

Employee Training Needs Analysis and Performance of the Department of Public Works, Transport, and Infrastructure in Taita Taveta County, Kenya

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Abstract

Taita Taveta is in Kenya's Coastal area and has four sub-counties: Mwatate, Taveta, Voi and Wundanyi. The district borders Kwale, Makeni and the Republic of Tanzania. It is home to the Tsavo East and Tsavo West National Parks, the Lumo Community Nature Reserve, and many ranches. Good roads in the region are therefore essential for tourism, trade with neighboring countries, and connecting Nairobi and the Mombasa region. The research was meant to evaluate training and efficacy of employees in the public works, transportation, and infrastructure sector of Taita Taveta County. The researcher investigated how training employees affect the performance of public works, transportation, and infrastructure in Taita Taveta County Government, specifically Training needs analysis. The study was guided by Instructional Systems Design (ISD). It also took interest on Human Performance Technology (HPT). Using a descriptive research design with a target population of fifty-five, selected through a simple random sampling method. Primary data was gathered using a questionnaire, which was validated through a pilot study. The reliability of the questionnaires was established, ensuring a thorough approach to validity. A correlation test and regression analysis were run and presented results in a statistical format, supported by graphics and diagrams. The unit of observation was individuals selected using a simple random sampling method. The researcher found that training needs had immense positive influence on employee performance in department of public works. They also determined that a strong correlation existed between training design and the performance of employees in this department. It was noted that implementing training policies caused significant positive changes in performance of employees in the public works department in Taita Taveta County. Recommendations arose from these findings. First, there was a need to encourage the implementation of suitable policies during employee training. Secondly, it was crucial to emphasize the importance of addressing the underlying training needs of employees

Keywords: Employee training, Organization performance, Training evaluation programs, Training design, Training needs analysis, Training policy

1. Introduction

1.1 Background to the study

Elnaga and Imra (2013) found that effective training programs are needed to come up with skills, abilities, as well as knowledge, which employees desire in to perform exemplarily in the workplace, and that this increases employee motivation. Since employee performance is critical to project success, this study aims to use training as a means to improve performance.

Training is essential to create a motivated workforce, which is committed to the underlying organizational vision, goals, and mission. Despite these positive training outcomes, some scholars argue otherwise. For example, Brum (2007) acknowledges that training is widely used as an organizational strategy, but there are widely varying debates among practitioners and academics the employees' training, as well as impacts of the underlying goals of the organization. It is pointed out that there is. He contends that there is a perspective positing that training results in heightened sales, while, in opposition, he asserts that training serves as a mechanism for enhancing employee retention. Despite differing viewpoints, the consensus among most experts is that employee training is a multifaceted human resources practice with the potential to profoundly influence the overall success of a company.

The influence of training on the performance of both employees and organizations can manifest through direct and indirect pathways. Training initiatives hold significance in enhancing the capabilities of both individual employees and the overall organization. By dedicating resources to strengthen the skills, as well as knowledge of their workforce, organizations reap benefits of having more proficient and productive employees, as noted in a source on the advantages of employee training (2022). In addition, companies offer training to employees to enable them deal with the future and current challenges. Training leads to higher levels of employee motivation and desire to perform. Motivated and committed employees value their investment in the organization by working hard and remaining satisfied with being a member of such an organization. The World Bank's perceives transport as a way to fight poverty. The right transport policies boost the economy by connecting people to essential services, for example, education and healthcare. In Europe, the road transport sector is exposed to competition for international (intra-European) freight and passenger transport. However, domestic traffic is still primarily protected. In the EU region, investment in transport infrastructure has slumped due to the global crisis, and the modernization of transport systems has been delayed. The countries need collective and coordinated efforts at the European level to boost Investment Plan for Europe (European Commission, 2014). In America, Benfield and Replogle (2002) maintain that sustainable transportation is essential because transportation is a prerequisite to development in general. This perspective shows that transport is vital for steady growth. The sector has been instrumental because it facilitates transporting essential workers to their jobs, thus keeping the economy afloat. The western Balkans transport and trade facilitation project works to boost economic growth by deeper regional integration among the western countries.

1.2 Statement of the problem

The Ministry of Works, Roads, and Infrastructure in Taita Taveta County, Kenya, faces significant challenges that hinder its organizational performance. These challenges are multi-faceted and include infrastructural issues, misappropriation and embezzlement of public funds, deficiencies in the maintenance system, inadequate skills and resources utilisation, and a lack of upgrading for the workforce after devolution. These problems lead to issues such as inefficiency in meeting local standards, a static mentality in job roles, and a decline in employee morale and satisfaction. The statement of the problem suggests a need for better management, leadership training, and a comprehensive approach meant to mitigate the challenge and enhance the performance of the ministry.

