

**EFFECT OF CORPORATE TRAINING ON FIRMS' PERFORMANCE ON  
INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS IN KENYA**

**BY**

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## DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for the award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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## ABSTRACT

The need for corporate training is growing day by day as technology advances. Organizations haven't realised the need to incorporate corporate training into their system hence leading to stunted firms' performance. Other factors such as increased cost associated with corporate training, lack of management commitment have been among common challenges in Non-Governmental Organizations. The main aim of this study was to help curb this problem through clear identification of effects of corporate training on firms' performance on International Non-Governmental Organizations in Kenya. The study sought to identify the effects of corporate coaching on firms' performance, effects of management training on firms' performance, effects of retention training on firms' performance and effects of quality training on firms' performance in International Non-Governmental Organizations in Kenya. The study literature was based on identical element theory and trans-theoretical model of behaviour change which stipulates how training results to employee behaviour change hence resulting to employee performance. In research methodology, the study adopted descriptive research design where a target population of 360 employees were selected in UN, World Vision, USAID, Mercy Corps, ICRC, Care International, Oxfam, Amnesty International, HOPE Worldwide and IRC. The prevailing NGOs were represented by the top, middle and lower level management only. Sampling was conducted using a stratified method where sample size was calculated using simple random percentage method. The study adopted questionnaire and interview schedule as data collection tool where interview was only made for top management only. Data analysis was conducted using Statistical Package for Social Sciences where descriptive, inferential statistics and diagnostic test such as correlation, linear regression, sensitivity and specificity were carried out respectively. In data analysis, the study identified that respondents agreed with statement which were meant to determine whether there is relationship between corporate coaching and firms' performance, managerial training and firms' performance, retention training and firms' performance and quality training and firms' performance. This was clearly supported by correlation analysis which identified that at Sig  $P < 0.05$ , there is relationship between corporate coaching and firms' performance, managerial training and firms' performance, retention training and firms' performance and quality training and firms' performance. In conclusion, the study concluded that indeed corporate training affects firms' performance in International Non-Governmental Organizations in Kenya. The study also recommended that Non-Governmental Organizations should review their policies to address corporate training, engage various stakeholders and set Specific Measurable Attainable Realistic and Time frame objectives.

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## **DEDICATION**

I dedicate this thesis to my wife, Grace Wambui, my sister Lilian and my children Ayden and Milana who accorded me extensive support and their sheer appreciation of hard work, dedication and resilience. For my wife and children, I am greatly indebted to you.



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## **ACRONYMS AND ABBREVIATIONS**

**BA**-Business Analytics

**BI**-Business Intelligence

**ICT**- Information Communication Technology

**NGOs**- Non- Governmental Organization

**SKAC**- Skills Knowledge, Abilities and Competencies

**SMART**- Specific Measurable, Attainable, Realistic, Time frame.

**SPSS**- Statistical Programme for Social Sciences

**SWOT**- Strengths Weaknesses, Opportunities, and Threats

## OPERATIONAL DEFINITION OF TERMS

<b>Competitive Advantage</b>	This is a state in which an organization is in a favorable situation than other companies in possession of a more significant market share (Burillo & Joe, 2007).
<b>Corporate Environment</b>	This is a term used by businessmen and academician. It is believed that environment influences the culture of an organization. Environment is powerful to the extent of giving birth of ideas in a business (Burillo & Joe, 2007).
<b>Corporate World</b>	This is a formal environment in which businesses and work is valued more than anything else. It is a term which is mostly used by business professionals (Rouse, 2015).
<b>Firms' performance</b>	This is integrated measure of firms' performance which may not only be dependent on organizations' efficiency and not limited to market of operation (Burillo & Joe, 2007).
<b>Globalization</b>	This is a trend by which business grow from local regions to International regions and start operating in International scale (Rouse, 2015).
<b>Non- Governmental Organization</b>	These are non-profit, voluntary citizens' groups which is organized on a local, national or international level and most of their activities include humanitarian services (NGOs, 2018)
<b>Phenomenon</b>	This is defined as something that can be observable and be defined since it possesses certain characteristics (Michael, 2014)
<b>Training</b>	This is the process of developing oneself or others, any skills and knowledge that relate to specific useful competencies (Prince, 2013).

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Organizational environmental change from time to time has forced organizations to adopt corporate training towards ensuring that employees are equipped with relevant skills and knowledge which enhances their ability to shine beyond competitors. Adoption of corporate training at corporate level is of no choice for firms' only if they want to remain relevant before their customers and other organizations. Competitiveness and the need for performance in the current business environment requires organizations to consider corporate training with aim of equipping employees with better skills and technical knowhow towards performance.

Amin et al. (2013) state that ever-changing firms' environment, globalization, and demand to attain competitive advantage in the corporate world have forced organizations to adopt corporate training in the nearly past two decades. In the recent 10 years, firms' have adopted this tendency of employees' head hunting and poaching, where employees are strategically forced to quite a certain job to join another job with more benefits and well-defined responsibilities. Keeping control of employees (employee's retention) has been a significant challenge on most of the firms' which have failed to effectively practice corporate training (Markos & Sridevi, 2010). The need for corporate training has not only been enhanced to develop and equip employees with relevant skills but also retain them through offering better options and better job environment than any other competitor.

Preparing employees to perform their job effectively has been one of the challenging processes by organizations globally. Corporate training comes with its cost and enormous planning activities which take a lot of time and resources. It is at this point that most of the firms shun away from conducting corporate training hence going for cheaper methods of employee's

attraction and retention such as headhunting, market search and simple application process which are cheap and effective only for the achievement of organization short-term goals and objectives. This global problem was supported by a study conducted by Elnaga and Imra (2013) who indicated that although corporate training in UK private companies has gained its momentum, the process is undertaken cautiously because its total cost can affect firms' performance.

Engatou (2017) conducted a study to identify the level of corporate training in Africa and identified that; regionally, corporate training has not been appreciated as much as compared to normal employee training and development. The study indicated that out of 60 companies studied; only 20% of them could distinguish between corporate training and training and development. The study also concluded that corporate training had been left to International companies with local companies preferring to adopt normal employees training which involves equipping employees with relevant skills and knowledge only to benefit immediate job and responsibilities.

A study conducted locally by Githinji (2014) on effects of corporate training on employees performance in United Nations Support Offices in Somalia indicated that although corporate training has been associated with positive effects such as reduced turnover and employee satisfaction, effective implementation of corporate training has been encountered with challenges such as unavailability of resources, lack of management support and lack of unity within departments has resulted to poor implementation or total failure to implement corporate training.

The level of corporate training in Kenya has grown in the last 10 years. This has been because of increased competition between local firms' and International corporate who have found Kenya market to be very competitive. Companies such as Safaricom Limited, Deloitte Kenya, East

Africa Breweries Limited, Kenya Airways, National Media Group, Kenya Commercial bank, Toyota Kenya, British American Investment, Barclays Bank and Total Kenya have been considered to invest heavily on corporate training with aim of enhance firms' performance through strategic partnership between the organization and corporate trainers (Otuko et al, 2013).

A study conducted by Wachira (2013) linked corporate training and development to the success of Equity Bank Kenya. The study indicated that corporate training has been used by Equity bank as one of the strategic management tools towards ensuring that the bank has well-grounded employees in terms of skills, knowledge and employee future management towards supporting the future of Equity Bank. The study, however, found out that local corporate has encountered resource challenges and limited capabilities towards implementation of corporate training.

