking later method in the administration of the questionnaire. The study might also be limited by lack of information coming from the various departments for fear of information confidentiality not being honoured by the researcher. The study might also face challenge of respondents providing inaccurate data considering that the information
is very sensitive and hence could not be willing to reveal most of it, but the issue was mitigated by confirmation from the researcher that it was to be used for academic purpose and a letter of prove was sought from Kenyatta university and NACOSTI.
CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

It gave a detailed analysis of information and theoretical existing literature of other studies that have been done by other scholars under the area of study. Each variable in previous chapters has been evaluated in-depth and a conclusion reached to understand the link between the variables.

2.2 Theoretical Review

2.2.1 Action Theory

According to Michael (2007), action theory explains how learning is regulated to change people’s behavior and attitude to achieve better results either at the workplace or for personal growth. According to Salisbury (2008), Action Theory Is best understood by the behavior change in an individual after attending training in a learning environment, the individual will come out of the training facility a better person and changed. The employee will perform her duties better with new skills and knowledge gained.

2.2.2 Human Capital Theory

This study was proposed by Schultz in 2009 and developed by Becker in 2010. According to the theory, Human capital theory learning and training imparts positive knowledge to workers to achieve the best in them, hence raising employee’s future income bracket because investing in training is the best thing one can do as it will reap fruits later in life and that can be either by being employed and earning more than someone who is not employed and not
earning. The theory supports the variable in training needs assessment since the individual has to assess her capabilities and realize which skill they require to add so as to better their future lifetime earnings.

2.2.3 Kirkpatrick's Four-Level Training Evaluation Model

Effectiveness of training entails using the four-level model by Donald Kirkpatrick (2009). According to the model, it's always prudent to begin with the first level, and move sequentially through second level, then third and fourth levels. The information received from one levels enables the learner to apply in the next level. Reaction level of evaluation measures the participant’s reactions to the training. It answers the question of evaluation immediately after the training that is: - how was the training? Did it meet the set objectives? Did the trainees like the training?

Secondly, it also tries to help the person who planned for the training evaluate it and get to find out the value add and if it meet the set objectives at the beginning of the training, this is a good way of evaluating any training at any given time for better planning in the next trainings. (Kirkpatrick’s, 2010). The theory will assist in justifying the existence and budget allocation on training department by clearly showing how training is helping improve employee performance leading to achievement of organizational objective. It also assists in deciding whether to continue or discontinue a training program.
2.2.4 Principles Theory

Developed by Goldstein (2008), if applied in training can suggest that, the organization should always take into consideration its employees training needs at all times, it’s more of the agent and the principal the agent being the employee and the principal being the organizations management that work hand in hand with the agent to meet the organizational goals and objectives. For example, general principles about problem solving might be applied in a conflict management solution in organizations leading to improved employee performance. The theory assists the study in the sense that the main objective which is to improve employee performance is realized by taking care of the employees needs.

2.3 Empirical Review

This basically are some of the previous studies done by scholars with regard to Influence of training on employee performance.

2.3.1 Training Needs Assessment (TNA) on Employee Performance
According to (Sorenson, 2011) trainings purpose is to identify gaps and determine the necessary intervention to bridge the gap (Asare-Bediako, 2009). Training Need Analysis involves an analysis of three major aspects that is: the organization, employee and the task itself (Thayer and McGhee, 2010). Organization analysis involves a review of all resources available in the organization which includes, Top management’s support and the organizations capacity to run the business. Employee analysis looks at an the job employees do to indentify the skills gap that need to be addressed through training this can be achieved through the performance contracts and individual assessments (Warshaner, 2008). Task or
Job analysis looks at the knowledge required to perform a certain task for example what does finance department require to achieve its adjective that is what more skills do people working in that department need to be productive.

An effective task analysis identifies “tasks” that have to be performed, often, the quality and quantity of performance required” (Brown, 2012). Gakuru (2009) researched on the relationship between training practices and performance, a survey of companies listed on the NSE, He considered the organizations in general, he found that the training practices have a significant effect on performance, and that, systematic training gave better results than non-systematic ones.

Nguku (2010) researched on staff training and development practices in state corporations in Kenya. She found that employee trainings that are designed to assist employees in acquiring better skills, knowledge and attitudes towards their work yielded better performance.