Relevant studies on how training improves performance in the infrastructure construction industries suggest a linear correlation between the two variables. According to Hajjar and Alkhanaizi (2018), the affiliation existing between training effectiveness and employee job performance has a strong linear correlation. The study focuses specifically on the Kingdom of Bahrain. This narrow geographical scope might create limitation on the generalizability of findings of the underlying findings to different countries and regions. The study relies solely on a survey questionnaire to collect data. While surveys are a common research method, they may not capture the depth of qualitative insights that could be obtained through interviews, focus groups, or observations. The study mentions key five factors influencing effectiveness of training. However, it does not delve deeply into how these factors were defined or operationalized.

Aksh (2018) states training effectiveness has a strong association with organization vision and employee motivation. While this focus allows for a specific and localized understanding, findings may be indirectly applicable in other countries or cities. The sample size (103 employees out of 500) raises questions about representativeness. A discussion on how the sample was chosen and its potential impact on the generalizability of findings could provide more transparency. The text mentions that engagement and motivation are dimensions of training, but it does not provide a detailed conceptualization or operationalization of these dimensions. A clearer definition of how engagement and motivation are measured would strengthen the study.

Furthermore, Neyestani (2014) reports that improving human resource performance in the construction industry is deeply connected to employee training because skills and experience are critical in this field. However, there are methodological and contextual gaps within the provided studies. While the study proposes a directional policy framework, it does not delve into the specifics of operational policies. Providing more concrete recommendations for operational steps would be valuable for organizations and policymakers seeking to implement change. Therefore, relevant studies confirm that employee training is significant toward addressing the stated problem.

1.3 Research Objectives

The objective of the study was to examine employee training needs analysis and performance in the Department of Public Works, Transport and Infrastructure in Taita Taveta County, Kenya.

2. Literature Review

2.1 Theoretical Review: Human Performance Technology (HPT) theory

The fields based on improvement of the performance emerged from education and instructional technology in the 1950s and 1960s. William Deterline is credited as the founder of the human performance technology theory. The theory addresses a systematic approach that improves competence and productivity using different arrays of procedures, as well as methods. The theory observes problem-solving as an opportunity for improving people's performance. HPT is a training

and instructional theory relevant to this study because it improves productivity and attains admirable organizational goals. HPT provides a strategy that focuses on performance enhancement of the workforce directly. Performance analysis refers to looking at workers' current performance and comparing it with the desired output. Looking at what drives performance may be several actions the organization takes to improve performance. Moreover, an evaluation of attained outcome is done to measure the level of outcome with what was desired. Therefore, this theory directly reflects on the training analysis aspect of the study.

The model is anchored into four phases: performance analysis, which involves determining the current level of output, defining goals, and factors that will facilitate the attainment of set goals. This process is data-driven. It also contains performance drivers, which include the factors affecting employees' task performance. This model works best in conditions such as staffing, technology, and social issues. In improving skills and knowledge, a person must understand what is required to do, make decisions and execute the operation. In this sense, this theory will be used to improve organization performance and efficiency which are key variables in the study. Therefore, both verbal and intellectual capabilities are required. Additionally, motivation is a colossal component of the model because employees need to be well informed of the value of the task and therefore confident that they can carry it out. When motivation is lacking, organizational problems often arise.

HPT is based on different disciplines, which entail instructional system designs, HRM, psychology of behaviours, and organizational development. This broad foundation helps organizations identify existing gaps that impede employee performance. Consequently, it provides necessary interventions to improve their performance and evaluates their current and projected results. With increased digitization and capability of the internet, the traditional classrooms will deliver less of this theory as it will be offered in workstations, homes, and desktops. Therefore, HPT helps establish evaluative efforts used in the study's conceptual framework.

2.2 Empirical Review: Training Needs Analysis (TNA) and Organization Performance

A study done in Nepal's construction sector identified that active management in the industry is a critical feature that reflects on performance. Features such as employee training and evaluation ensure that the workforce attains the required skills and experience for optimal performance (Bajracharya & Ogunlana, 2020). However, conceptual gaps from the study findings highlight the need for more self-development training for the employees. Training needs assessment establishes an effective reward system that facilitates sustainability. This foundational approach plays a significant role in creating a productive organizational culture.