### **1.1.1 Corporate Training**

Corporate Training involves planning and delivering customized training for business, government entities, or other organization, defined in a contractual agreement between the trainer and the client (Dougherty & Bakia, 2013). Corporate training has evolved rapidly in recent years to move beyond training just new hires, sales people, and leaders. Learning and Development Professionals and corporate trainers are strategic partners who are critical to the success of their business. Corporate training has mostly been adopted by large organizations' who intend to enhance firms' performance management through strategic partnership. This indicates that for companies to grow, they need to enhance employee training, retain the best talents they have trained and jointly conduct management development towards organizational growth (TTC, 2016).

Rouse (2015) state that in many instances, the need for corporate training is to help employees upgrade on the existing skills. Because of different and variety of needs from various employers, corporate training is customised to suit organizational needs. Corporate training keeps employees motivated and enhances their ability to remain the same pace with the changing industrial trend which are importance employees to stay competitive hence supporting the sustainability of organizational long-term objectives.

Burillo and Joe (2017) states that in many instances, the need for corporate training is to help employees upgrade on the existing skills. Because of different and variety of needs from various employers, corporate training is customised to suit organizational needs. Corporate training keeps employees motivated and enhances their ability to maintain the same pace with the changing industrial trend which is important for employees to stay competitive hence supporting the sustainability of organizational long-term objectives. Likewise, a study conducted by Scheelke (2016) on the real impact of corporate training and development indicated that 90% of firms listed in fortune 500 companies practice effective corporate training. The study pointed out the need for organizations to adopt corporate training towards firms' performance such as; increased performance and increased knowledge retention and increased performance. The study also pointed out that failed implementation of corporate training and development has resulted to collapse of companies to attain more significant market share hence leading to poor performance and finally collapsing.

A study conducted by Elnaga and Imra (2013) on the importance of training on employees' performance indicated that corporate training helps employees to build their potential and prepare them for any uncertainty hence assisting the employees to optimize their potential. The study which was conducted in over 40 management consulting firms indicated that



at least 60% of those first noted that corporate training has directly resulted in firms' performance through employee enhanced potential. Likewise, Brum (2007) on his study on the impacts of training on employee commitment and employee turnover indicated that corporate training is a strategic approach towards firms' performance. The study identified that when corporate embrace training and development, there is a high possibility that employee turnover will be minimised hence resulting to effective manpower towards performance. Corporate training was also found to contribute directly to elastic workforce committed and motivated towards firms' performance.

### **1.1.2 Firms' performance**

Firms' performance is a composite assessment of how well an organization executes on its most important parameters, typically financial, market and shareholder's performance. Firms' performance is far much more different from the traditional firms' performance which has been measured by financial performance such as income and profit. Firms' performance deals with business analytics and business intelligence (BA/BI) where business sustainability aspects such as innovation, effectiveness, level of goals achievement, employee morale, productivity and return on investments are considered (Rouse, 2015).

A study conducted by Frigo (2012) indicated that businesses have traditionally accessed firms' performance using financial performance. This has grown over time because of changing business environment, technology and organization development hence influencing the need to adopt other non-financial measures. The study, however, indicated that neglecting the non-financial measures such as employee welfare, work-life balance, level of employee satisfaction drags down firms' performance. The study concluded that inclusion of non-financial measures in

firms' performance provides a link between current activities and future financial performances hence resulting in firms' performance.

A study conducted by Rigby and Bilodeau (2007) on current management tools and trends indicated that in the recent biennial survey of corporate management tool in firms' worldwide, it was identified that 66% of the respondents agreed that their firms' use balanced scorecard as a measure of firms' performance. The study, however, indicated that balanced scorecard is an integrated method which comprises of four categories of indicators in the internal business process, customer value, learning and growth and financial performance. Balanced scorecard allows businesses to align daily business activities with long-term organizational goals since it provides feedback on external outcome in relation to internal organization processes.

Laudon and Laudon (2006) state that the need for firms' performance is growing day and night. Although most organizations have shown little interest in integral firms' performance, it is just a matter of time before they realize the importance. Organizations currently encounter interest from both internal and external stakeholders and to meet their needs, firms' performance must be in place. Firms' performance is categorized into various phases which involve corporate planning, strategy implementation, and performance measurement. Corporate planning is conducted immediately after useful SWOT analysis hence helping in corporate strategy formulation and implementation.

### **1.1.3 International NGOs in Kenya**

Haugen et al. (2010) states that International NGOs have the same scope as local NGOs. The only difference is the scope, mission and purpose. International NGOs deals with issues affecting the globe while local NGOs majorly concentrate on issues affecting a certain country or region of operation. Growths in a global crisis such as famine, drought, the eruption of diseases and

global warming have been some of the major forces resulting to an increased number of INGO. Some of the famously known INGOs include but not limited to; UN, World Vision, USAID, Mercy Corps, ICRC, Care International, Oxfam, Amnesty International, HOPE Worldwide and IRC.

Kenya has witnessed the growth of International NGOs since the establishment of Non-Governmental Organization coordination act 1990 Cap 19. There are over 35 International NGOs registered under the NGO Council Board which is mandated to provide leadership of the NGO sector, the mandate to present all its members, champion NGOs accountability assist NGOs in realizing their potential and full regulation. Although International NGOs in Kenya have faced a lot of criticism in relation to their operation and their aim, INGO has greatly supported economic development in rural and urban areas. International NGOs have also been in the front line towards support for peace after post-election back in 2013. Performance of NGOs is measured by nature and ability to deliver based on the specified goals.

Lechner et al. (2012) states that International non- governmental organizations contribute to at least 20% of international training and development. This is in relation to various roles being conducted by INGOs towards economic growth. INGOs require effective and efficient manpower to cope with the changing economic, climatic, technological, political and social factors across the globe. Corporate training is intensely conducted in INGOs since their success is majorly pegged on their ability to deliver. It is hypothesised that skilled employees are mostly found in International Non- Governmental Organizations since their capabilities enhance their ability to train employees to full potential (Haugen & Boutros, 2010).

INGOs in Kenya have played significant role in the field of international relations such as the struggle for power as witnessed in Africa countries and effort towards achieving the best

interest of a nation. In other decisive issues, INGOs have in Kenya have effectively engaged in broad range of issues such as human rights related issues, economic development and humanitarian aid. INGOs are also expected not to pick sides in a political or social negotiation but stand for the truth and justice such as ensuring that all human rights aspects have been taken care of. INGOs, not only in Kenya but also across the world are not expected to run any development project or any other project with the aim of generating income (Grimsley, 2013).

## **1.2 Statement of the Problem**

Corporate training has recently evolved and it is eminent that corporate managers have not realised the need to incorporate this program into their organizations (Markos & Sridevi, 2010). Organizations are finding it difficult to incorporate the corporate program into their system because of fear of the high cost of involving strategic partners (corporate trainers), inability to relate corporate training to firms' performance, lack of management commitment and lack of sufficient corporate knowledge and capabilities.