### 2.2.2 Training Design and Employee Performance

Nadler (2012) noted that training activities are geared towards achieving a positive feedback and a better understanding of the job at hand and general growth for both employees and the organization to be able the organizations current and future goals as set in the strategic plan. There are two different training designs that each and every organization can be able to choose for training its employees. These are on-the-job training that employees go through on their day to day work at the same working venues and off-the-job training that involves taking employees away from their usual work environments that is outside the premise of the company to be able to have a different learning environment and therefore all concentration is left out to the training.
Doo (2010) studied training design factor affecting transfer of training in the USA organization. He used a target population of 250 employees to collect the data. Disruptive statistics of sampling design was used and he arrived at the conclusion that there is a direct correlation between training design and transfer of training.

2.3.3 Training Delivery Approach and Employee Performance

The training delivery approaches used are as varies as the training content areas (Poon, 2010). Organizations can use one or more approaches in their trainings in the delivering the training objectives and developing their employee’s skills and knowledge. Team management is the in thing with most organizations as they believe that well coordinated teams have become increasingly popular in organizations of all sizes and industries because line managers believe that well managed teams often provide better outcome such as improving productivity, enhancing creativity, enhancing ones capacity, self motivation and confidence reducing response times and improving decision capability making rather than individual employees (Lawler, 2012). Team training is one of delivery approach of training by which people learn how to work effectively in problem – solving groups, teams prove to give out the best in each and everyone in the group for better production (Rasmussen, 2010). (Roberts, 2009). Mentoring is another delivery approach of training, Where mentors work with the individual on a day to day basis to coach and mentor the employee on the job and more than the job requires to build the individual in all aspects of life. On – the – job training is another delivery approach of training, which takes place at normal workplace and makes the job itself part of the instruction given and a means of acquiring practical skills by learning what you do as you do it makes an employee more conversant with his/her job as this enables one to understand better. (Kamencu, 2011). Other research found that performance appraisal has positive influence on the employee performance. Population consisted of 600
people of ministry of the state for public service and sample was drawn of 354 people by using Pilot study. (Lillian, Mathooko and Sitari 2011).

2.3.4 Training Evaluation and Employee Performance

For any evaluation after training to take place an organization has its choice on which methods to use in order to get the best output on the same. (Hamid, 2010). However, training evaluation is a difficult and complex task and time consuming task which need a lot of preparation and collecting of feedback from employees who attended the training, but it’s the most important activity in the final training process in the training cycle (Arthur, 2012). The main objective of training evaluation is to prove that the training has actually achieved its set objective and the participants came out better people and that business has improved from the skills and knowledge gained. (Goldstein, 1993). Although newer approaches to training evaluation have been proposed, but four level model of training evaluation continues to be the most popular (Winfrey, 2010). Evaluation – reactions level can be defined by asking the employees how they liked and felt about the training, what they have learned which is new and the reactions are based on opinion. Every training program should at least be evaluated at this level in order to provide for the improvement of a training program and to find out the value add of the training, where the knowledge and skills contents as expressed in the training objectives. Evaluation is never absolute truth as it is an attempt to provide credible evidence, which can be useful to people in making decisions. Most Organizations cannot be able to conduct a systematic training evaluation with using evaluation sheet tools completed by trainees at the end of a training program this is because most of these organizations do not understand the importance of the evaluation at the first place and the importance to their organization.
2.4 Research Gap on Employee Performance

The literature review established that many studies have been carried out on employee performance. Researches about the influence of training on employee performance have already stretched into various fields. Not only have they touched on some service industries like Banks but also stretched to almost all service organizations. Domestically, however the study about employee performance is still at infancy stage. Performance of employees is actually a relatively new research area with huge potentials. However, along with the Kenya’s economic growth, scholars constantly intensify the studies on the influence of training on employee performance.
Table 2.1: Summary of Knowledge Gaps

<table>
<thead>
<tr>
<th>Researcher/Year</th>
<th>Topic</th>
<th>Key Findings</th>
<th>Gaps</th>
<th>Current study focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gakuru, (2009)</td>
<td>Relationship between training practices and performance of companies listed on the NSE</td>
<td>Training practices have a significant effect on performance, focused only on the quality of training, relevance, and motivation as factors influencing employee performance</td>
<td>The current study provides an in-depth study on employee performance by employing other variables on training.</td>
<td></td>
</tr>
<tr>
<td>Nguku, (2010)</td>
<td>Staff training and development practices in state corporations in Kenya</td>
<td>Employee trainings that are designed to assist employees in acquiring better skills, knowledge and attitudes towards their work yielded better performance</td>
<td>The study only focused on training in order to improve performance.</td>
<td>The study will focus of all the elements of a training circle that will help improve employee performance.</td>
</tr>
<tr>
<td>Doo, (2010)</td>
<td>Training design factor affecting transfer of training in the USA organization</td>
<td>There is a direct correlation between training design and training delivery. It focused on Training content as an element of a training circle.</td>
<td>The current study will take into consideration the training circle as a whole.</td>
<td></td>
</tr>
<tr>
<td>Miller and Osinksi (2012)</td>
<td>S &amp; K requirements for each job and compares it to employees’ actual S &amp; K</td>
<td>Data includes job hazard analysis, performance standards, rate. Focused only on the training needs and no other factors on training.</td>
<td>The current study will focus on all the factors in regards to training.</td>
<td></td>
</tr>
</tbody>
</table>
2.5 Conceptual Framework

