

**RELATIONSHIP BETWEEN TRAINING DELIVERY AND EMPLOYEE  
PRODUCTIVITY AMONG HEAVY CONSTRUCTION MACHINERY SALES  
FIRMS IN KENYA**

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## DECLARATION

This research project is my original work and has not been submitted to any college, institution or university for any academic award other than the University of Nairobi.

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This research project has been submitted for examination with my approval as the Supervisor

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## **DEDICATION**

I would like to dedicate this project to my beloved husband Franklin Mbae, my daughters Kendi, Sheila, Olive, my mum, sisters and brothers for their continued support and encouragement.

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## **ABSTRACT**

The training of employees serves to enhance skills, knowledge, attributes and related competencies and ultimately work performance and productivity. In order to sustain employee performance there is need for training to empower the workforce to be more knowledgeable, creative and innovative. Training of employees aids in the success or survival of an organization in the present and future competitive business environment. Training is therefore the key element in successful wealth creation. The objective of this study was to assess the relationship between training delivery and employee productivity among heavy construction machinery sales firms in Kenya. The study was based on the human capital theory and resource based theory. This study was conducted using descriptive survey design. The target population for the study included forty three heavy construction machinery sales firms operational in Kenya as at 31st December 2015. The study used primary data that was collected using a semi-structured questionnaire which consisted of five point likert scale. Raw data collected from the field was cleaned and collapsed for further analysis. The data was then subjected to SPSS for analysis and interpretations using descriptive statistics. The study concludes that heavy construction machinery sales firms in Kenya use training need analysis to identify training needs, prepares and customizes the requisite training programmes to bridge the training gaps and improve on the employees knowledge, skills and other related competencies, thus improving employees' overall productivity. The study further concludes that most effective training delivery techniques in the heavy construction machinery sales firms in Kenya were product knowledge, job instruction, induction and role play. The study also noted that off- the- job training delivery techniques such as the lecture, computer based, games and simulations should be used sparingly considering that their impact was not as effective as the practical on the job training techniques which were more hands on; thus, the study concludes that the on-the- job training delivery techniques were more effective in driving productivity as compared to the off the job training delivery techniques.



## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Organizations are confronting increased rivalry because of globalization, changes in innovation, political and financial situations (Evans et al., 2011) and hence, provoking them to train their representatives as one of the approaches to set them up to conform to these progressions and along these lines improve their execution and profitability. It therefore calls for managers to guarantee that there's a satisfactory supply of workers that are actually and socially skilled and equipped for vocation advancement into authority offices or administration positions (Sultana et al., 2012). It is clear that representatives are a urgent asset. It is in this way vital to streamline the commitment of representatives to the organization points and objectives as a method for managing powerful execution.

This study was guided by human capital theory and resource based theory theory . In the asset based view, assets are named substantial, immaterial and staff based. Unmistakable assets incorporate monetary stores and physical assets, for example, plant, gear, and supplies of crude materials. Elusive assets incorporate repute, innovation, and human resources; the last incorporate culture, the preparation and skill of workers, and their dedication and devotion. The resource based theory stresses the company's assets as the principal determinants of feasible upper hand and execution through encouraging the improvement of skills that are firm particular (Grant, 2007). Human capital relates to any load of information or attributes the laborer has (either natural or gained) that adds to his or her "profitability". The human capital theory empowers us to consider the years of tutoring, as well as of an assortment of different attributes as a major aspect of human capital investments (Lazazzara et al., 2011).

Construction firms play a vital role in the process of economic growth and development, both through its products and the employment created in the construction projects. According to Sohail (1999) the construction industry is of immense economic importance as it contributes 10% of the Gross Domestic Product (GDP) in developing countries. At present, local firms are facing fierce competition from global competitors. There has been a rapid increase of foreign firms in developing countries in the recent past (Stefanini,

2010). These foreign firms have demonstrated continuous improvement and have a strategic response to the market needs that has won the respect and admiration of many locals in developing countries (Shrednick, Shutt and Weiss, 2010). It is turning out to be progressively obvious that the column for hierarchical advancement is not administration but rather representatives who take the necessary steps. Without including human information, abilities and conduct, headway in innovation, hierarchical procedures and structures are probably not going to yield long haul advantages to the organization.

### **1.1.1 Training Delivery**

Training is a game plan of organized techniques designed to meet learning results related to trainee's present and future job necessities. These systems can be categorized in various stages, thus; needs examination, planning, headway, execution, and appraisal. The stages are back to back, with the yields of the past stages giving the commitments to those that take after. As demonstrated by Brock (2007) training delivery methodologies contain the frameworks and resources used by mentors to structure and effect learning experiences. Various training movement strategies are better at recognizing diverse learning objectives. In the midst of the layout, the unmistakable techniques are investigated to choose their appropriateness for the learning objectives. When fitting methods have been recognized, they are implemented in the preparation and planning phase.(Noe, 2010).

There are three classes of learning objectives; Know-how, Abilities, and Attitudes (KSAs). Know-how targets are of three sorts: intentional, procedural, and crucial. Intentional learning is the individual's store of genuine information. Procedural data is the individual's understanding about how and when to apply the sureness. Crucial data is used for organizing, watching, and adjusting objective facilitated movement. Fitness mirrors one's ability at specific endeavors, for instance, working a touch of apparatus, giving a presentation, or settling on a business decision. Demeanors are feelings and moreover decisions about things and events and the positive or negative impact (suppositions) associated with them. Perspectives impact motivation levels, which accordingly affect a man's lead. Most get ready tasks have learning objectives for data, capacity, and perspectives; these undertakings need to merge a couple of procedures into

a planned a whole entire since no single system can do everything outstandingly (Carnevale and Goldstein, 2013).The diverse training delivery strategies can be segregated into two groupings; scholarly and behavioral systems. Perceptual methodologies give information orally or displaying associations among thoughts, or giving the standards on the most proficient method to fulfill something. They empower learning through their impact on mental systems and are connected most personally with changes in data and perspectives. The address, examination, e-learning and, to some degree, logical examinations are psychological strategiess (Bushnell, 2010).

On the other hand, behavioral systems allow the learner to practice lead in an authentic or emulated shape. They strengthen learning through experience and are best at mastery change and perspective change. Equipment test frameworks, business amusements, imagines, the in-wicker compartment procedure, lead showing and, to some degree, logical investigations are behavioral systems. Both behavioral and mental procedures can be used to change auras, however this can be expert using different means. At work training is a mix of various systems and is convincing at making data, capacities, and perspectives (Buch and Bartley, 2012)

### **1.1.2 Employee Productivity**

Employee productivity is the log of net sales over the aggregate workers - a money related measure of yield per unit of input of labour. Worker productivity measures may be broken down on the whole (over the whole economy) or viewed by industry. The dictionary describes "productivity" as the state of conveying prizes or results. "Productivity" implies beneficial lucrative and productive (Encyclopedia, 2012). In this particular situation, effectiveness is synonymous with yield. In writing, "efficiency" is described as the relationship among yield and commitment; between results or continues and gives up. On the possibility that it incorporates the extent among yield and a specific part of the data, this is implied as 'midway productivity' for example, work benefit conveyed as the measure of creation for each work unit, or the amount of work hours for each unit (Singh, 2012).