Studies such as those of Elnaga and Imra (2013); Wachira (2013); Githinji (2014) and Engatou, (2017) have ascertained that high cost associated with corporate training, integral management commitment and increased planning activities have forced majority of the firms to stick with the normal employee training programs which only focus on skills and knowledge development towards achievement of daily objectives. Studies also indicated that corporate training could be effective if properly implemented and at the same time it can contribute to organizations' downfall if not properly applied. Similarly, Agyemang and Ofei (2013) argued that corporate training has not been effectively implemented despite employee engagement and employee commitment and their determinants received a great deal of attention in the last decade

in academic circles, the concepts remain new with relatively little academic research conducted on them especially in Sub-Saharan Africa. Locally based organizations were challenged on the effectiveness of corporate training due to lack of other organizations to benchmark with.

Bandi (2011) also noted that there are limited studies locally in relation to effects of corporate training on firms' performance. It is evident that there is limited statistical evidence locally in relation to effectiveness of corporate training. Prevailing studies only focused on establishing that corporate training isn't effectively conducted locally with limited statistical evidence on effects of corporate training. Equally, Wachira (2013) found out that limited availability of resources affects effective implementation of corporate training in private institutions while Otuko et al. (2013) focused on top firms' which are associated with implementation of corporate training programs with limited focus on effects of corporate training.

There are very few studies which have been conducted to address effects of corporate training on firms' performance in International Non- Governmental Organizations based in Kenya hence making the field remain neglected for decades. The current study bridged this gap through a clear presentation of effects of corporate training on firms' performance in International Non- Governmental Organizations (INGOs).

### **1.3 Research Objectives**

The general objective of this study is to determine the effects of corporate training on firms' performance in International NGOs in Kenya. The following are the specific objectives;

The study-specific objectives are: -

- (i). To determine the effect of corporate coaching on firms' performance in International Non- Governmental Organizations in Kenya.

- (ii). To examine the effect of managerial training on firms' performance in International Non-Governmental Organizations in Kenya.
- (iii). To find out the effect of retention training on firms' performance in International Non-Governmental Organizations in Kenya.
- (iv). To ascertain the effect of quality training on firms' performance in International Non-Governmental Organizations in Kenya.

#### **1.4 Research Questions**

The study research questions are: -

- (i). What are the effects of corporate coaching on performance in International Non-Governmental Organizations in Kenya?
- (ii). What are the effects of managerial training on firms' performance in International Non-Governmental Organizations in Kenya?
- (iii). What are the effects of retention training on firms' performance in International Non-Governmental Organizations in Kenya?
- (iv). What are the effects of quality training on firms' performance in International Non-Governmental Organizations in Kenya?

#### **1.5 Significance of the Study**

The current study was signifying to international organizations the need for corporate training. Corporate training had been abandoned within Non- Governmental Organizations due to various reasons, and through the prevailing study, NGOs were understanding the need to incorporate corporate training in their system.

The study was signifying for the need of international organizations to practice various corporate training techniques that can enhance the level of performances in the industry. International Non- Governmental Organizations sector in any developing country plays backbone in generating economic growth and acts as role model to small medium enterprises.

The current study was informing management of International NGOs that to increase productivity, there is the need of retaining trained and motivated corporate staff. This was helping to develop and maintain quality work life balance which provides an opportunity for employees' job satisfaction and self-actualization.

The current study was also benefiting Kenya State Corporations. It is considered that the public sector and state corporations have had poor performance because of insufficient corporate management. This study was contributing directly to the provision of relevant information in relation to the need for corporate training in the public sector towards the improvement of the public sector and effective delivery of public services.

The prevailing study was benefiting the private sector since the study was providing sufficient literature in relation to corporate training such as managerial training and quality training and how they can utilize towards production of quality products and services. The study was also benefiting future researcher who intends to pursue the same line of study or improve on the existing variables towards contribution to the many studies conducted.

### **1.6 Scope of the Study**

The prevailing study on effect of corporate training on firms' performance in NGOs in Kenya targeted majorly all the International NGOs in Kenya; having office in Nairobi and its suburbs. The study sample was retrieved from top management, middle-level management, and lower level management. The prevailing study was conducted in Nairobi and its environment. This is

majorly where majority of the NGOs have their headquarters. The study was conducted in the month of October and November 2018 hence taking a two months' duration.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents theoretical review where the study will present various theories in relation to corporate training. The chapter also focuses on the presentation of empirical review where studies in relation to research variables will be presented hence indicating research gap. The chapter also presents a conceptual framework where the relationship between variables will be presented. Lastly, the study will present operationalization of variables.

### **2.2 Theoretical Review**

The theoretical review presents a group of theories and ideas which serves as guidance to the prevailing study. Theoretical framework is also the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists (Mugenda & Mugenda, 2008). This study will be based on identical element theory and trans-theoretical model of behaviour change.

#### **2.2.1 Identical Element Theory**

Identical element theory is one of the classical theories of learning, training and development which were introduced by Edward Thorndike and Robert S. Woodworth in 1900s. In their research, they stated that the level of corporate training transfer depends on the level of similarity between corporate training and performance environments. The theory stipulates that there is positive relationship between employee training and the environment to which they are exposed to. The theory suggests corporate trainers to use identical elements such as simulators towards impacting effective employee skills and knowledge.

Changing technology in the current corporate world requires more of simulation training. Provision of identical elements such as simulators helps employees in training to relate between

the actual, virtual environment and expected environment. Identical element theory has been one of the most adopted theories in the modern world since the theory has effectively proven to be of benefit towards effective enhancement of employees' skills. As Per Edward Thorndike and Robert, experimental training serves more chances of employees to understand concepts than classroom training where employees only get the concepts with minimal experience (Al-Araimi, 2011).

Tracey and Mandel (2012) state that the more elements of one situation are identical to the elements of another situation, the more employees can gain knowledge hence resulting to effective training. This theory also links the relationship between corporate trainers and employees. It is evident that from identical element theory, corporate trainers are more of strategic partners to the organization because identical element theory calls for the need of corporate trainers to review and control training process hence ensuring effectiveness.

Robinson (2012) state that the level of application of identical element theory is limited only to cooperates' and any other organization with capacity and capability to provide similar training environment to the actual work environment (identical elements) towards enhancing firms' performance. It is estimated that 80% of global airline companies use identical element theory towards training of employees on how to become successful and special pilots. Identical element theory has been considered to contribute effectively towards guiding organizations on effective employee training towards firms' performance.

In relation to the prevailing study, identical element theory has contributed a lot towards effective delivery of corporate training. Through identical element theory employees can be able to adapt and attain positive behaviour towards performances. For example, International Non-Governmental Organizations are more involved in cross-cultural awareness training arranging

role-playing games where individuals must interact with the representatives of various cultural backgrounds in typical working environments would have a positive contribution to the levels of training transfer hence serving the need for integration and use of identical element theory towards effective corporate training.

### **2.2.3 Trans-theoretical Model of Behaviour Change**

The model is retrieved from theories of psychotherapy which was developed by James O. Prochaska of the University of Rhode Island and colleagues in 2007. Based on Prochaska, individuals don't just wake up one day and decide to adopt a certain healthy behaviour, but they must pass under certain stages which will shape their behaviour to a healthier behaviour. In relation to corporate training, the model/ theory stipulates stages which individual in corporate level go through towards effective employee performance hence resulting to firms' performance. The model stipulates that training can be conducted through on the job training, off the job training, job rotation and through apprenticeship (Prochaska, 2004). It is considered that corporate training isn't a one-time activity but a staged approach which must be taken cautiously. Transtheoretical model of behaviour change is famously known as the stages of change as represented in Figure 1. The following are stages which are present in the model: -

Stage 1: Pre-contemplation (Not Ready) - This is the first stage of the model and it is a point in which employees do not understand the need of organizational culture, they are not ready to change or adopt the new methods of training. In this level, employees learn more about healthy behaviour: they are encouraged to think about the pros of changing their behaviour and to feel emotions about the effects of their negative behaviour on others. One of the most effective steps that trainees can help with at this stage is to encourage them to become more mindful of

their decision making and more conscious of the multiple benefits of changing an unhealthy behaviour (Prochaska et al., 2008).