The framework tries to explain the relationship between variables and how they are interrelated to the dependent variable being employee performance.

**Independent Variables’**

**Training Needs Assessment**
- Knowledge gap
- Wastage of resources
- Customer complaints
- Low Motivational level

**Training Design**
- Efficiency in process
- Good time management
- Efficient communication

**Training Delivery Approach**
- Committed workforce
- Availability of training materials.
- Change of attitude towards training.

**Training Evaluation**
- Training criteria
- Achievable objectives
- Strengths and weakness

**Dependent Variable**
- Employee performance
  - High productivity
  - Service quality
  - Low wastage
  - Job satisfaction

Figure 2.2: Conceptual Framework

Source: (Researcher, 2017)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
The chapter focused on the research methodology, about how data was collected and what methodology was used to analyze the collected data and the presented. It includes research design, target population and sample size used.

3.2 Research Design
The study adopted a descriptive and exploratory design. That was useful in gaining insight into the general situation regarding the employee’s level of satisfaction in PCK.

3.3 Target Population
This study was carried at postal corporation of Kenya headquarters since we are experiencing wastage of resources during job performance. The population of interest was 506 employees of PCK. The employees include senior managers, middle and lower level managers.

3.4 Sample Design
A good representative sample design is one which is at least 20% of the population. Stratified random sampling was employed to obtain a sample of 102 employees from the three levels of management. In this study the employees were divided into three categories (Kothari, 2010), depending on their levels i.e. senior, middle and lower management. The respondents were randomly selected from the three strata’s. These were adopted as shown below.
Table 3.1; Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample size 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level management</td>
<td>53</td>
<td>11</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>159</td>
<td>32</td>
</tr>
<tr>
<td>Lower Level management</td>
<td>294</td>
<td>59</td>
</tr>
<tr>
<td>Total</td>
<td>506</td>
<td>102</td>
</tr>
</tbody>
</table>

Source: Author (PCK 2017)

3.5 Study Tools

The data was collected using both closed and open ended questions that would give objectivity by allowing employees to provide their personal and unbiased views and more explanations. Administering questioners is more simple and easy to get feedback.

3.5.1 Reliability of the data collection instrument

Reliability is when a research yield consistent results on repeated trials and the tool can be relied upon to give objective results over a period of time if repeated over and over again. (Mugenda & Mugenda, 2003). A pre-test was conducted where respondents were selected randomly and were exposed to the research tools for collection of data. The questionnaire was pre-tested through a pilot test. In carrying out the pilot survey. Bernstein (1994) one should strive for reliability values of 0.7 or higher hence this study will adopt the same reliability index.

3.5.2 Validity of the data collection instrument

According to Robinson (2012), a valid instrument is one whose content is relevant to the purpose of study to maintain the consistency and relevance of the instruments to the problem,
the questionnaires were formulated, the aspects of the problem of study were adhered to, for example, the questionnaire’s questions were carefully constructed to elicit information about respondents view on influence of training on employee performance in Postal Corporation of Kenya. Corrections were made based on the advice given by the supervisor as the researcher prepared the questioners.

### 3.6 Data Collection Procedures

Before researcher collected the actual data, he was given permission from the respondents through an introduction letter to the management of Postal Corporation of Kenya and a letter from NACOSTI. The letter of introduction was to explain in brief the purpose of the study, respondents’ participation, and a statement guaranteeing confidentiality in line with Bisset (2010).