Organizations today are compelled to work in a world loaded with change and under different entanglements, and it is more imperative than any other time in recent memory to have the right representatives at the right occupation with the right capability and involvement so as to survive the encompassing rivalry. The effective and prosperous eventual fate of an association is subject to its talented, learned and all around experienced workforce (Mutsotso, 2010). That is the reason training is an essential and useful instrument in successful achievement of the company's objectives and goals. Training enhances them ingeniously, as well as allows them to take in their occupation for all intents and purposes and perform it all the more ably consequently expanding firms` profitability.

### **1.1.3 Heavy Construction Machinery Sales Firms in Kenya**

The developing construction sector in Kenya has harbingered great times for organizations fabricating construction machinery and equipment and also those offering utilized and revamped substantial hardware and equipment. The obvious increase in real estate and construction activities in Kenya has additionally brought about a considerable surge of interest for solid blenders, bar-twisting and cutting machines, lifting machines, excavators and excavators and earth movers. The quick development in the general economy has emphasized the requirement for enhancing the infrastructural framework. Governments, authorities and even organizations have started putting resources into infrastructural ventures. Every one of these elements has contributed tremendously to the expanded utilization of development machines.

Most of the heavy construction machinery sold and used in Kenya is imported from other countries. A report in the handbook on 'importing and exporting in Kenya' published by the Director, Special Advisory Services Division Commonwealth Secretariat in the year 2005, indicated that Kenya imports most of its machinery from the UAE, South Africa, Saudi Arabia, United Kingdom, Japan, USA, Germany, and France China. It's worth noting that these machines are delivered as finished products for sale in the Kenyan market.

## **1.2 Research Problem**

Employee training upgrades their aptitudes, learning properties, skills, and eventually works execution and profitability (Cole, 2013) considering the ultimate objective of maintaining effective employee performance, there is a need to offer training in drawing the workforce to be innovative and creative. Training of specialists will help in the, profitability or survival of the organization in the present forceful business environment. Training is the key part in viable wealth creation. The objectives of training is to enhance workers capabilities to improve performance; help workers grow in the organization, meet labor future needs from inside and to decrease the learning time for staffs starting in new assignments, trade or progression and certification ending up being totally talented as quick and fiscally as could be expected in light of the current situation (Armstrong, 2010).

In the development of establishments, training delivery assumes an indispensable part in enhancing performance and additionally expanding efficiency, and inevitably placing organizations in the best position to face rivalry and stay aggressive. This implies there is a huge distinction between the organizations that prepare their representatives and those that don't (April, 2010). Many heavy construction machinery sales firms in Kenya do not provide continual training programs for their employees and compensation systems are not adequate to provide the required reward to the employees especially under the construction working conditions where less respect and recognition is given to their contribution (Mbiti, 2008). These factors have made employees lose interest in their jobs resulting in poor workmanship, low morale and reduced productivity. In addition, the management at times neglects to clarify the objectives of development programs and performance management. This therefore leads to a communication breakdown among the employees which does not facilitate achievement of the organization goals. In addition, an untrained manager may misjudge representative engagement and give orders instead of mentor and bolster the workers while at work (Gruman and Saks, 2011). This undermines representative's interest in participating in basic choices.

It has been viewed that from a decade ago, construction machinery sales firms in Kenya have experienced enormous growth. In a short period, a lot of changes have happened in this segment regarding supply, mechanical necessities and in terms of strengthening rivalry, which has further resulted to expanded interest for very much prepared and capable workforce. Training programs help in making acquaintance of heavy construction machinery sales firms in Kenya workers with more propelled innovation and achieving strong abilities and aptitudes, keeping in mind the end goal of handling the capacities, functions and basics of recently presented specialized equipment. As noted above, most heavy construction machines are imported as finished products into the Kenyan Market. The local users, engineers and sales team need to be trained on the technical specifications and operational procedures of these machines so that they can better use them, also sell and market to the users. This also adds to the firm's competitive advantage amidst the stiff competition. Therefore, in a while, it happens that if employees are not completely trained they can't cope with their assignments as per the expectations of the organization (Mbiti, 2008).

A number of studies have been done on training of employees. For instance, Obisi (2011) investigated the effect of employee training and development in Nigeria and found that training adds value to performance of employees by improving their efficiency in performing tasks assigned to them. However the study was done in a different operating environment and thus not much can be borrowed to the local context.

Tahir et al (2014) did a study on the Impact of Training and Development on Employees Performance and Productivity. Eight joint banks restricted in Pakistan were chosen for the study. The outcome demonstrated that there was notable relationship between the Training and Development on the Employees Performance and Productivity. However the study was done on banks hence minimal noteworthy to heavy construction machines sales firms. Sultana et al (2012) did a study on the effect of preparing on representative execution on media transmission division in Pakistan. The study reasons that if organizations put resources into the right sort of worker training, it can upgrade their performance and also abilities and aptitudes. However the study focused on

telecommunication sector and also was done in a different operating environment as compared to the current study.

Locally, Waruguru (2010) carried out his research on strategic human resource training and development practice for Co-operative Bank of Kenya and found out that Co-operative Bank has a strategic plan which consists of among others strategic human resource training and development plan, the management believe that the vital human resource and improvement plan assumes a key part in the accomplishment of the bank's vital arrangement through giving workers up and coming skill to meet present and future performance demands. The research however gives great bits of knowledge on the relationship amongst training and job performance; thus more applicable in the managing of banking sector. Wanyama and Mutsotso (2010) led a study in Kenya on the relationship between training and employee productivity on execution of business banks and presumed that, undoubtedly, both the components of capacity building and worker efficiency have a positive connection to organizational performance. In any case, the study is more applicable in the banking sector. Also, Musili (2010) studied the perceived effectiveness of training and development on employee performance among in-flight attendants in Kenya airways and her findings revealed that training and development was perceived by the in-flight attendants as key to their performance. However, the study was more focused on employee performance and not productivity. So far, no study has been done on the relationship between training and employee productivity, particularly at heavy construction machinery sales firms in Kenya. Therefore, there is a knowledge gap which the current study purposes to fill as all of the other studies have focused on different organizations. It was therefore imperative to ask the question: how does training delivery affect employee productivity among heavy construction machinery sales firms in Kenya?

### **1.3 Research objective**

The objective of this study was to assess the relationship between training delivery and employee productivity among heavy construction machinery sales firms in Kenya.

#### **1.4 Value of study**

This study will assist in establishing whether the training accorded to the employee's results in improved productivity. It will also evaluate whether there is value for time financial and other resources used in employees training. The study will also assist in identifying the gaps in the training delivery techniques and act as a guide to provide measures or contingencies address those gaps.

The study will also contribute to the theoretical knowledge on the value of training in organizations and its effect it on productivity and a source of future research on the value of training. It will also assist the organization to link training with career development and succession planning.

This study will be of great value to heavy construction machinery sales firms in Kenya as it will give insight as to whether employee training delivery enhances employee productivity or not and thus enable the organization to take necessary action for improvement of overall organizational performance. The results will also help the firms to know if any improvements can be employed in order to give its employees the right skills needed for their job.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This Chapter describes the theoretical foundation of the study and gives an explanation of the approaches to training delivery, the concept of employee productivity measures and the relationship between training and employee productivity.

### **2.2 Theoretical Foundation**

The study was based on the human capital theory and resource based theory. These two theories are reviewed below.