Stage 2: Contemplation (Getting Ready) - At this stage, corporate trainers are intending to start the healthy behaviour within the next few months. This is the level at which corporate trainers communicate to the management the pros and cons of changing employee's behaviour such as resulting to enhanced performance and employee retention in future. This ambivalence about changing can cause them to keep postponing action. Trainees here learn about the kind of person they could be if they changed their behaviour and learn more from people who behave in healthy ways. Corporate trainers can influence through communicating to trainees on the future benefits of changing their behaviour, level of understanding and approaches towards effective delivery of services and products (Prochaska et al., 2008).

Stage 3: Preparation (Ready) – This is the stage where trainees feel they are ready to adopt the new methods of service delivery as taught. Trainees start even bringing out ideas on how to improve on the learned behaviour. This is the stage where job rotation takes place, such that the new trained employees can learn from co-workers and new friends made in the organization (Prochaska et al., 2008). It is at this level where employees put into practices what they have gained in the training programme. This level covers only corporate coaching and managerial training. Other aspects such as retention training and quality training come later once employees fully appreciate the importance of corporate training.

Stage 4: Action –This is the stage of action; the corporate trainer can implement performance management plan to ensure that the newly trained employees can cope with knowledge application in the work place. Trainees in this stage are taught on areas which need improvement (Prochaska et al, 2008). It is at this level when corporate trainers become strategic

partners with the organization. They become fully concerned with how employees are faring on with the training itself through effective monitoring and one on one guidance on approach.

Stage 5: Maintenance-This is the final stage of training and new trainees are now allocated to their departments firmly with the departmental head as their mentor. Trainees are given the right to interact with other employees to capture more on new experience in job hence creating quality service delivery to customers and produce (Prochaska et al., 2008). Successful completion of this stage indicates that employees are fully trained and employee appraisal can start immediately once they have been attached to their new job. Corporate trainers are expected to produce report either in a years' time with aim of improving on employee's skills towards firms' performance as stipulated in figure 2.1

**Figure 2.1**Trans-theoretical model and behaviour change.



**Source:** (Prochaska 2007, pg. 230)

### **2.3 Empirical Review**

Empirical review gives out observable or documented evidence. It is considered as a way of gaining knowledge in relation to the variables of the study. Empirical evidence combines observable evidence, personal views and quantitative and qualitative information in relation to a study. Empirical questions are answered in evidence collected and in most cases study data. The

prevailing study focuses on presentation empirical evidence in relation to study variables (Saunders, Lewis & Thornill, 2003).

### **2.3.1 Corporate Coaching and Firms' performance**

A study conducted by Arnold (2011) on effectiveness of corporate coaching in a workplace indicated that the need to conduct corporate coaching is to ensure that employees at corporate level are equipped with relevant skills, staffs are motivated and employee retention has been enhanced towards employee performance. The study which was conducted in UK private sector found out that ordinary organizational training only contributed to 20% of company productivity while corporate coaching contributed to over 40% of firms' performance hence indicating the effectiveness of corporate coaching on achievement of corporate goals. Per the study, it was identified that employees who have undergone through corporate coaching required less supervision compared to employees who have undergone through normal training program and that employees were more effective on service delivery.

Corporate coaching is not a tool but a way of being for many organizations. Corporate coaching is gaining momentum globally with UK, America and Asia firms taking major stake in the level of adoption of corporate coaching. A study conducted by Charter Institute of Personnel Development (2014) indicated that 80% of organizations which have adopted corporate coaching have witnessed its effectiveness in the first year of implementation which 20% have witnessed effectiveness of corporate coaching in after 2-3 years. The study also identified that corporate coaching has helped employees take ownership and take responsibilities for their actions hence leading to self-development. This indicates that management does not necessarily need to tell

employees on what to do but requires listening keenly and reflecting on their ideas and planning towards firms' performance.

Moen (2009) conducted a study on the effectiveness of corporate coaching on importance of performance psychology variables in fortune 500 companies. The study which was targeting over 140 executives and middle level managers found out that out 60% of the total executives who have undergone corporate training for over 2 years' period indicated improvement in self – efficacy, improved goal setting ability and enhanced causal attributes and this was witnessed to have positive impact on firms' performance. The study also identified that corporate coaching enhanced employee's self-determination self- organizing hence impacting those who have not undergone through corporate training hence contributing direct to their performance towards achievement of organizational goals.

A study conducted by Business Success Coach Organization (2017) indicated that effectiveness of corporate coaching can't be compared to employee training. Based on the study, employee training contributes to at least 18% retention rate while corporate coaching has contributed to over 45% employee retention rate. Corporate trainers who later turn to be corporate strategic partners are concerned with training employees on how to maximize organizational returns and encourage others towards achievement without being forceful to them. Change can start from the top to the bottom in a corporate since corporate training in most cases targets the management first then it grows down the hierarchy. The study also recommended the need for organizations to conduct corporate training in small groups because it is easier for corporate trainers to identify problems that are time wasting, resources wasting than identifying in a larger group. The prevailing studies clearly presented statistical evidence that corporate coaching affects firms' performance. The studies have however failed to recommend at what

level an organization should adopt corporate coaching considering that corporate training is limited to cost, decision making, planning and coordination.

### **2.3.2 Managerial Training and Firms' performance**

A study conducted by Engetou (2017) on impacts of training and development on firms' performance found out that success of any organization depends deeply on the level of preparedness of the organizational leadership to deliver. Management is a very integral responsibility within an organization because organization is like a bus where passengers rely heavily on the driver (manager). Equipping the management with sufficient skills, knowledge and abilities contributes direct to employee motivation and commitment hence having a positive impact on firms' performance. One of the great achievements of corporate trainers is to help management towards influencing other on achievement of organizational goals through ensuring that the management is equipped with best negotiation skills, conceptual skills and proper communication skills.

A study conducted by Obi-Abikel and Ekwe (2014) on the impacts of training and development on organizational effectiveness identified that there is positive relationship between management training and organizational effectiveness. Per the study career development training which is quite common method of training for managers contributes over 43% of organizational effectiveness in Nigeria oil producing companies. The study also identified that managerial training does not necessarily equip employees with relevant skills and knowledge but also helps managers to link their goals with those of the organization hence resulting to future enhanced performance. Another significant aspect identified by the study was that managerial training contributes a lot to development of organizational leadership. In corporate world, every



stakeholder is a strategic partner and when training managers, it is important to note that the future of that organization relies deeply on future management (Leard, 2010).

Irene (2013) on her study in impacts of training and development on worker performance and productivity in the public-sector organizations found out that the level of worker performance in the public sector was 25% lower than the level of performance in the private sector. This was because of poor management training in the public sector compared to private sector. The study however recommended on the need to conduct management training towards ensuring that management has the requisite skills, knowledge, abilities and competencies (SKAC) needed to wards firms' performance.