Upon granting the consent from the said institutions, the researcher then administered the questionnaires to all the respondents. (Leung, 2011). Subsequently, a follow up were made to retrieve the questionnaire from the respondents. Where respondents were facing difficulty in answering the questioners, a research assistant were helping. This was to facilitate completion of questionnaire and increase response rate. The raw data from the questionnaires were cleaned and checked for completeness by eliminating unusable data, interpreting ambiguous answers and eliminating contradictory data from related questions.
3.7 Data Analysis and Presentation

Data was then analyzed using multiple regression analysis to determine influence of training on employee performance, Quantitative data comprised of both content analysis and descriptive statistics.

\[ Y = \text{Employee Performance} \]
\[ X_1 = \text{TNA} \]
\[ X_2 = \text{Training Design} \]
\[ X_3 = \text{Training Delivery Approach} \]
\[ X_4 = \text{Training Evaluation} \]
\[ e = \text{Error Term} \]

3.8 Ethical Considerations

The study main intention was only be for academic purpose and all the information obtained were held at the highest level of privacy and confidentiality without exposing to any other party except the university and the company management. Kenyatta university and NACOSTI issued the researcher with a letter of introduction.
CHAPTER FOUR
DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The objective of the study is to establish the relationship between training and employee performance in Postal Corporation of Kenya.

4.2 Response Rate

The study targeted 102 respondents (employees) shown on the table 4.1 below. From the respondents 96 out of 102 filled the questionnaire contributing to 94.11% response rate. This creditable response rate was achieved after the researcher followed up at the respondents work places reminding them to fill-in questionnaires as he collected the already filled ones.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Responded</th>
<th>Not responded</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior level managers</td>
<td>10</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>30</td>
<td>2</td>
<td>32</td>
</tr>
<tr>
<td>Lower level managers</td>
<td>56</td>
<td>3</td>
<td>59</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>6</td>
<td>102</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

4.3 Demographic Information

It covers information about the respondents who took part in the research. The background
information sought was gender, level of position, academic qualification and duration of time working at Postal Corporation of Kenya.

4.3.1 Gender

As shown in Table 4.2 the study found that the male gender was 59.25% and the female gender was 40.75%. This shows that both genders were well represented and the difference does not affect the findings of the research.

Table 4.2 Composition by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>57</td>
<td>59.25</td>
</tr>
<tr>
<td>Female</td>
<td>39</td>
<td>40.75</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher (2017)

4.3.2 Position at the organization

As shown in Table 4.3 the study found that senior managers are 24%, Department heads 26% and line managers was 50%. This shows majority of respondents were line managers.

Table 4.3 Position of Respondents

<table>
<thead>
<tr>
<th>Role</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Line managers</td>
<td>43</td>
<td>50</td>
</tr>
</tbody>
</table>
4.3.3 Respondents on Education Level
Respondents were also asked about their education level. The findings were as shown below in figure 4.1.

**Figure 4.1: Respondent on Education Level**

The research tried to find out the level of education of respondents and requested them to state the level of education achieved. From the findings it clear that most of the respondents as shown by 36% had a diploma. 29% of the respondents had high school certificate. 23% of the respondents had degree certificates while masters and Doctorate were 6% and 2% respectively, others are 4%. This implies that majority of respondents were well educated to understand influences of training.
4.3.4 Working Duration at Postal Corporation

The study sought to establish the respondent’s working duration at the ministry.

![Bar chart showing working duration distribution](chart.png)

**Figure 4.2: Working Duration**

Figure 4.3 above revealed that majority of the respondents as shown by 41% had been working between 6 and 10 years, 33% had worked for a period less than 5 years, whereas 29% of had worked more than 10 years. This implies that majority were recruited less than 10 years ago.

### 4.4 Descriptive Analysis

It tries to describe the descriptive statistics for the studies variables namely training variables and employee performance. The descriptive statistics summarize the main variables characteristics.
4.4.1 Training Needs Assessment

For analysis purposes, the mean score for the respondents was computed. A mean score of 0 means not relevant, less than 1.5 means that the respondents strongly disagree, a mean score of 1.5- 2.4 means that they disagreed, a mean of 2.5- 3.4 means they had neutral perception, 3.5 -4.4 means that they agree and a mean score of above 4.5 means that they strongly agreed. A standard deviation of above 1.0 means there is no consensus whereas a standard deviation of 1.0 and below means that there is a consensus.

Likert 5 scale questions have been used. Where 5 means a very strongly disagree and 1 strongly agree.