A study done in Bangladesh proposes that TNA plays a positive role in motivating performance of employees (Mahmud et al., 2018). Mahmud et al. (2018) state that the primary data collected from the single random samples suggests that the rewarding systems played an integral role in extrinsic motivation. However, conceptual gaps emerge from the study findings because of the unaccounted 1data. TNA develops a blueprint that trained employees use to navigate leadership positions and receive better payments. Therefore, studies confirm that analyzing training needs significantly improves employee motivation and loyalty.

A study about how TNA influences employee motivation in the hotel industry in Tigugu, Nigeria, confirms that training needs analysis identifies the flexibility of the entire organization (Nwokorie & Aneke, 2019). According to the study by Nwokorie and Aneke (2019), training needs analysis highlights job rotation as one of the tools that reduces training costs while increasing its impact. However, a methodological gap in the study is that it uses the Simple Random Sampling (SRS) technique on a study cohort of 152 employees. This number represents a significantly smaller group than the total number of employees in Nigeria's hotel industry. Therefore, training needs analysis allows researchers to identify the level of organizational flexibility that allows a productive work environment.

Based on a study by Hajjar and Alkhanaizi (2018), training effectiveness and employee performance have a strong linear correlation. As such training needs assessment is critical because it will help design an effective training routine which guarantees improved performance. A pragmatic relationship exists between employee training, employee's development, and the organization (Puspita & Nurhalim, 2021). Based on the research done by Puspita and Nurhalim (2021), training needs analysis identifies gaps existing between skills, attitudes, and knowledge of a person needed in an organization and the ways to fill them through training. In the context of the study, an example of how TNA would be effective at curating an efficient HRM program would be to provide the workforce with limited knowledge about construction tools and equipment. Close association with work allows semi-professionals employees to develop their skills, assuring job satisfaction and employee retention. Training needs assessment establishes a system that facilitates appropriate HRM practices. The ability to use limited resources and appreciate present opportunities defines efficiency of the entity. TNA benefits from the wealth of information acquired from employees.

3 Research Methodology

3.1 Research Design

The research was based on design of descriptive research to examine how employee training impacts the performance of the public works' department, transport, and infrastructure in Taita Taveta. It helped to determine and report how things are in real-life situations. Descriptive research design is suitable for exploring how a factor or some factors affect each other

within the same setting (Kaur & Sharma, 2015). Hence this design looked at collecting data relevant to analyzing events and devising viable conclusions, as well as recommendations to be done.

The quantitative approach was the primary method used for collecting and evaluating data. The design was based on survey form. The study used probability sampling as the method and criteria for studying the topic. Questionnaires was the primary data collection method. Method on data analysis used in the study was referred to as multiple regression analysis and thematic data.

3.2 Target population

The target population consisted of fifty-five staff members who worked for the county government of Taita Taveta in the department of public works, transport, and infrastructure. This study included all employees who are permanent. See table 1 below.

Table 1. Target population

Respondents	Target population
Engineers	6
Architects	3
Quantity surveyors	4
Officers & support staff	35
Casual workers	7
Total	55

Source: Public works Voi records

3.3 Data analysis and Presentation

The collected quantitative data is shown using mean, percentage, range, correlation coefficient, standard deviation, and frequency. This involves adding up the responses and using SPSS (version 23.0) for calculations (Norman, Mello, & Choi, 2016). A correlation and regression analysis was also done to find the affiliation between the two forms of variables. Results and findings were depicted using frequency tables, graphics, and pie charts. Content analysis was applied in qualitative data.

4 Research Findings and Discussions

This chapter focused on analyzing the statistical results and discussed the outcomes in detail. This helped to answer the set research questions.

4.1 Response rate

Upon reaching out to the potential respondents, the researcher obtained 100% response rate where 55 respondents answered the set questions in the questionnaire.

Table 2: Response rate

Outcome	Frequency	Percentage (%)
Questionnaires returned	55	100.0
Questionnaires not returned	0	0.0
Total	55	100.0

Source: Researcher (2025)

4.2 Respondents Background information

In this section, the study delved into job roles of the respondents and years of experience.

Respondents job roles

In this study, the respondents were engineers (10.9%) followed by architects (5.5%) quantity Surveyors (7.3%) Officers & support staff (63.6%) and finally Casual workers (12.7%).