#### **2.2.1 Resource Based Theory**

Grant (2007) states that resources and abilities are the focal contemplations in formulating its strategy: they are the essential wellsprings of organization's gainfulness. Barney (1991) proposes that the Resource Based Theory involves an information based point of view that mixes ideas from organization's financial matters and key administration. (Barney, 1991) focuses that an asset must allow the association to imagine and execute techniques that enhance its viability by addressing the requirements of the customer. Boxall (1996) states that Resource based theory means to enhance asset capacities, accomplishing key fit amongst assets and openings, and furthermore getting esteem from successful organization of assets. Asset Based Theory gives a system of looking at the pool of human resources that may either be capable or not able to carry out given technique amid the definition stage. Asset Based Theory concentrates on the investigations of inside qualities and shortcomings, giving careful consideration to the route in which associations can create important assets and expel obstructions.

Purcell (2003) proposes, the qualities and human resource policies of an organization constitute a vital non-imitable assets which is accomplished by guaranteeing that the association has higher quality individuals than its rivals, novel scholarly capital controlled by the business is produced and supported; organization learning is empowered and organization's particular qualities and a culture exist which tie the firm together and gives it focus. The hugeness of the resource based theory is that it highlights the significance of Human Capital Management and provides a forum for putting

resources into individuals through resourcing, ability administration, learning and advancement programs as a method for upgrading association capacities. The Resource Based Theory as Barney (1991) demonstrates, key capacities and deliverables what Boxall and Purcell (2003) allude to as 'Human Resource Advantage' which implies a key fit amongst assets and openings, acquiring improved deployment of resources, creating individuals who can think and plan deliberately in a sense they bolster accomplishment of the business vital objectives.

### **2.2.2 Human Capital Theory**

Human Capital theory was proposed by Schultz (1961) and grew broadly by Becker (1964) who arranged uses on human capital as ventures rather than consumption. Human capital can be characterized as information, abilities, and states of mind, aptitudes, and other procured attributes that add up to production. Human capital hypothesis recommends that instruction or training raises the efficiency of laborers by conferring helpful information and aptitudes, subsequently raising employees' future pay by expanding their lifetime profit (Becker, 1964). In Becker's view, human capital resembles "physical strategy for era", e.g., preparing plants and machines. One can place assets into human capital (by method for guideline, training) and one's yields depend for the most part on the rate of benefit for the human capital one cases. Along these lines, human capital is a technique for creation, into which additional yields additional yield. Human capital is substitutable, however not transferable like land, work, or changed capital.

The human capital theory has encountered a rapid development. Within its headway, more unmistakable thought has been paid to training related edges. This is exceptionally related to the individual perspective. Human capital venture is any activity which upgrades the quality (proficiency) of the authority. Consequently, training is an indispensable fragment of human capital venture. This implies the data and preparation required and experienced by a man that fabricates his or her capacities in performing activities of money related qualities (Mincer, 2011). Investment in human capital happens by method for formal training, illustration, business planning and progression. According to this theory, the best organizations and the best countries are those that supervise human capital in the best and capable outline by placing assets into their workers,

encouraging masters to place assets into themselves, giving a better than average learning environment including social capital and aptitudes and preparing(Becker, 2002).

### **2.3 Approaches to Training Delivery**

The changing innovation obliges workers to have the capacity to adapt to the better approaches for service delivery. Cole (2013) stresses that training can help with accomplishing high spirit, diminishment in cost of production, low turnover, change management, enhance accessibility and nature of staff and give a sentiment individual fulfillment and accomplishment, and expand open doors for vocation movement. Krietner (1995) states that regardless of how painstakingly prospective candidates are screened, normally a gap exists between what the representatives know and what they ought to know. An organization which longs to pick up the aggressive edge in its particular industry needs in addition to other things have a broad and compelling training of its human resources. Training delivery is consequently a key component for enhanced authoritative performance as it expands the level of individual and hierarchical skills. Staff orientation can be done within work environment or outside the work place. (Mullins, 2007). At work preparing methods include: work guideline, imagining, training, apprenticeship and so forth. Work direction is a technique utilized in manual and some administrative occupations, by which learners deliberately secure routine guideline in key procedures from a qualified instructor. Training delivery is a composed movement for expanding the information and aptitudes of individuals for a clear reason (Salvi, 2010). It includes precise systems for exchanging specialized know-how to the representatives to expand their insight and aptitudes for doing particular occupations with capability.

Flippo, as referred to in Chhabra, (2010), states "training delivery is the demonstration of expanding the information and abilities of a worker for doing a certain job". It includes the improvement of abilities that are generally important to play out a specific employment. The intention is to accomplish an adjustment in the behavior of those trained and to empower them to play out their job responsibilities better. Training makes recently-enrolled specialists completely beneficial within a short timeframe. It is additionally critical for the older employees at whatever point when new machines and hardware's are presented or when there is an adjustment in the systems of getting things

done. Indeed, training delivery is a constant procedure in which superiors ceaselessly participate in preparing their workers to guarantee positive changes in learning, abilities and states of mind. (Cole, 2005). The motivation behind training delivery is in this way to enhance general work execution. It incorporates learning of such strategies as are required for better execution of clear tasks. Inadequate expertise, information and capacity are a portion of the elements in charge of wastefulness and low efficiency in an organization. People are additionally known to convey to the organization alternate points of view and thoughts, which might be in spite of the objectives and targets of the organization. Job training could be a constructive measure for re-guiding different individual points of view and thoughts to the objectives and destinations of the association. Worker's conduct or mentality could either support or retard the development of an organization. Armstrong (2010) focused on that, "the human capital of an organization is a noteworthy wellspring of upper hand, it is thus about guaranteeing the right nature of individuals are available to meet present and future needs; this is accomplished by creating a rational and complete structure of capable individuals"

One basic limit of human asset in an organization is the convincing use of Human Resource planning and training. Basically, everyone is aware of the centrality of training on the accomplishment and advancement of the organization goals. Employees are however important and costly advantage for every organization. Training has led to effective change of learning events, activities and bearings, which engage individuals to achieve the levels of expectations, fitness and capacity, anticipated to do their work more efficiently (Armstrong, 2011). After the employees have been enrolled, picked and acknowledged, they ought to be delivered to better fit the assignment, no worker is an impeccable fit at the time of hiring, and along these lines some training must happen. No organization has a choice of whether to develop its workers or not; the primary choice is that of strategy used. (Flippo, 2014).

### **2.3.1 On-The-Job Training Methods**

On-Job Training (OJT) happens in the realm of a normal working condition, using the authentic mechanical assemblies, equipment, reports or materials that learners use when fully trained. On the job training has a general reputation as best for specialized work. On-Job Training incorporates new or fresh workers who learn through watching their

companions or executives playing out the business and endeavoring to reflect their conduct. The training is off the cuff or reliably arranged and is given by the supervisor or the point bosses to the subordinate staff. The inspiration driving the work instructional meeting is to outfit agents with specific learning and capacities in work zone. The information and abilities presented in the midst of work training are clearly related to the job requirements. Work course framework, on-boarding, product knowledge and apprenticeship training are some fundamental sorts of on the job training methods. On-Job Training is a sorted out approach to manage training, which obliges understudies to proceed through a movement of endeavors in sequential series. The technique uses behavioral framework with an accentuation on skill development with some honesty and procedural data objectives to be met. This kind of technique is valuable for task arranged commitments such as machine operation. The instructor or supervisor prepares a role breakdown at work, while watching a proficient worker play out each step of the job role. Job instruction method includes four phases, planning, exhibit, experiments and tracking, Bland chard and Thacker (1999).