A study conducted by Wurim (2012) on human capital and firms' performance indicated that managerial training and development is majorly pegged on organizational need for strong leadership, increased value placed on management training, need to retain best skilled employees and organizational efficiency. Fulfilment of these factors requires firms to conduct effective management training and development. The study also identified that management training constitutes to fulfilment of self-actualization needs in the Maslow's hierarchy of needs which has over 70% benefits to the organization and to other employees.

A study conducted by Leimbach (2011) on impacts of management coaching on learning transfer found out that out of 200 studied companies in Australia, it was identified that 30% of the management team had special skills towards impacting others to enhance firms' performance while 40% of the management team had serious weaknesses in management. The study however identified that when management fail, there is likelihood of the entire system to fail hence resulting to poor performance. Liu and Batt (2010) stated that when managers are effectively trained, they have positive impact on others hence resulting to firms' performance. Although the

prevailing studies have proven that managerial training has positive impact on firms' performance, the studies lacked sufficient statistical evidence to support their arguments.

### **2.3.3 Retention Training and Firms' performance**

A study conducted by Hassan et al. (2013) on the effects of training on employee retention indicated that globally, firms' and organizations in general have not been able to effectively retain employees. The study identified that globally, there are few companies which could retain employees at a level lower than 5%. SAS general Mills has a turnover rate of 2% while Johnson & Sons, Intel, Meridian Health and National Instrument has a turnover rate of 3%. The studies however concluded that conducting effective corporate training can greatly have positive impact on employee retention and that organizations which have enhanced employee retention have been associated with strong corporate culture which has positive impact on firms' performance.

A study conducted by Newman et al., (2011) in multinationals of Chinese service sector on impacts of employee perception of training on organizational commitment and turnover intentions indicated that corporate training is one of the most factors resulting to employee retention because training is positively related to employee welfare hence loyalty. The data which was collected from 437 Chinese working in different multinational companies specified that 85% of the employees were willing to work with organizations which provided corporate training because from training, they get ideas that they are important assets of the organizations. It was also identified that through corporate training, there is minimal employee turnover hence resulting to employee retention.

A study conducted by Bashir et al. (2009) pointed out that employees are the most important aspect of an organization and management must be concerned on how to effectively manage these employees' since they are daily involved in production, delivery of products and

services to customers. The study also identified that through retention training, the organization benefit from employees' efficiency and effectiveness while the employees benefit from either foreseeable future with the organization and skills towards solving other related problems. The study identified that career opportunities, work life balance and work environment determine the need for retention training hence resulting to firms' performance.

Samganakkan (2010) conducted a study on mediating role of organizational commitment on HR practices and turnover intention among ICT professionals and indicated that corporate training and training in general affects employees' intentions to stay and their motivation. The study identified that strategies such as work life balance, specifying employees' responsibilities and valuing employees can be significant aspects towards employee retention. Employees are concerned with their future in an organization, and they are likely to stick with an organization which values their presence, and that is; - offering training and development, employee benefits, work-life balance, leave, and health and safety concerns contribute to employee retention hence resulting to firms' performance. The prevailing studies clearly identified that retention training has positive effects on firms' performance; however, there is existence of limited literature in relation to retention training. The prevailing studies focused more on factors which results to employee retention hence lacking statistical proof on how to effectively carry out employee retention. The prevailing study bridges this gap through clear investigation of effects of employee retention training on firms' performance as a variable.

#### **2.3.4 Quality Training and Firms' performance**

Cooke (2013) identified that training for quality or quality training is quite significance towards firms' performance. Per the study which was conducted in 120 British products producing firms indicated that 78% of the organizations which were involved in quality training produced

customer focused products hence resulting to customer loyalty. The study also identified that customers were glued to quality produced products hence having impact on firms' performance. The study identified that quality training enhances employee's ability to detect and identify errors in products services hence identification of appropriate mechanism to curb future errors. The study also identified that through quality training employees can eliminate non-quality items and understand customers concerns hence resulting to improved production of goods and services towards firms' performance.

A study conducted by Mohamud (2017) on effects of quality training on employee performance in public corporations in Kenya indicated that quality training in NHIF Kenya for the past 7 years has effectively resulted to firms' performance. The study identified that NHIF has been voted among the best performing public firms with enhanced customer service delivery, effective products and employee satisfaction. The study identified that through quality training, employees have been equipped with relevant skills and knowledge to detect and handle customer concerns effectively hence resulting to firms' performance. A study conducted by Cooney (2012) on quality training and performance of manufacturing firms indicated that implementation of quality training in Allen and Consulting Group indicated that quality training has resulted to improvement of firms' performance from 73% to 93% based on performance measurement index. Per the study identified that effective training (quality training) ensures that employees obtain timely reliable, consistent, accurate, and necessary data and information as they need to do their job effectively in their organization hence resulting to firms' performance.

The need for quality training has grown in the recent years with respect to growth in technology. Global competition has left organizations with no choice than to adopt quality training towards firms' performance. Aspects such as technology based training have become a

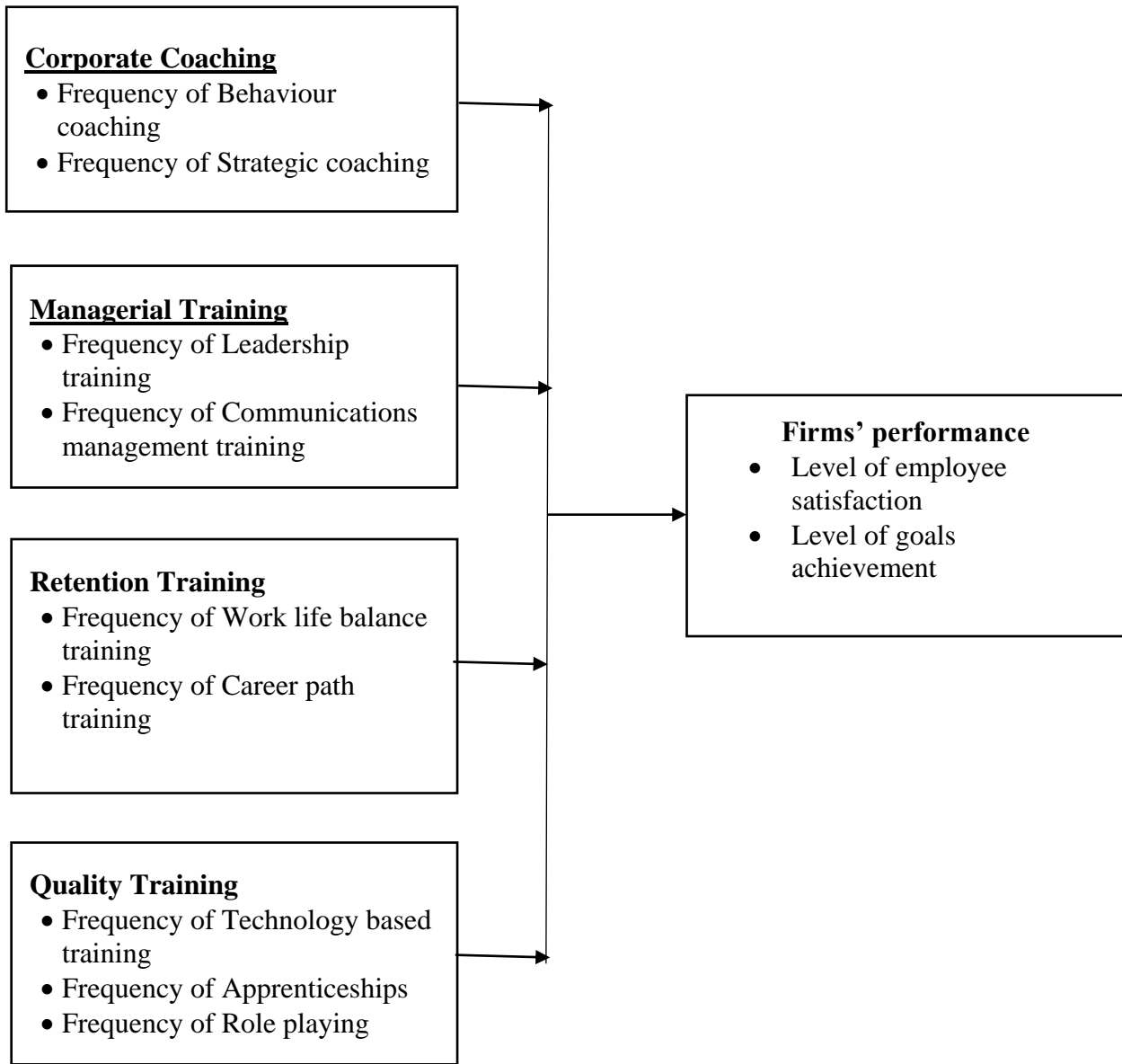
current trend in corporate training where employees are trained on how handle technology as it is introduced in the organization. Other training aspects which organizations have considered to implement include conventional training and role playing (Merino & Cerio, 2003). Studies have effectively identified that quality training has positive effect on firms' performance since employees get chance to perfect on their job. The prevailing studies have however failed to indicate at what extend does quality training become relevant in an organization. It is evident that there is limited data hence becoming insufficient for making appropriate conclusion. This study bridges this gap through clear identification of effects of quality training on firms' performance.