Table 3: Respondents job roles

Respondents	Frequency	Percent	Valid percent	Cumulative Percent
Engineers	6	10.9	10.9	10.9
Architects	3	5.5	5.5	16.4
Quantity surveyors	4	7.3	7.3	23.7
Officers & support staff	35	63.6	63.6	87.3
Casual workers	7	12.7	12.7	100
Total	55	100	100	

Source: Researcher (2025)

Respondents' years of experience

Table 4 shows the distribution of years of experience in both frequency and percentage. A small number of respondents, 24.0%, had worked in the department for less than 3 years. Another 14.0% had experience ranging from 4 to 6 years. Additionally, 22.0% of employees had served for 7 to 9 years. The majority of respondents, 40.0%, had been with the department for over 10 years.

Table 4: Years of experience worked and percentage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	15	24.0	24.0	24.0
	4-6 years	9	14.0	14.0	38.0
	7-9 years	11	22.0	22.0	60.0
	Over 10 years	20	40.0	40.0	100.0
	Total	55	100.0	100.0	

Source: Researcher (2025)

4.3 Descriptive statistics

The affiliation between independent and dependent variables was based on the statement raised. This was based on a "5-point Likert" scale of 1-5, consider 1 = "strongly agree", 2 = "agree", 3 = "neutral", 4 = "disagree", and 5 = "strongly disagree".

Organizational Performance

Table 5: Organizational performance

Statement	M	Sd
-The organization has been able to use its resources and skills better.	4.11	1.122
-In most challenges facing the department, solutions have been achieved.	4.20	1.032
-Employees are satisfied with their Job roles.	4.13	1.006
-Efforts have been made to ensure there is employee retention in the organization.	4.02	1.030
There is a gap in specific skills and knowledge in your role that could be addressed by training	4.21	1.024
There is need for additional training to improve job performance	4.01	1.201
Aggregate mean/Standard deviation	4.11	1.112

Source: Researcher (2025)

The organizational performance, which is the dependent variable, had an average score/mean (M) of 4.11 and a standard deviation (SD) of 1.112. Respondents were in agreement that the organization has improved its use of resources and skills, with M= 4.11 and an SD= 1.122. Participants felt that most challenges facing the department have been met with solutions, reflected in M= 4.20 and SD= 1.030. The statement regarding employee satisfaction with job roles had M= 4.13 and SD= 1.006. To show that the organization is making efforts to retain employees, M= 4.02 and SD= 1.030. There was general agreement on the items presented, as shown by the statement, "There is a gap in specific skills and knowledge in your role that could be addressed by training," which had M= 4.21 and SD= 1.024. The statement, "There is a need for additional training to improve job performance," had M= 4.01 and SD= 1.201, indicating that most respondents agreed with it. This was also evident in the earlier-mentioned statement about the skills and knowledge gap, which had M= 4.21 and SD=1.024. Most respondents also agreed that "The organization has been able to use its resources and skills better" (M=4.11, SD=1.122). The majority agreed that "In most challenges facing the department, solutions have been achieved" (M=4.20, SD=1.032). Additionally, most respondents agreed that "Employees are satisfied with their job roles" (M=4.13, SD=1.006). It was noted that most respondents agreed that "Efforts have been made to ensure there is employee retention in the organization" (M=4.02, SD=1.030). These statistical outcomes were supported by a study conducted by Mahmud et al. (2018), which indicated that rewarding systems play an important role in extrinsic motivation.

Training Needs Analysis

Table 6: Training Needs Analysis

Statement	M	Sd
My organization has addressed all gaps in training, which has improved my performance.	4.09	1.091
There are emerging trends and technologies in your field requiring additional training.	4.12	1.110
There is a need for additional training to enhance job performance.	4.11	0.987
Aggregate mean/Standard deviation	4.10	1.003

Source: Researcher (2025)

The training needs analysis had an average score of 4.10 and a standard deviation of 1.003, indicating that most respondents agreed with the provided statements. They agreed with the first statement, “There is a gap in specific skills and knowledge in your role that could be addressed by training” (M=4.09, SD=1.091). Respondents also agreed with the second statement, “There are emerging trends and technologies in your field requiring additional training” (m=4.12, Sd=1.110). They further agreed with the third statement, “There is a need for additional training to improve job performance,” which had M=4.11 and SD= 0.987. Additionally, most respondents concurred with the statement, “My organization has addressed all gaps in training, which has improved my performance” (m= 4.09, sd= 1.091). The statistical results were supported by Kashif et al. (2021), who identified training design and delivery style as important factors for achieving the specified performance markers.