Induction training is the preparation that a worker gets when he/she first joins a business or association. Induction training is imperative as it empowers a newcomer to acquaint themselves with the organizational processes and fast as possible. It's advantageous to the new employees and the organization saves both from expensive mix-ups of not being aware of the systems or procedures of the new employment. Induction training helps newcomers to settle rapidly into their jobs and get to be proficient and profitable (Foot and Hook, 2008). Mullins (2002) attests that induction presents new staff with new way of life environment of the association, and its policies and practices and the other staff members. In any case, Bailey (2002) distinctly notes that most on boarding trainings are meant to accomplish the objectives of the association and typically have a tendency to be loaded with formal authoritative policies and procedures.

Product knowledge training aims at furnishing employees with the information, application, capacities, elements, utilize and support necessities of the products and services they give. A business deals agent is an example of a person that is normally

anticipated would have generous information regarding the products and services they offer to customers. Product knowledge is a fundamental deals expertise. Comprehending product attributes permit the firm to display their advantages precisely and powerfully. Clients react to energetic sales staffs that are passionate about their items and avid to learn and impart the advantages to them (Koskinen, 2010).

Apprenticeship includes a work study training strategy that is both at work and classroom training. Students can be supported by particular organizations or gatherings of organizations coordinating with a union. Greater part of apprenticeship projects are in the training programmes such as pipes, carpentry, electrical work, and block laying. To begin with, the business checks that the learner has the fundamental information of the employment or process. Next, the coach shows every progression of the procedure, complementing safety issues and key strides. The senior worker gives the learner the chance to play out the expertise until all are satisfied that the understudy can perform it effectively and securely. A noteworthy preferred standpoint of apprenticeship projects is that students can acquire pay while they learn.

### **2.3.2 Off-The-Job Training Methods**

The preparation that happens in an alternate situation other than genuine work environment is called 'off-the-job training'. Off-the-job training is ordinarily intended to meet the basic adapting needs of a gathering as opposed to a specific individual's necessities. Talks/Lectures, Electronic-based preparing, recreations and reproductions/models are the regular types of off-the-job training strategies. Off the job training methods according to De Cenzo and Robbins (1996) include classroom instructions, lectures/talks, simulation exercises, case study analysis and role playing. In class room training, company classrooms educational institutions are used and staffs are taught through audio visual aids. It is mainly used in teaching of new concepts and problem solving skills. In case study analysis, an account of a real or fictional situation is given, and students are asked to suggest answers to a number of practical and theoretical issues raised by the account. The strategy is helpful for allowing trainees to experience critical thinking aptitudes in a related setting.

Up close and personal talks or lectures happen whereby coaches impart word of mouth what they need their trainees to learn. The communication of scholarly capabilities is principally one-route from mentor to the audience. Indeed, McKeachie et al (1990) inferred that the up close and personal technique is just as effective as other showing strategies as a method for exchanging learning. This strategy is one of the minimum costly, slightest tedious approaches to introduce a lot of data creatively in a sorted out way. The technique is likewise valuable since it is effortlessly utilized with extensive gatherings of trainees. Nonetheless, the technique tends to need member inclusion, response and significant connection to the workplace all of which impede learning and exchange of training.

As indicated by Gaba (2004), simulation is a strategy, not an innovation, to replace or reinforce genuine encounters with guided encounters, commonly technological in nature, that brings out or significant parts of present reality in a completely collaborative manner. Simulation practices incorporate intuitive activities in which trainees rehearse their aptitudes in simulated circumstances in view of genuine business related circumstances. This represents a genuine circumstance, with learner's decisions bringing about results that reflect possible outcomes in real work. Simulations are utilized to exchange creation, process, administration and interpersonal aptitudes and permit the trainees to see the impact of their choices in a non-regular, chance free setting as test systems duplicate the physical gear that representatives use at work.

Role playing emerges where the learners act out on characters given out to them. Near factual information regarding to the condition like work or social issue is given to the trainees. For role playing to be compelling, trainers need to take part in various exercises prior, amid, and after the role play. Before the role play, it is critical to elucidate the reason of the exercise to the trainees. This expands chances that they will discover the activity critical and be compelled to learn. After the activity, the coach needs to discuss the outcome with the trainees. Towards the end of the role play, questioning is essential as it helps learners comprehend the experience and talk about their understandings with each other.

## **2.4 Employee Productivity Measures**

Employee productivity alludes to the opportune, successful and proficient culmination of commonly concurred tasks by the worker, as set out by the business. Employee productivity is connected with measure of yield, quality of yield, timeliness of yield, participation at work, and adequacy of work finished (Mathis and Jackson, 2009). As per Gilbert (1978), worker execution is an element of inspiration and capacity. The business gives efficient support by dealing with the environment and ensuring the hindrances to execution are disposed of. It is the non-appearance of employee performance support, not a man's absence of learning or ability that is the best barrier to worthy, or commendable, performance (Ströh, 2001). Productivity is a synopsis measure of the amount (estimate, weight, number, volume of work) and quality (greatness, execution) with asset use. It can be measured in view of individual or gathering (Schermerhon, 1993). Representative attributes and qualities that depict an individual as generally objective and are effortlessly gotten from worker records (Robins 1993). The easiest conceivable meaning of profitability is yield per unit of time where yield might be measured in the units of creation, administration, cash or some other quantifiable measures. In many occasions employee performance is controlled by the idea capacity, workplace, and inspiration (Griffin, 1990).

As there's no all-inclusive meaning of productivity, so is its estimation. There is no ideal method for measuring the ascent and fall of profitability; however a few factors can be utilized to decide its proficiency and adequacy. In a genuine sense laborer profitability alludes to the relationship between specialist input (work cost, non-attendance, and turnover) and laborer yield (number of administrations offered, number of items among others). It is exceptionally troublesome if not difficult to get satisfactory approximations for profitability since it has such a large number of short range and long range parts of which hourly yield, imaginative thoughts, turnover, non-attendance, and waste are just a couple (Huizinga, 1970). He further expressed that it is regularly confounded when component of value enters its definition and estimation. In this way production is said to enhance or increase with respect to information cost or when data sources cost decrease in respect to yields.



Employee productivity is amongst the most shared criteria utilized for staff choices on raises, advancement and termination. (Pritchard1992) cites productivity as a blend of effectiveness (nature of asset utilize) and efficiency (accomplishment of objectives). Organizations endeavor to amplify efficiency. One way they can do this to search and retain high performing employees. Another option is to reward people for more elevated amounts of productivity and rebuff those with lower levels. Paul Krugman trusts that organizational profitability is vital to contribution towards achievement of a nation's economic growth. He trusts that representative profitability must heighten if the general way of life is to increase.

### **2.5 Relationship between Training Delivery and Employee Productivity**

Onyango (2012) studied on the impact of training and improvement on workers' productivity at Mudete tea processing factory. This was a descriptive study. The cases of 210 respondents were picked using stratified arbitrary testing method. The study used both key and second data. The data instrument was a questionnaire which was both composed and unstructured. The data accumulated was both numerical and subjective in nature. The data was researched using crucial enlightening insights which included coding the information on specific qualities or edges and using unmistakable measurements of central penchant, mean, center, and mode. Inferential statics, for example, relapse investigation was used to foresee variable from various components. The delegates felt that the formal projects of employee training should, generally, not target new agents and those in the company however vast their gatherings are. A prevailing part of the representatives exhibited that they had excitement for additional training especially in Information Technology. This could be attributed to the way technological advancement changes faster and production techniques ought to be reliably updated to keep pace with various makers and processors of tea. The employees felt that training program had not been assessed and the budgetary regard not set up; the focal point of preparing is on-occupation, therefore the need for adequacy and prosperity in the orientation and operations of mechanical assembly and equipment for effective sales. The respondents however needed to streamline the training to cover all employees and branches of the processing plant. Evans and Lindsay (1999) contended that organization

whose point is to give quality merchandise and services dependably put resources into training and improvement. They gave a case of Motorola and Texas Instruments that give a base 40 hours of training to each staff quarterly. Moreover, Neo et al (2000) expressed that exclusive 16% of United States employees get training and advancement from their employers. However the expanded rivalry in the commercial center has made a few organizations understand the need to set out on training and advancement to improve execution and at last productivity of the association.