Table 4.4: Central Tendencies measurement of constructs on TNA

<table>
<thead>
<tr>
<th>No</th>
<th>TNA</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Knowledge Gaps among employees in the organization</td>
<td>12.5%</td>
<td>75%</td>
<td>0%</td>
<td>12.5%</td>
<td>0%</td>
<td>4.54</td>
<td>0.91</td>
</tr>
<tr>
<td>2.</td>
<td>Wastage of resources</td>
<td>62.5%</td>
<td>25%</td>
<td>12.5%</td>
<td>0%</td>
<td>0%</td>
<td>4.06</td>
<td>0.72</td>
</tr>
<tr>
<td>3.</td>
<td>Increased Customer Complaints</td>
<td>75%</td>
<td>12.5%</td>
<td>12.5%</td>
<td>0%</td>
<td>0%</td>
<td>3.91</td>
<td>0.88</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>12.51</strong></td>
<td><strong>2.51</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Aggregate score</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>4.17</strong></td>
<td><strong>0.84</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

Table 4.4 above, the overall aggregate means score stands at 4.17 and the standard deviation at 0.84. Implying on average the respondents agreed on a consensus that TNA on employees
is aimed at improving employee performance. It supported that TNA is aimed at improving employee performance with the highest mean score of 4.54 and a standard deviation of 0.91.

4.4.2 Training Design

They were asked to rate their level of extent to training design and employee performance in a scale of 1 to 5. Where 5 represents “very large extent” and 1 “not at all”. The results are shown on the Table 4.5 below.

Table 4.5: Central Tendencies measurement of constructs on Training Design

<table>
<thead>
<tr>
<th>No</th>
<th>Training Design</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Efficiency in work process</td>
<td>4.3%</td>
<td>43%</td>
<td>33.7%</td>
<td>15%</td>
<td>0%</td>
<td>2.59</td>
<td>0.794</td>
</tr>
<tr>
<td>2</td>
<td>Team work</td>
<td>3.7%</td>
<td>13%</td>
<td>37.3%</td>
<td>44.7%</td>
<td>1.3%</td>
<td>3.27</td>
<td>0.840</td>
</tr>
<tr>
<td>3</td>
<td>Proper time management</td>
<td>4.3%</td>
<td>13.3%</td>
<td>48%</td>
<td>34.3%</td>
<td>0%</td>
<td>3.12</td>
<td>0.798</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8.98</td>
<td>2.432</td>
</tr>
<tr>
<td></td>
<td>Aggregate Score</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>2.993</strong></td>
<td><strong>0.811</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

Table 4.5 above, the overall mean score stood at 2.993 and a standard deviation of 0.811. This shows that on average the respondents had neutral perception that the organization had put in place training design that would enable achieve employee performance. The statement that teamwork aimed at improving employee performance had the highest mean score of 3.27 while standard deviation was at 0.840.
4.4.3 Training Delivery Approach

The respondents were to rate their level of extent pertaining to training delivery approach on a scale of 1 to 5. Where 5 represents “very large extent” and 1 “not at all”. As shown below on table 4.6.

<table>
<thead>
<tr>
<th>No</th>
<th>Training Delivery Approach</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Committed workforce.</td>
<td>35%</td>
<td>55%</td>
<td>3%</td>
<td>7%</td>
<td>0%</td>
<td>4.32</td>
<td>0.89</td>
</tr>
<tr>
<td>2</td>
<td>Availability of training materials</td>
<td>33%</td>
<td>47%</td>
<td>15%</td>
<td>5%</td>
<td>0%</td>
<td>4.96</td>
<td>0.74</td>
</tr>
<tr>
<td>3</td>
<td>Attitude change towards training</td>
<td>40%</td>
<td>39%</td>
<td>12%</td>
<td>9%</td>
<td>0%</td>
<td>4.39</td>
<td>0.97</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>13.67</strong></td>
<td><strong>2.6</strong></td>
</tr>
<tr>
<td></td>
<td>Aggregate Scores</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>4.557</strong></td>
<td><strong>0.8667</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The overall aggregate mean score stood at 4.557 and the standard deviation at 0.8667. Thus showing that the respondents agreed that training delivery approach was improving their overall performance. The statement on availability of training materials had the highest mean score of 4.96 and a standard deviation of 0.74.