4.4 Correlation analysis

This section entailed carrying out an in-depth correlation analysis existing between predicted and predictor variables, as indicated in Table 7.

Table 7: Correlation analysis

	Organisational Performance	Training Needs
Organisational Performance	1 N=55 Sig. 0.000	
Training Needs	0.878 N=55 Sig. 0.000	1 N=55 Sig. 0.000

The statistical results showed a strong positive relationship between the organizational performance training policy (0.937). Since the p-value was less than 0.05, the results were deemed significant. There was a very high positive correlation between the dependent factor and training need (0.878) and training evaluation (0.807). In both cases, the p-values were less than 0.05, which highlighted the significance of the results.

4.5 Regression analysis

Analysis of Variance (ANOVA)

Table 8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	44.998	4	11.249	138.319	0.000
Residual	3.660	45	0.081		
Total	48.658	49			

Source: Researcher (2025)

Dependent Variable: Organizational performance

The analysis of variance (ANOVA) test determined whether the differences existed between the means of the groups (null hypothesis group versus alternative hypothesis/population group). The results showed that $F(4, 45) = 138.319$, $p = 0.000 < 0.05$, highlighting the importance of these results. These findings confirmed that training has a significant positive effect on the employees’ performance in public works department in Taita Taveta County.

Regression Coefficients

This section aimed at carrying out an extensive analysis of the outcomes based on the regression statistics as in indicated in Tables 9.

Table 9: Model Summary

Model	1
R	0.962
R-Squared	0.925
Adjusted R-Squared	0.918
Std. Error of the Estimate	0.28518
R Squared Change	0.925
Significance F Change (P-Value)	0.000
Durbin-Watson	2.007

Source: Researcher (2025)

The Durbin-Watson test assessed whether autocorrelation was present, and it showed a value of 2.007. This was greater than 1.50, the lower critical value, and less than 2.50, the upper critical value (Turner, 2020). This indicated that there was no autocorrelation. With a p-value less than 0.05, the statistical results were significant. The correlation coefficient r , based on the adjusted r -squared, was 0.918. This means that 91.8% of the variability in performance of the organization could be explained by the four training functions. This supported Daniel's (2018) findings that providing proper training has a positive impact on the performance of an organization.

Table 10: Regression analysis

	Unstandardised Coefficients		Standardised Coefficient	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.227	0.169		1.349	0.184		
Training needs	0.326	0.134	0.321	2.436	0.019	0.496	8.403

Source: Researcher (2025)

Collinearity tests used tolerance and the variance inflation factor (VIF) to assess whether multi-collinearity existed. The four predictor variables had variances greater than 0.25 and VIF values under 10.0, indicating that multi-collinearity was not present. According to Ovharhe (2022), a Durbin-Watson test with variance of less than 0.25 and VIF of more than test indicates the existence of multi-collinearity, which may require to be corrected. Since the statistical outcomes passed the multi-collinearity test and p values were less than 0.05, they were considered to be significant.

The training needs had a beta value of 0.326, which explained 32.6% of the variation in performance of the organization while other variables remained constant. The t-value of 2.436 confirmed that the first hypothesis was accepted. A strong positive association existed between training needs and organizational performance. The statistical outcomes support Daniel's (2018) claims that performance of an organization can improve if training programs focus on meeting training needs.

5 Conclusion and Recommendations

Employee training had a positive impact on performance in the Department of Public Works, Transport and Infrastructure in Taita Taveta County, Kenya. The aim of the research was achieved as the objective was met. The researcher found a strong direct link between the two. Addressing training needs positively impacted employee performance since emerging trends and technologies require additional training to fill gaps and improve job performance. The public works, transport, and infrastructure department in the County Government of Taita Taveta needs to focus more on the importance of addressing employee training needs. By establishing clear procedures to ensure these needs are met, the department can improve both employee performance and overall organizational performance.

The study suggests that organizations should focus on training policies since they had a positive impact on employee performance in the public work department in Taita Taveta County. HR managers should create better policies that guide training for employees. This step will significantly improve overall employee performance in an organization. Provision of such policies will improve the eventual confidence of the employees in the training programmes being done. This will boost their morale and strengthen their resolve to implement the recommendations in the training programmes.

Declaration of Competing Interests

The authors declare that they are not aware of any competing financial interests or personal relationships that may have influenced the work described in this document.

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Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

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