Armstrong (2011) says that effective training and development reduces learning costs, advances individual, team and organization's performance in terms of output, quality, speed and general productivity. It also improves operational flexibility as it adds to range of employee skills, attracts high quality employees by offering them learning and development opportunities, increasing employees competence levels and enhancing their skills thus enabling them to have greater job satisfaction to gain higher rewards and progress within the organization. It also helps employees to manage change by them understanding reasons behind a particular change and giving them knowledge and skills needed to adapt to new situations. All these help in developing a positive culture within the organization that is oriented towards improving performance and provision of high level service to customers. Training and development has proven to give improved performance and related benefits to employees and also to the organizations, by influencing positively employee performance through development of employee skills, knowledge, aptitude, capabilities and behavior (Appiah 2010; Harrison 2000; Guest, 1997). A study by Choo and Bowley (2007) titled utilizing training and improvement to influence authoritative commitment discovered that employee organizational duty was more impacted by workplace environment, organization values and occupation obligations than training. The study utilized 135 respondents and organized polls with 16 things on assessment of firm's preparation and human resource improvement activities, and 6 things on hierarchical duty.

Yap et al (2010) additionally led a study on relationship between diversity training, organizational commitment and career fulfillment. The study utilized a relapse investigation utilizing reactions from 11,000 senior staff in Canada; the study was

conducted for a two years from 2006 and 2007. The study found a high relationship between the elements of Human Resource Development and representative authoritative commitment. Jacobs et al (2012) utilized a contextual analysis method in the study on employee capacity building through on the job training which discovered reward plan to affect more on employee commitment than any other variable. The contextual investigation was led in Kuwait's national oil organization. Ssesanga and Garrett (2005) additionally directed a study on authoritative responsibility among college instructors in Uganda and discovered that career planning was one of the variables prompting organizational commitment among the respondents.

Okumu, (2014) did a study on the effects of human resource development on employee organizational commitment in Commercial Bank in Mombasa County, Kenya. The study population composed of 36 commercial banks in Mombasa County in with respect to Central Bank of Kenya report of 2014. The study adopted primary data collected through use of structured questionnaires. Completeness, reliability and dependability of the collected data was then checked through the analysis of reliability and internal consistency, coded and evaluated using descriptive statistics. The results from the study showed the Human Resource Development practices conducted by the firms are more for fundamental use within the banks rather than holistic development of the employee as a fruitful member of the society. This narrow approach as advanced for by the human capital theory is however over taken by time and fresh approaches need to be advanced or the current practices stretched to ensure that the human resource in the banks is developed not just as human capital within the business territories but as human beings who need to have other duties in the society.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section gives an illustration of procedures adopted in carrying out the study. It shows the research design, targeted population, test size and sampling strategies, information gathering instruments and methodology, dependability and legitimacy of instruments that were used and the other data processing and presentation techniques/information analysis systems utilized in the study.

### **3.2 Research Design**

This study was carried out using a descriptive survey design. As per Orodho (2005), descriptive overview can be utilized to depict a few parts of population such as opinions, demeanors and convictions. Best and Kahn (2005), expressed that reviews accumulate information at a specific point in time with the goal of portraying the way of existing conditions. The reason for this overview was to assemble point by point data with a specific end goal to give an understanding on the relationship amongst training and employee productivity among heavy construction equipment sales firms in Kenya.

### **3.3 Population**

As indicated by Ngechu (2004), a study population is an all-around characterized or determined set of individuals, gathering of items, families, firms, administrations, components or occasions which are being examined. In this way the populace ought to fit a specific detail, which the analyst wishes to concentrate on, and the populace ought to be homogenous. The target population for the study incorporated all the heavy construction machinery sales firms operating in Kenya as at 31st December 2015. There are 43 substantial heavy construction equipment sales firms that are working in the country. Information was collected from all the 43 firms since the study population was small and subsequently inferred that a census was more appropriate.

### **3.4 Data collection method**

The study used primary data. The primary was collected using a semi-structured questionnaire which consisted of five point Likert scale. A questionnaire was preferred because it allows for uniformity of responses to questions at the same time giving the

respondents a chance to provide insightful information on the study variables. The questionnaire is a fast way of obtaining data as compared to others instruments (Mugenda and Mugenda, 2003). In this study questionnaires allowed greater uniformity in the way questions are asked, ensuring greater compatibility in the responses. The questionnaire was divided into three parts. Section one collected data on the firms and respondents demographic information, section two focused on training techniques while section three focused on employee productivity measures. The questionnaires were administered through the “drop and pick” later method or via e-mail. The respondents were the heads of HR function at the firms.

### **3.5 Data analysis**

Raw data collected from the field was cleaned and collapsed for further analysis. Data was then subjected to SPSS for analysis and interpretations using descriptive statistics. Findings were presented of tables, pie charts and frequencies. Pearson’s correlation technique was used to establish the relationship between training techniques and employee productivity among heavy construction machinery sales firms in Kenya. The research findings were presented using tables.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.1 Introduction

The study sought to assess the relationship between training delivery and employee productivity among heavy construction machinery sales firms in Kenya. This chapter presents response rate, analysis of data, findings and also the discussion. The results were presented in form of frequency distribution, percentages, means and standard deviation.

### 4.2 Response Rate

The research was conducted on a sample of 43 respondents. Out of the 43 questionnaires, 37 questionnaires were duly filled and this represents a response rate of 86.05%. This reaction rate is viewed as acceptable to make conclusions for the study. As per Mugenda and Mugenda (2003), a half reaction rate is sufficient, 60% great or more 70% appraised exceptionally well. This likewise works together Bailey (2000) attestation that a reaction rate of half is sufficient, while a reaction rate more noteworthy than 70% is great. In light of this declaration, the reaction rate of 80% is great. The results are shown in Table 4.1.