4.4.4 Training Evaluation

Respondents were required to rate their level of content with the statements pertaining to training evaluation on a scale of 1 to 5. Where 5 represents “very large extent” and 1 “not at all”. The results are in Table 4.7.
Table 4.7 Central Tendencies Measurement of Constructs on Training Evaluation

<table>
<thead>
<tr>
<th>No</th>
<th>Training Evaluation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Training Criteria</td>
<td>4.7%</td>
<td>56%</td>
<td>35%</td>
<td>4.3%</td>
<td>0%</td>
<td>2.39</td>
<td>0.648</td>
</tr>
<tr>
<td>b</td>
<td>Achievable Objectives</td>
<td>0%</td>
<td>1.3%</td>
<td>19.3%</td>
<td>77.7%</td>
<td>1.7%</td>
<td>3.8</td>
<td>0.472</td>
</tr>
<tr>
<td>c</td>
<td>Strengths and Weaknesses</td>
<td>0.3%</td>
<td>3%</td>
<td>28%</td>
<td>61%</td>
<td>7.7%</td>
<td>3.73</td>
<td>0.658</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9.92</td>
<td>1.778</td>
</tr>
<tr>
<td></td>
<td>Aggregate score</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.307</td>
<td>0.593</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The overall aggregate mean score stood at 3.307 and the standard deviation at 0.593. Thus implying that respondents agreed that there was training evaluation after each training. The statement on achievable objectives had the highest mean score of 3.8 and a standard deviation of 0.472.

4.5 Employee Performance

Respondents were required to rate their level of content with the statements pertaining to employee performance on a scale of 1 to 5. Where 5 represents “very strongly agree” and 1 “very strongly disagree”. The results are in Table 4.8.

Table 4.8: Responses on employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior productivity due to better performance.</td>
<td>4.3159</td>
<td>0.9654</td>
<td>1.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Wastage of resources in the company has</td>
<td>4.4215</td>
<td>1.1567</td>
<td>1.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>
The aggregate mean score stood at 4.2703 and the standard deviation at 0.9834. This indicated that respondents agreed employee performance of the organization was productive, resource efficient, there was high quality of service and employees were satisfied. From the study scale, service quality and productivity indicators had high contributions to employee performance with employee satisfaction making the least impact.

### 4.5 Regression analysis

Regression analysis was used to test the research questions using research data collected and the results interpreted according to the $R^2$ values and $P$ values $P<0.001$ and $P<0.005$ significance level. The variables under study were regressed on employee performance. Linear regression test is used to determine the effects of TNA, training design, delivery approach and evaluation on employee performance. If the value of $R$ Square is equal or more than 0.5, then there is strong correlation between respective variables and employee performance.
4.5.1 Direct Relationship Test
Findings of multiple regressions testing and relationship between TNA, training design, approach and training evaluation and employee performance have been summarized in table 4.9 as shown below.

Table 4.9: Influence of training on employee performance

<table>
<thead>
<tr>
<th>Goodness of fit</th>
<th>Test Statistic</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted $R^2$</td>
<td>0.7214</td>
<td></td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.7305</td>
<td></td>
</tr>
<tr>
<td>F-Statistic</td>
<td>79.15</td>
<td>0.000***</td>
</tr>
</tbody>
</table>

(Employee performance) Dependent Variable

<table>
<thead>
<tr>
<th>Linear Regression Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coefficient</td>
</tr>
<tr>
<td>Training needs assessment</td>
</tr>
<tr>
<td>Training design</td>
</tr>
<tr>
<td>Training delivery approach</td>
</tr>
<tr>
<td>Training evaluation</td>
</tr>
<tr>
<td>Constant</td>
</tr>
</tbody>
</table>

Key  ** significant at 5%  *** significant at 1%

Source: Research Data (2017)

The Table above shows that the adjusted R-squared is 0.7214 meaning independent variables jointly explain 72.14% variations in the dependent variable while the rest are explained by the error term. The F statistic is 79.15 with a P-value of 0.0000 which implies that the regression model is significant. Therefore, the t statistics and p-values can reliably be used to test the significance of coefficients in the model;
Regression equation obtained is:-

Employee performance = 8.156 constant + 0.568 training needs assessment + 0.691 training design + 0.256 training delivery approach + 0.534 training evaluation

4.5.2 Training needs assessment influence on employee performance in Postal Corporation

Table 4.17 shows the coefficient of TNA is 0.534. The beta coefficient for training is 0.568. This implies that a unit increase in TNA will result in 56.8% increase in employee performance in Postal Corporation of Kenya. A direct relationship between training needs assessment and employee performance. The t-statistic and corresponding P-value is 8.59 and 0.000 respectively. On the basis of these statistics, it concludes that there is significant relationship which is positive between TNA and employee performance.