#### **2.4 Conceptual Framework**

Mugenda (2013) stated that conceptual framework is a hypothesized model identifying the concepts under study and their relationship. This involves presentation of relationship between independent and dependent variables in a diagrammatic representation. In the prevailing study, independent variables comprise of corporate coaching, managerial training, retention training and quality training while the dependent variable comprises of firms' performance as presented in figure 2.2 below; -

**Independent Variables**

**Dependent Variable**



**Figure 2.2 Conceptual framework**

## 2.5 Operationalization of Variables

Orientation	Variable	Objective	Indicators	Data analysis
<b>Dependent variable</b>	<b>Firms performance on international non-governmental organizations in Kenya</b>	To determine firm's performance on international non-governmental organizations in Kenya	Level of employee satisfaction	Descriptive, correlation
			Level of goals achievement	and regression analysis
<b>Independent variables</b>	<b>Corporate coaching</b>	To determine the effect of corporate coaching on firms' performance in International Non-Governmental Organizations in Kenya.	Frequency of Behaviour coaching	Descriptive
			Frequency of Strategic coaching.	Descriptive
	<b>Managerial training</b>	To examine the effect of managerial training on firms' performance in International Non-Governmental Organizations in Kenya.	Frequency of Leadership training	Descriptive
			Frequency of Communications management training	Descriptive
	<b>Retention training</b>	To find out the effect of retention training on firms' performance in International Non-Governmental Organizations in Kenya.	Frequency of Work life balance training	Descriptive
			Frequency of Career path training	Descriptive
			Frequency of Employees on boarding	Descriptive
	<b>Quality training</b>	To ascertain the effect of quality training on firms' performance in International Non-Governmental Organizations in Kenya.	Frequency of Technology based training	Descriptive
			Frequency of Apprenticeships Frequency of Role playing	Descriptive

Source: (Author, 2018)

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

Research methodology is defined as the process used to collect data for making study decisions, conclusions and recommendations. In the prevailing study, the researcher focused on research design, target population, sampling and sampling procedures, research instrument, validity and reliability of the research instrument, data collection procedures, data processing and analysis.

### **3.2 Research Design**

Kothari (2010) state that research design is defined as strategy to which the researcher uses to bring together different components of a study in a coherent and logical manner with the aim of addressing the stated research problem. In the prevailing study, the researcher adopted descriptive research design which is a scientific method involving observing and describing the behaviour of a subject without influencing it in any way.

Mcnabb (2008) recommended on the need to adopt descriptive research design because in descriptive research design, the researcher has minimal influence on the study population and this can result to reliable information hence resulting to analysable data. Descriptive research design also enhances the ability of the researcher to test both qualitative and quantitative information from the analysed findings hence resulting to full understanding of the phenomenon. Descriptive research design also results in collection of huge amount of data which can be used for detailed analysis.

### **3.3 Target Population**

Denscombe (2012) state that target population refers to total individuals the researcher intends to retrieve a sample with aim of collecting information towards understanding study phenomenon. Kenya has a total of over 35 International NGOs (Commonwealth governance Kenya, 2018).



The list keeps growing as demand for NGOs services keeps growing day by night. The prevailing study focused on the major NGOs which are having major stake in the industry. Selection of the NGOs also was influenced by availability and willingness to participate in the proposed study. NGOs which agreed to participate in the study included; - UN, World Vision, USAID, Mercy Corps, ICRC, Care International, Oxfam, Amnesty International, HOPE Worldwide and IRC, totalling to 10 NGOs. The study targeted management level of all selected NGOs since these are the individuals who had the capability of providing relevant information in relation to how training has affected their performance as presented in table 3.1 below where the total population for the study will comprise of 108 respondents.

**Table 3.1 Population Disribution**

<b>Category</b>	<b>Management level</b>
<b>United Nations</b>	16
<b>World Vision</b>	12
<b>USAID</b>	12
<b>Mercy Corps</b>	8
<b>ICRC</b>	10
<b>Care International</b>	8
<b>Oxfam</b>	8
<b>Amnesty International</b>	12
<b>HOPE Worldwide</b>	10
<b>IRC</b>	12
<b>Total</b>	<b>108</b>

*Source: HR staffing Table*

### **3.4 Sample Size and Sampling Procedure**

Burns and Grove (2003) states that sampling is the process of selecting certain number of respondents to represent a larger population. The researcher focused on Stratified random sampling which is aimed at ensuring that all parts of the target population (Strata) are fully

presented and equally represented in the study. Stratified sampling technique also ensures that there is minimal bias in the study and decreases study estimation error (Kothari, 2014). The sample frame was conducted using simple random percentage method where equal chances were be allocated to each stratum. Stratified sampling method is presented as: -

$$n = \frac{Nz^2 * .25}{d^2 * [N - 1] + [Z^2 * .25]}$$

Where:

n= sample size

Z=standard deviation at 95% confidence level (1.96)

d= precision level 0.05

N=Total number of population =108

$$n = \frac{108 * 1.96^2 * .25}{0.05^2 * [108 - 1] + [1.96^2 * .25]} = 84.5$$

Estimated sample size of 85 individuals.