**Table 4.1: Response Rate**

	<b>Frequency</b>	<b>Percent</b>
Questionnaires filled and returned	37	80%
Questionnaires unreturned	6	20%
<b>Questionnaires administered</b>	<b>43</b>	<b>100%</b>

Source: Survey data (2016)

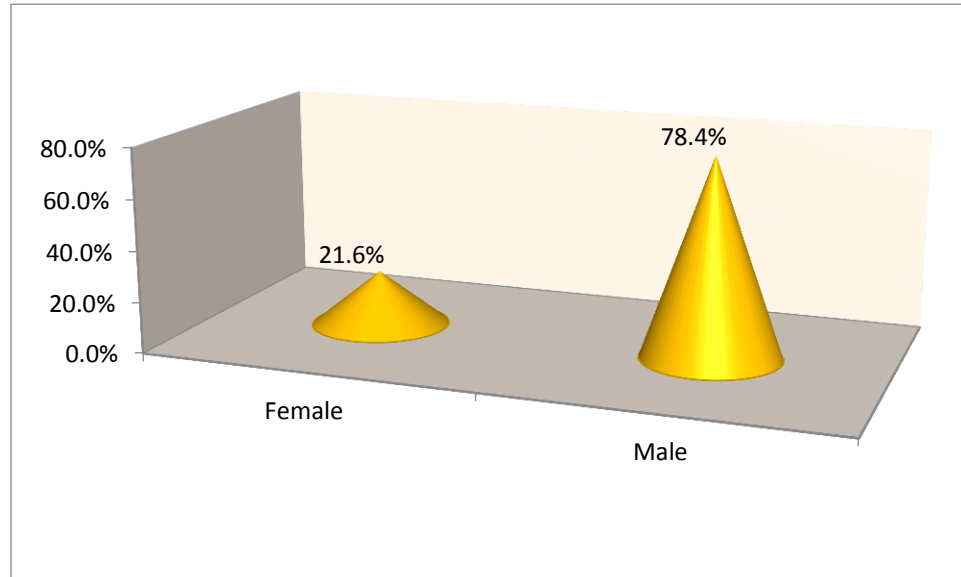
### 4.3 Demographic information

The study sought to ascertain the background information of the respondents involved in the study. The background information points at the respondents' suitability in responding to the questions on the questionnaire.

#### 4.3.1 Gender of the respondents

The respondents were requested to indicate their gender. The findings are as shown in the figure 4.1 below.

**Figure 4.1: Gender of the respondents**



Source: Survey data (2016)

From the findings above 78.4% of the respondents were male while 21.6% were females. This depicts that majority of the respondents were males. This is normal in substantial construction machinery sales firms s in many nations, ladies are more improbable than men to take an interest in the labor market, that is, more averse to be employed or searching effectively for a job.

#### 4.3.2 Age of the respondents

The respondents were requested to indicate their age. The findings were as shown in the table 4.2 below.

**Table 4.2: Age of the respondents**

	Frequency	Percent
Below 25	1	2.7
25-34	6	16.2
35-44	25	67.6
45-50	4	10.8
Above 51	1	2.7
<b>Total</b>	<b>37</b>	<b>100</b>

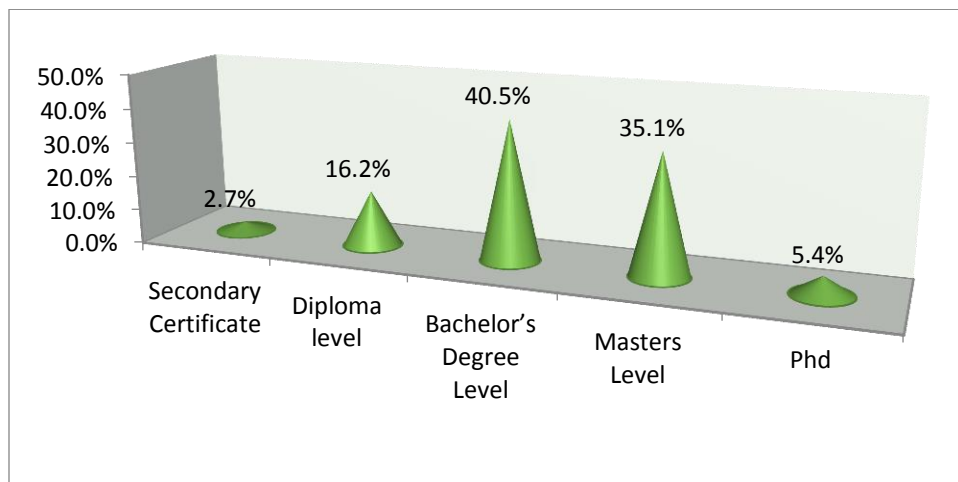
Source: Survey data (2016)

The study established that majority of the respondents (67.6%) were between the age of 35-44 years, 16.2% were aged between 25-34 years, 10.8% were aged between 45-50 years, while 2.7% were aged below 25 and above 51 years. This implies that most of the employees in the heavy construction machinery sales firms are aged between 36-45 years. With this age we expect that respondents are young and energetic and thus there is a higher chance of cooperation with the researcher.

### 4.3.3 Level of education

The respondents were requested to indicate their level of education. The findings are as shown in the figure 4.3 below.

**Figure 4.2: Distribution of respondents by level of education**



#### Level of education

Source: Survey data (2016)

According to the findings in figure 4.3 above, majority of the respondents (40.5%) were bachelor's degree holders, 35.1% were master's holders, 16.2% were diploma holders, 5.4% were PHD holders, while the remaining 2.7% had secondary certificate. This infers that majority of the respondents in the heavy construction machinery sales firms are well trained thus had rich information and knowledge on nexus between heavy construction machinery sales firms and therefore there was a higher chance that they would offer reliable information



#### 4.3.4 Number of years in the Firm

The study requested to indicate the period of time they had worked with the heavy construction machinery sales firms (in years). The findings are illustrated in the figure 4.4 below.

**Table 4.4: Distribution of the respondents by length of service in the firm**

	<b>Frequency</b>	<b>Percent</b>
Less than 2 years	7	18.9
2-5 years	13	35.1
6-10 years	8	21.6
More than 10 years	9	24.3
<b>Total</b>	<b>37</b>	<b>100.0</b>

Source: Survey data (2016)

From the findings in table 4.4 it is evident that most of the respondents (35.1%) have worked with the firm for a period of 5-10 years, 24.3% have worked for over 10 years, 21.6% for 6-10 years while 18.9% have worked with the firm for less than 2 years. Overall most of the employees in the heavy construction machinery sales firms have worked with the firm for a period of 5-10 years and thus are likely to be familiar with the dynamics of their firm and the industry.

#### 4.4 Training Practices

The study sought to establish the training practices adopted by heavy construction machinery sales firms in Kenya. Each practice was rated on a five point Likert scale ranging from 1(No extent) to 5(to a very large extent). The findings are presented and explained under subsequent subheadings

##### 4.4.1 Extent of use of components of training

Respondents were requested to indicate the extent to which they agreed with extent of use of training components in their firms.

**Table 4.3: Means and Standard deviation for extent of use of desired components of training**

	<b>Mean</b>	<b>Standard Deviation</b>
My firm uses training need analysis to identify training needs	4.32432	0.9444
My firm conducts training to improve employees' productivity	4.27027	0.45023
My organization conducts training to enhance employees knowledge and skills	4.24324	0.79601
Employees are aware of the trainings they are meant to attend in a specified time period	3.21622	1.33615
Employees are given adequate notice to prepare for the scheduled trainings	3.89189	0.77401

Source: Survey data (2016)

As evident in the table 4.4, the components of training with the highest rate of use among the firms in the study is “training needs analysis” with a mean of 4.32 out of 5. The lowest rated component is “employees’ level of awareness of the training they required to attend” Overall, the extent of application of the required components of training is moderate at 63%.

This implies slightly above average application of components of training by heavy construction machinery sales firms. This however is a measure of the frequency of use of the components of training. The actual training could be higher or lower if other components were used.

#### **4.4.2 On-the-job training delivery techniques**

The study sought to establish the extent to which they agreed with the suitability of the following on-the-job training delivery techniques used in their firm. Each practice was rated on a five point Likert scale ranging from 1(No extent) to 5(to a very large extent). The findings are presented and explained below.