4.5.3 Training design influence on employee performance in Postal Corporation of Kenya

From the above table we are shown that the coefficient of training design is 0.691. The beta coefficient for training design is 0.691. This implies that a unit increase in training design will result in 69.1% increase in employee performance in Postal Corporation of Kenya. The t-statistic and corresponding P-value is 3.64 and 0.000 respectively. On the basis of statistics above, the study concludes that there is a positive significance relationship between training design and employee performance in Postal Corporation of Kenya.
4.5.4 Training delivery approach influence on employee performance in Postal Corporation of Kenya

4.9 Above indicates coefficient of training delivery approach is 0.256. The beta coefficient is 0.256. Thus implied that a unit increase in training delivery approach will result in 25.6% increase in employee performance in PCK. A direct relationship of training delivery approach and employee performance. The t-statistic and corresponding P- value is 1.27 and 0.179 respectively. On the basis of these statistics the study concludes that there is relationship which is positive between training delivery approach and employee performance in Postal Corporation of Kenya.

4.5.5 Training evaluation influence on employee performance in Postal Corporation of Kenya

Table 4.9 also shows coefficient of training evaluation is 0.534. The beta coefficient is 0.534. This implies that a unit increase in training evaluation will result in 53.4% increase in employee performance in PCK. The t-statistic and corresponding P- value is 2.15 and 0.000 respectively. On the basis of these statistics, the study concludes that there is a relationship which is positive between training evaluation and employee performance in Postal Corporation of Kenya.
CHAPTER FIVE
CONCLUSION AND POLICY RECOMMENDATION

5.1 Introduction
This final chapter makes an overview summary of the findings, followed by conclusions and policy recommendations drawn after analyzing data collected.

5.2 Summary of the Findings
Influence of training on employee performance in Postal Corporation of Kenya was the basis of the study.

The general objective was to investigate influence of training on employee performance in Postal Corporation of Kenya. Based on results findings, it established that there is a major relationship between training and employee performance.

The specific objective was to establish whether training needs assessment (TNA) influence employee performance in postal corporation of Kenya. The findings showed significant positive relationship with employee performance. The second objective was to determine the influence of training approach on employee performance in Postal Corporation of Kenya. The finding showed that training approach and employee performance was positively linked.

Third objective was to identify how delivery approach influences employee performance in Postal Corporation of Kenya. The finding showed that delivery approach and employee performance is interlinked. The last objective was to assess how training evaluation influence employee performance in Postal Corporation of Kenya. The finding of this research showed that training evaluation and employee performance was positively linked.
The study established that employees of Postal Corporation of Kenya had been in the system for long time. Majority of these employees had adequate education qualification to do their duties. The organization appreciated that there is need to have more educated employees in order to have high employee performance and productivity. From the findings, training design leads the variables of employee performance with significant positive relationship and the least is training delivery approach.

5.3 Conclusion

The study concludes that TNA; training design, training delivery approach and evaluation have a positive relationship on employee performance. The variables have been adopted by the corporation in order achieve improved employee performance. Based on the above therefore the overall effects of variables (TNA, training design, training approach and evaluation) towards improved performance in the organization are significant. Since the variables becomes one of most popular ways for employee performance in the organization in years to come, support for future research related to this field.

5.4 Policy Recommendation

The study makes a number of recommendations. That include: - organization should ensure there is training designs these are likely to influence employee performance positively as shown by the study.

As the research findings showed that employee performance has a positive relation with training needs assessment, government policy makers should identify needs that employees will benefit from. Lastly, the study recommends that corporations should on frequent basis
evaluate training and delivery approach used as identified by most respondents as necessary in order to improve employee’s productivity.

5.5 Limitations of the Study

The study centered on Postal Corporation of Kenya this was geared towards achieving its objective. There were significant differences in the way the respondents dealt with the issues of variables. There was subjectivity noted thus giving room for bias.

Most respondents feared to share information because they thought that their findings could intimidate them and give a negative organizational image and it would make them be deployed as punishment. The researcher tried to mitigate the hurdle by sourcing for a letter from the University and assuring them that their feedback would be treated with utmost confidentiality and was to be used academics only.

5.6 Suggestions for Further Research

More studies should be done to examine other factors that may influence employee performance. Further, future studies should obtain a large population of corporations to determine whether the results can be generalized as this case only used one institution. More similar studies to be done in all parastatals in Kenya for the purposes of benchmarking. This would allow for generalization of study findings. Further, the researcher suggests that a cross-sectional study should be done in other organizations in various se

REFERENCE


Alliger, G.M., & Janak, E.A. (2009). „Kirkpatrick’s levels of training criteria: Thirty years later”


APPENDICES

Appendix I

Letter of Introduction

Lucy Kemunto Angwenyi
P.O. Box 22736-00100,
Nairobi, Kenya.