The researcher operated with a sample size of 85 respondents. The sample frame was calculated using simple random percentage/frequency method where  $n_h = (N_h / N)$  represents stratified random sampling for each stratum.  $n_h$  =Sample size for individual stratum,  $N_h$ = Sample size,  $N$ = Target population and  $*n$ = Stratum population.

**Table 3.2 Sample Size**

<b>Department</b>	<b>Target population</b>	<b><math>n_h = (N_h / N)</math></b>	<b>Sample size(s)<math>n_h</math> <math>= (N_h / N) * n</math></b>
<b>United Nations</b>	16	0.782	12
<b>World Vision</b>	12	0.782	9
<b>USAID</b>	12	0.782	9
<b>Mercy Corps</b>	8	0.782	7
<b>ICRC</b>	10	0.782	8
<b>Care International</b>	8	0.782	7
<b>Oxfam</b>	8	0.782	7
<b>Amnesty International</b>	12	0.782	9
<b>HOPE Worldwide</b>	10	0.782	8
<b>IRC</b>	12	0.782	9
<b>Totals</b>	<b>108</b>	<b>0.782</b>	<b>85</b>

*Source: HR staffing Table*

### **3.5 Instrumentation and Data Collection**

Research instrument is defined as the measurement tool that the researcher uses to obtain data from the study population (Kothari, 2012). The prevailing study adopted structured questionnaires and interview questions which were only limited to top management. The structured questionnaire comprised of both open ended and closed ended questions which were open for the respondents to express their opinion and limited opinion respectively. In interview, the researcher formulated interview questions which were directed to the general directors of the selected NGOs.

Mugenda and Mugenda (2008) states that questionnaires are costeffective, they are practical and enhance user anonymity which enhances the ability of the respondents to provide response based on their own understanding. The reason why the researcher incorporated interview in the study is to ensure that ambiguity which might rise during the study is handled by the professionals and enhance clarity of issues affecting effective implementation of corporate training.

Development of questionnaire was conducted in six parts where the first part of the questionnaire addressed biographic data, the second part addressed the first objective of the study, the third part addressed the second objective, the fourth part addressed the third objective, and the fifth part addressed the fourth objective while the sixth part addressed the independent variable of the study. Part one of the study tested descriptive statistics while part two- six tested descriptive and inferential statistics.

First hand data collection was conducted using questionnaire and interview schedule tool. The researcher sought permission from the university administration and NACOSTI towards collection of information from the specified respondents. Drop and pick method was enhanced by the researcher where respondents were granted a period of 3 weeks to fill the questionnaires on their comfort. Interview schedule was conducted for a period of one week with respect to availability of the NGOs directors. Proper scrutiny was conducted by the researcher in relation to how the questionnaires were filled.

### **3.6 Validity and Reliability**

Saunders, Lewis and Thornill (2003) state that validity of a research instrument measures what the instrument is set out to measure. Instrumental variables are quite significant for a study because they allow the researcher to identify study cause and effects of a treatment on an

outcome even when treatment is correlated with unobserved determinants of the outcome. Their use is complicated, though, by the difficulty of establishing the required condition that a proposed instrument can properly be excluded from the outcome equation (Huber & Mellace, 2011).

The study used different strategies to test study reliability. Thus, include stability and internal consistency. Stability-Study reliability is used towards understanding the stability of the research instrument when subjected to different levels or different time span to the same study group or random individuals selected from a study sample (Campell & Fiske, 2009). Item stability is also determined through test and retest method where two different tests are subjected to the same study individuals at different points in time hence determining the correlation between the two tests. The current study adopted test and pre-test method to determine stability where amendments were conducted to address the study research questions.

The second aspect of reliability is internal consistency which was determined using Cronbach alpha (Michael, 2014). In Cronbach  $\alpha$  (alpha) can be viewed as the expected correlation of two tests that measure the same construct. This simply means that the average correlation of items is an accurate estimate of the average correlation of all items that pertain to a certain construct. Cronbach alpha is represented by;

$$\alpha = \frac{N (\text{Mean } r)}{(1 + (\text{Mean } r (N-1)))}$$

Where:

$\alpha$  - Represents the alpha

N-Number of items

Mean r –is the mean interterm of correlation.

The analysis of reliability produced an alpha of 0.7 and above

Validity is a measure which determines whether study instrument measures what it purports to measure. It is quite often that an instrument can be reliable and invalid at the same time. Instrument validity proceeds when instrument reliability has been confirmed. There are two types of measures to prove instrument validity which were adopted by the study. These are content validity and criterion related validity.

Content validity-content validity is used to determine if item developed to address the study problem measures what it is supposed to measure (Schwarz, 2009). Content validity does not involve statistical data because the observer or expertise is concerned with the content only. The prevailing study used supervisors' judgement towards determination of content validity.

Criterion-related validity- this type of validity is used to determine correlation between previously tested scores of the same measure and current scores of the same measures. The study also tested reliability to determine correlation of the items hence proofing instrument validity.

### **3.7 Data Analysis and Presentation**

French (2016) state that data processing is generally the conversion of raw data into usable information. Data coding was conducted whereby categories of responses were identified, classified and then recorded on a prepared sheet as per research questions or objectives of study. The study conducted three types of analysis which are descriptive, inferential and diagnostic tests. In descriptive statistics, the researcher used frequency and percentage tables where appropriate means and standard deviations were presented as measures of central tendency towards effective presentation of effects of corporate training on firms' performance. In inferential statistics, the researcher focused on Pearson correlation analysis and regression analysis. Pearson correlation is a bivariate correlation which measures relationship between X

and Y variables where X variable represents independent variables (corporate coaching, management training, retention training and quality training) while Y variables are represented by independent variable. Correlation analysis uses Significance level and the P value towards determination of relationship. If Sig P<0.05, then relationship between variables exists.

Regression analysis on the other hand is used to determine whether the independent variables are related to dependent variable (Bowling, 2009). In restricted circumstances, regression analysis can be used to infer causal relationships between the independent and dependent variables. Regression analysis was determined through level of variation, significance level through ANOVA table and coefficients which generate linear regression equation as presented below where data presentation was conducted through tables drawn from the study.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y=Firms' performance.

a=Constant coefficient

$\beta$ = Beta of respective variables

X<sub>1</sub>=Corporate coaching

X<sub>2</sub>= Managerial training

X<sub>3</sub>= Retention training

X<sub>4</sub>= Quality training

The last section of analysis involved diagnostics test which determines the extent to which test used to identify specific condition of a study or problem are related. The prevailing study proposed that implementation of corporate training has been affected by corporate coaching, managerial training, retention training and quality training (Carvajal & Rowe, 2010). There are various measures towards determination of study problem/condition. These include but not

limited to: - gold standard test, validity, sensitivity, specificity, positive predictive value, negative predictive value, pre-test probability and Bayes rule method. The prevailing study adopted Sensitive and specificity analysis.