**Table 4.4: On-the-job training delivery techniques**

	<b>Mean</b>	<b>Std. Deviation</b>
Job instruction	3.7027	1.39174
Induction	3.83784	0.79977
Product knowledge	4.83784	0.44181
Apprenticeship	3.67568	0.52989
Action learning	3.75676	0.83017

Source: Survey data (2016)

As evident in table 4.5, the training delivery technique with the highest rate of use among the heavy construction machines sales firms in the study is ‘Product Knowledge’ with a mean of 4.83 out of 5. The lowest rated training delivery technique is ‘apprenticeship’ with a mean of 3.6 out of 5. Overall the extent of application of training delivery technique is 72%. This implies application of above average application of the training delivery techniques by heavy construction machinery sales firms. This is however a measure of the frequency uses of the said delivery techniques. The actual training delivery techniques could give higher or lower indications depending on the variables used.

#### **4.4.3 Off-the-job**

Respondents were also requested to establish the extent to which they agree with the suitability of the following off-the-job training delivery techniques used in their firm. Each technique was rated on a five point Likert scale ranging from 1(No extent) to 5(to a very large extent). The findings are presented and explained below.

**Table 4.5: Off-the-job**

	<b>Mean</b>	<b>Std. Deviation</b>
Lectures	2.4865	1.09599
Computer-based training	3.2973	0.81189
Games and simulations	3.5676	1.36505
Sensitivity training	3.3784	1.18676
Role playing	4.1081	0.6576

Source: Survey data (2016)

As evident on table 4.6 the ‘off the job’ training delivery technique with the highest rate of use among the firms in the study is ‘role playing’ with a mean of 4.1 out of 5. The lowest ‘off the job’ training delivery technique is lectures with a mean of 3.2 out of 5. Overall the extent of this application of the off the job technique is 64%

This implies that implies slightly above application of the use of lectures as a training delivery in the heavy construction machines sales firms, this however is a measure of use of the training delivery techniques. The actual training could be lower or higher

#### **4.4.4 Other training delivery techniques**

Respondents were requested to provide any other training delivery techniques that were adopted in their firms. Respondents indicated other training delivery techniques as discussions, e-learning and to some extent, case studies, equipment simulators, business games, role plays, the in-basket technique, and behavior modeling

#### **4.5 Employee productivity Measures**

The study further sought to establish the extent to which training delivery has improved the following aspects of employee productivity. Each productivity measure was rated on a five point Likert scale ranging from 1(No extent) to 5(to a very large extent). The study findings are as presented in Table 4.7

**Table 4.6: Employee productivity Measures**

	<b>Mean</b>	<b>Std. Deviation</b>
Increase in output per unit of labour	3.81081	1.32995
Improved understanding of organizational goals	3.78378	0.6296
Timely completion of work related reports	3.7027	0.96796
Reduction of absenteeism and turnover rate.	3.18919	1.22106
Timeliness in completion of assigned tasks	3.51351	1.4648
Improved quality of output	3.86486	0.75138
Increased creativity and innovative	2.86486	1.37764
Reduction in work related accidents	3.27027	0.9324

Source: Survey data (2016)

As evident in table 4.7 the Employee productivity measures it the highest effect among the firms in the study is ‘improved quality of output’ with a mean score of 3.86 out of 5. The lowest rated productivity measure is ‘increased creativity and innovation with a mean score of 2.86 out of 5. Overall, the increase in employee productivity is rated at 57%.

This implies that training has moderately increased productivity in the heavy construction machinery sales firms. This is however a measure of use of the said productivity measures. The actual productivity could be higher or lower depending on other measures used.

#### **4.6 Discussion of the findings**

The object of this study was to evaluate the relationship between the training delivery and employee productivity in heavy construction machine sales firms in Kenya. Having carried out the study, the analysis of the findings positively affirmed that training delivery improves employee productivity in the heavy construction machinery sales firms in Kenya.

The study revealed that training delivery increases the amount and quality of output per labour per unit indicating improved efficiency and productivity, results in improved understanding of the organizational goals indicating that the employees understand their organizational goals better, improves efficiency and timeliness in delivery of assignments

and work related reports. The study also revealed that training delivery enhances safety by reducing work related accidents to a great extent. The study further revealed that the heavy construction machinery sales firms in Kenya use Training Needs Analysis to identify the training gaps. The extent of use of this component is large in that it enhances the employees knowledge skills and other related abilities to a great extent. Also the study revealed that most heavy construction machine sales firms use to great extent product knowledge and on the job training techniques, thus equipping the employees with the requisite knowledge to sell and service the machines.

In tandem with the study findings of Armstrong (2011) argued that effective training minimizes learning costs, improves individual, team and organization's performance in terms of output, quality, speed and overall productivity, improves operational flexibility and adds to range of skills employees have, attracts high quality employees by offering them learning and development opportunities, increases employees competency levels and enhances their skills thus enables them have more job satisfaction, gain higher rewards and make career advancement. Our study concurs with Armstrong's findings as we noted that the training delivery has reduced the learning cost by increasing the unit to output per unit of labour through improved efficiency resulting to enhanced overall organizational effectiveness. We also noted that the quality of output improved and more high quality employees were attracted as they knew they would attend the said training and continually advance their skills hence increased knowledge and job satisfaction. This in turn results in greater retention and career growth opportunities. It was also found that majority of the employees in heavy construction machinery sales firms found the training delivery to be worthwhile and a minority indicated that the training delivery was not useful. This research outcome concurs with the findings of Evans and Lindsay (1999) argued that organizations whose aim is to provide quality goods and services always invest in training and development.

They gave an example of a Motorola and Texas Instruments that provide at least 40 hours of training to every employee quarterly. The results also go hand in hand with the findings of Huselid (1999) that retention of quality employees requires investment in the

development of their skills, knowledge and abilities. This is so as to realize individual and finally organizational productivity.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of research findings and discussions described in detail in the previous chapter. It further describes the limitations of the study, recommendations for policy and practice, and also makes suggestions for further research.

### **5.2 Summary**

The study revealed that majority of the employees working in the in the heavy construction machinery sales firms were males and that most of the employees in the heavy construction machinery sales firms were aged between 36-45 years. Further, the study established that majority of the respondents in the heavy construction machinery sales firms are well trained, thus had rich information and knowledge on heavy construction machinery sales firms and therefore there was a high chance that they would offer reliable information and that most of the employees in the heavy construction machinery sales firms have worked with their respective firms for a period of 5-10 years and thus could be familiar with the dynamics in their area.

In addition to the above, the study also revealed that heavy construction machinery sales firms in Kenya use training need analysis to identify training gaps, and conduct the requisite training to improve employees' productivity and also enhance their knowledge and skills. It was also evident that most of the heavy construction machinery sales firms in Kenya use product knowledge and induction as the on-the-job training delivery techniques to a very large extent. Further, heavy construction machinery sales firms in Kenya use role playing as the off-the-job training delivery techniques to a very large extent. The study also established that training delivery has improved quality of output, increased output per unit of labour, improved understanding of organizational goals and ensured timely completion of work related reports at heavy construction machinery sales firms in Kenya



### **5.3 Conclusion**

The research was aimed at finding out the relationship between training delivery and employee productivity among heavy construction machinery sales firms in Kenya. Training delivery is of importance because it helps to define what is expected of each employee and equipping them to perform that which is expected of them well. Training delivery prepares employees to adapt better and faster to the different technological changes that are rapidly occurring. The employees' length of service at heavy construction machinery sales firms suggests that they were conversant with their organization's human resource training policy and as such gave responses relevant to the study. Training delivery is a popular outcome that runs in the minds of employers and Human Resource Managers. Intensive training can contribute in the overall improved performance of the employee and the organization.