Date: ……………………………………………………

Dear Sir / Madam

RE: DATA COLLECTION BY LUCY KEMUNTO ANGWENYI

I am a Masters candidate at the Kenyatta University conducting a study on “Training elements influencing employee performance in Postal Corporation of Kenya”. You have been identified as a potential respondent to this survey. Please respond to all questions to the best of your knowledge. Data collected were treated with utmost confidentiality. In case of any queries or comments about this survey, kindly contact me through the address above. Thank you for your support and cooperation.

Yours Faithfully,

Lucy Kemunto Angwenyi
Appendix II

Questionnaire

PART A: PERSONAL INFORMATION

1. Gender
   Male [ ] Female [ ]

2. Your Rank in the organization?
   Senior Managers [ ] Department heads [ ] Line managers [ ]

3. Highest Level of education?
   Diploma [ ] High School [ ] Doctorate [ ]
   Degree [ ] Masters [ ] Others [ ]

4. How long have you been employed?
   Less than 1 year [ ] 5-10 years [ ]
   1-4 years [ ] Over 10 years [ ]

PART B: TRAINING

a) TRAINING NEEDS ASSESSMENT

(i) Do you think that TNA has an influence on employee performance of postal corporation of Kenya employees?
   Yes [ ] No [ ]

(ii) If Yes Explain

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................

5. To what extent has TNA influenced employee performance in postal corporation of Kenya.
   Very High [ ] High [ ] Moderate [ ] Low [ ] Very low [ ]
6. To what extent has organizational indicators influenced on employee performance in postal corporation of Kenya. Please tick where appropriate.
(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Gap</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wastage of resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased Customer Complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TRAINING DESIGN**

7. (i) Is the design for training employed good enough to help improve employee performance?
Yes [ ] No [ ]
(ii) If Yes Explain
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

8. Has training design influenced employee performance in Postal Corporation of Kenya.
Very High [ ] High [ ] Moderate [ ] Low [ ] Very low [ ]

9. Please indicate the extent to which you agree with the following training dimension indicators and their influence on employee performance in PCK. Please record your answer by ticking at the space provided, by the scale indicator.
(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency in work process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proper time management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TRAINING DELIVERY APPROACH

10. Is the delivery approach taken by the Postal Corporation of Kenya during training assisted in enhancing employee performance?
   a) Yes   b) No

11. How else can training delivery approach be improved to enhance effectiveness?
    ……………………………………………………………………………………………………………………………
    ……………………………………………………………………………………………………………………………
    ……………………………………………………………………………………………………………………………

12. Please rate the extent to which training delivery approach has influenced employee performance in Postal Corporation of Kenya.
    Very High [ ]     High [ ]    Moderate [ ]    Low [ ]    Very low [ ]

13. Please tick at the space provided to the extent of agreement, by the scale indicator.
    (1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

<table>
<thead>
<tr>
<th>Indicator</th>
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<td>Attitude change towards training</td>
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TRAINING EVALUATION

13. (i) Do you think that training evaluation influences employee performance of Postal Corporation of Kenya?
    Yes [ ]     No [ ]
(ii) If Yes Explain

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

15. Has training evaluation influenced employee performance in Postal Corporation of Kenya?

Very High [ ] High [ ] Moderate [ ] Low [ ] Very low [ ]

16. Please record your answer by ticking at the space provided on what extent you agree, by the scale indicator.

(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

<table>
<thead>
<tr>
<th>Indicator</th>
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<td>Strengths and Weaknesses</td>
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PART C: EMPLOYEE PERFORMANCE

17. Good performance leads to productivity.

Strongly disagree [ ] Disagree [ ] Uncertain [ ] Agree [ ] strongly agree [ ]

18. Low wastage in the organization

Strongly disagree [ ] Disagree [ ] Uncertain [ ] Agree [ ] strongly agree [ ]

19. Service quality is realized due to employee commitment to perform better with optimum resources.

Strongly disagree [ ] Disagree [ ] Uncertain [ ] Agree [ ] strongly agree [ ]

20. Employee job satisfaction is achieved due to improved employee performance.

Strongly disagree [ ] Disagree [ ] Uncertain [ ] Agree [ ] strongly agree [ ]
21. What problems do you face with regard to training in PCK that has hindered your performance?

…………………………………………………………………………………………………………………………………………………………
22. Please specify any ways you think training can be improved in PCK?

…………………………………………………………………………………………………………………………………………………………

Thank you.
### Appendix iii

#### Budget

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<th>Unit Cost</th>
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## Appendix IV

### Time Frame

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