This study concludes that heavy construction machinery sales firms in Kenya use training need analysis to identify training needs, conducts training to improve employees' their productivity, conducts training to enhance employees knowledge and skills and hence productivity; improve quality of output, improve on timely completion of work related assignments, reduce the rate of absenteeism and labor turnover and leads to reduction of work related accidents. The study further concludes that most of the heavy construction machinery sales firms in Kenya use product knowledge and induction as the on-the-job training delivery techniques to a very large extent. Heavy construction machinery sales firms in Kenya also use role playing as the off-the-job training delivery techniques to a very large extent.

### **5.4 Recommendations**

Having assessed the components of training delivery in the heavy construction machinery firms, we note from the responses that, the firms conduct Training Needs Analysis to identify the areas of training needs from the employees, and develop the appropriate training material to meet those needs. This is a good practice as it ensures the resources are utilized as required and we recommend that the practice continues. We however wish to note that there is need to inform the participants about training on time so that they can be adequately prepared for the same and they do not see it as an interruption to their routine work which may affect their productivity.

On the delivery techniques we noted that apprenticeship way of training delivery was not common as compared to other techniques. There is need to evaluate its usefulness and applicability and if possible review the programme appropriately to be of benefit to the firms. It was also noted that the lectures or face to face talks were also not commonly used. There is also need to evaluate their effectiveness to ensure the purposes for which they are intended and used are achieved. Also, more concentration should be given to role play, job instruction and product knowledge whose mean scores were higher than the other training delivery techniques. We note that since the on the job delivery techniques seemed to deliver better results as compared to the off the job training techniques the heavy construction machinery firms should use more of on the on-the- job training delivery techniques to derive improved productivity outcomes.

On productivity measures, the study revealed that the training delivery had marginally increased the level of creativity and innovation. This shows an average result, an indication that if the firms aim to increase the level of innovation and creativity then they have to consider other alternative ways of enhancing the same or modify the training delivery technique geared towards improving creativity and innovation.

The researchers also noted that the period given to the respondents to respond on the questionnaire was quite short (two weeks) and in future enough time of about one month should be given to allow the respondents adequate time to respond to the questionnaire.

The study used the survey questionnaire as the data collection instrument. This was the only survey approach and no attempt has been made to triangulate the data collected for example by use of other collection approaches like observation data. Unfortunately, this was found to be beyond the scope of this particular study as it possessed neither the time nor resources to conduct multiple data collection approaches. Future studies with additional resources could attempt the cross- verification by use of multiple sources and further extend the study

### **5.6 Suggestion for further studies**

Based on the analysis and findings of this study, a number of avenues for further research on influence of training delivery on employee productivity should be conducted on other organizations within the same region, and beyond. This will show whether the findings based on heavy construction machinery sales firms have universal application, and hence

can form a building block for theoretical explanation on influence of training delivery on employee productivity.

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## Appendices

### Appendix 1: Questionnaire

Instructions: please give answers in the spaces provided by either filling the blank space or tick (√) the option that applies to your situation.

#### Section A: Demographic Information

1. Gender

1.1. Female [ ]

1.2. Male [ ]

2. Indicate where you fall among the following age brackets (years)

2.1. Below 25[ ]

2.2. 25-34[ ]

2.3. 35-44 [ ]

2.4. 45-50[ ]

2.5. Above 51[ ]

3. Level of education

3.1. Secondary Certificate [ ]

3.2. Diploma level [ ]

3.3. Bachelor's Degree Level [ ]

3.4. Masters Level [ ]

3.5. Phd[ ]

4. How long have you worked in the organization?

4.1. Less than 2 years [ ]

4.2. 2-5 years [ ]

4.3. 6-10 years [ ]

4.4. More than 10 years[ ]

**Part B: Training Practices**

5. Using the scale provided, indicate extent to which you agree with the following statement as relating to training techniques in your firm. 5 Very large extent 4. Large extent 3. Moderate extent 2.Little extent 1. No extent

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
5.1. My firm uses training need analysis to identify training needs					
5.2. My firm conducts training to improve employees' productivity					
5.3. My organization conduct training to enhance employees knowledge and skills					
5.4. Employees are aware of the trainings they are meant to attend in a specified time					
5.5. Employees are given adequate notice to prepare for the scheduled trainings					

6. Using the scale provided, rate the extent to which you agree with the suitability of the following **on-the-job** training delivery techniques used in your firm. 5 Very large extent 4. Large extent 3. Moderate extent 2.Little extent 1. No extent

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
6.1. Job instruction					
6.2. Induction					
6.3. Product knowledge					
6.4. Apprenticeship training					
6.5. Action learning					

7. Using the scale provided, rate the extent to which you agree with the suitability of the following **off-the-job** training techniques used in your firm. 5 Very large extent 4. Large extent 3. Moderate extent 2.Little extent 1. No extent

Statements	5	4	3	2	1
7.1. Lectures					
7.2. Computer-based training					
7.4. Games and simulations					
7.5. Sensitivity training					
7.6. Role playing					

8. State below any other training delivery techniques that are adopted in your firm?

.....  
 .....

**Part C: Employee productivity Measures**

9. Rate the extent to which training delivery has improved the following aspects of employee productivity? Use 5 Very large extent 4. Large extent 3. Moderate extent 2.Little extent 1. No extent

Statements	1	2	3	4	5
9.1. Increase in output per unit of labour					
9.2. Improvement understanding of organizational goals					
9.3. Timely completion of work related reports					
9.4. Reduced absenteeism and employee turnover					
9.5. Timeliness in completion of tasks assigned					
9.6. Improved quality of output					
9.7. Increased creativity and innovative					
9.8. Reduction in work related accidents					

**Thank you for taking your time to complete this questionnaire.**

## **Appendix II: Construction machinery sales firms in Kenya**

1. Achelis Kenya Ltd
2. Amity Equipment Ltd
3. Annsy group of Companies
4. Atlas Copco Eastern Africa Ltd
5. AvicShantui Construction Machinery (EA) Ltd
6. Ben Hydrotech Enterprises
7. Beneli Engineering Service Ltd
8. Binico Enterprises
9. Black wood Hodge (Kenya ) Ltd
10. Bondex Suppliers
11. Brand Ltd
12. Build Den Hardware
13. Cat tech Spares Co. Ltd
14. Center Star Co. Ltd
15. Con road Construction & Equipment Ltd
16. Construction Support Ltd
17. CTL Tractors & Spare Parts Ltd
18. Delta Kenya Ltd
19. Doosan Construction
20. Dutchman Global Inc.
21. Elite tools Ltd
22. Farm trac Kenya
23. Fomco International Ltd
24. Forklift 'R' US Ltd
25. Ganatra Plant & Equipment Ltd
26. Heavy Construction equipment Kenya Ltd
27. JCB Kenya Ltd
28. Komatsu Ltd
29. Lemna Corporation
30. Luminarc Hardware Centre Ltd

31. Makiga Engineering Services
32. Mantrac Kenya Ltd
33. New Sky Africa Ltd
34. Pan African Trucks Ltd
35. Panafrican Equipment (K) Ltd
36. Power Tech Agencies Ltd
37. Prime works Construction Ltd
38. Rhino Technical works Ltd
39. Rock Plan (K) Ltd
40. Seamark Enterprises
41. Stuart Construction Co. Ltd
42. Top Mac machines & tools
43. WmContratti International Ltd