Sensitivity- this is also called the true positive rate or probability of detection. It measures the proportion of people who respond positively in relation to study questions while Specificity also called the true negative will be used to determine proportions that are correctly negative (i.e. percentage of those who indicated no effects). Sensitivity and specificity analysis was conducted through SPSS where coefficients were used to determine the level of sensitivity and specificity as presented in table 3

**Table 3.3 Sensitivity, Specificity, Positive predictive value, Negative predictive value**

Type	There is relationship between variables	No relationship between variables
Positive test results	True positive (TP)	False Positive (FP)
Negative test results	False Negatives (FN)	True Negatives (TN)

**Source: (Carvajal & Rowe, 2010)**

**KEY**

Sensitivity=TP/ (TP+FN)

Specificity=TN/ (TN+FP)

PPV=TP/ (TP+FP)

NPV=TN/ (FN+TN)

Data presentation was conducted through tables drawn from data analysis. This includes appropriate frequencies, percentages and means and standard deviations where appropriate. The study used inferential measure (Significance level) towards presenting effectiveness of proposed



study variables. This included description quantitative statistics to qualitative information to enhance easy understanding.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents data which was collected from the field of the study in relation to effects of corporate training on firms' performance on International Non- Governmental Organization in Kenya. Data was collected in 10 Non- Governmental Organization in Kenya which include; - United Nations, World Vision, USAID, Mercy Corps, ICRC, Care international, Oxfam, Amnesty International, HOPE Worldwide and IRC. Data collection was conducted through questionnaire and limited interview aimed at addressing specific objectives such as the effects of corporate coaching, managerial training, retention training and quality training on firms' performance.

### **4.2 Response rate**

This section presents total response and response rate.

**Table4.1Response Rate**

<b>Department</b>	<b>Sample size(s)</b>	<b>Response</b>	<b>Response Rate</b>
United Nations	12	10	12
World Vision	9	7	8.25
USAID	9	7	8.25
Mercy Corps	7	6	7
ICRC	8	7	8.25
Care International	7	6	7
Oxfam	7	5	6
Amnesty International	9	6	7
HOPE Worldwide	8	6	7
IRC	9	7	8.27

<b>Totals</b>	<b>85</b>	<b>67</b>	<b>79</b>
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Results in table 4.1 clearly indicated that the total response rate was 67(79%) out of proposed response of 85 targeted individuals. The study identified that 10(12%) respondents were from United Nations, 7(8.25%) respondents were from World Vision, 7(8.25%) were from USAID, 6(7%) respondents were from Mercy Corps, 7(8.25%) respondents were from ICRC, 6(7%) respondents were from Care International, 5(6%) respondents were from Oxfam, 6(7%) respondents were from Amnesty International, 6(7%) respondents were from HOPE Worldwide while 7(8.25%) respondents were from IRC hence making a total response rate of 79%. Mugenda and Mugenda (2008) identified that a response rate of 50% is quite sufficient towards data analysis.

### **4.3 Demographic Information**

This section presents respondents' demographic information in relation to gender, age, period of work and whether NGOs conduct corporate training.

#### **4.3.1 Gender**

The purpose of this sub-section is to present respondents' gender. Results clearly identified that 37(55%) of respondents were male employees in respective NGOs while 30(45%) of the respondents were female employees. This clearly indicated that both male and female gender was represented in the study.

#### **4.3.2 Age**

The main aim of this sub-section is to present respondents' age group as portrayed in table 4.3 of the study.

**Table 4.2 Age group**

<b>CATEGORY</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
20-25 years' old	3	5

26-30 years' old	11	16
31-35 years' old	13	19
36-40 years' old	27	40
40-45 years' old	9	14
Above 46 years' old	4	6
<b>Totals</b>	<b>67</b>	<b>100</b>

Results in table 4.2 clearly pointed out that 27(40%) respondents were aged between 36-40 years working in different NGOs while 13(19%) respondents were aged between 31-35 years. Results identified that 11(16%) respondents were aged between 26-30 years, while 6(14%) respondents were aged between 40-45 years. Findings indicated that only 4(6%) and 3(5%) of the respondents were aged above 46 years and between 20-25 years old respectively. The study clearly identified that response comprised of individuals from different age groups.

#### 4.3.3 Period of work

The purpose of this section is to present period of work in number of years' respondents have worked with their respective NGO.

**Table 4.3 Period of Work**

<b>CATEGORY</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
Less than 1 year	5	8
2-5 Years	21	31
6-10 years	28	42
Over 10 years	13	19
<b>Totals</b>	<b>67</b>	<b>100</b>

Findings in table 4.3 indicated that 28(42%) respondents pointed out that they have worked with their NGO for 6-10 years while 21(31%) respondents also indicated that they have worked with respective NGOs for 2-5 years. Per the results, it was identified that 13(19%)

respondents have worked with respective NGO for over 10 years with only 5(8%) of the respondents agreeing to have worked with their NGOs for less than 1 year.

#### 4.4.4 Whether NGOs conduct corporate training

This sub-section presents results on whether NGOs conduct corporate training as per the organizations regulations. Results clearly identified that 46(69%) of the respondents agreed that their NGOs conduct corporate training in relation to organization’s policies and procedures while 21(31%) of the respondents indicated that their NGOs don’t conduct corporate training in relation to organizations policies and procedures. Respondents also specified that corporate training in most cases is conducted when need arises such as introduction of new technology, change of organization management and improvement of already existing system.

#### 4.4 Study Variable

##### 4.4.1 Corporate coaching

This section presents results in relation to the first objective of the study which was meant to determine the effects of corporate coaching on firms’ performance in International Non-Governmental Organizations in Kenya as presented in table 4.5 below, where (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree, (SD) =Strongly Disagree.

**Table 4.4 Corporate coaching**

Corporate training	SD	D	U	A	SA	Mean	Stdv
Effective corporate training affects firms’ performance International Non-Governmental organisations in Kenya.	-	-	7	29	31	4.35	0.66
My NGO conducts employee behaviour coaching towards enhancing firms’ performance	3	12	25	-	27	3.13	0.86
Through strategic coaching, upper level management can improve on conceptual skill hence resulting to firms’ performance	-	-	-	41	26	4.38	0.49

Corporate coaching has helped executive reach high level of excellence.	-	-	11	33	23	4.17	0.69
Corporate coaching has transformed NGOs from mediocre to better performing organizations	-	7	18	20	22	3.85	1.00

In relation to table 4.4, a high mean represents high level of respondents' agreement with the statements while low mean represents low level of respondents' agreement. In relation to standard deviation, a low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values and not favourable to the variables.

Results in the first statement of table 4.4 indicated that 29 and 31 respondents agreed and strongly agreed respectively that effective corporate training affects firms' performance while 7 respondents were undecided with the statement. Results had mean and standard deviation of 4.35 and 0.66 respectively. This clearly portrayed that majority of the respondents agreed with the statement.

In the second statement, it was identified that 27 respondents agreed that NGO's conduct employees' behaviour coaching towards enhancing firms' performance while 12 and 3 respondents disagreed and strongly disagreed with the statement respectively. Results also indicated that a significant number of 25 respondents were undecided with the statement. The statement had mean and standard deviation of 3.13 and 0.86 which indicated high level of respondents' agreement with the statement.

Likewise, in the third statement, the study identified that 41 and 26 respondents agreed and strongly agreed respectively that through strategic coaching, upper level management can improve on conceptual skills hence resulting to firms' performance with the data having very high mean and standard deviation of 4.38 and 0.49 respectively.

Results in the fourth statement also pointed out that 33 and 23 respondents agreed and strongly agreed respectively that corporate coaching has helped executive to reach high level of excellence while 11 respondents were undecided with the statement. Results clearly indicated that the data had high mean and standard deviation of 4.17 and 0.69 respectively which was a representation of high level of respondents' agreement with the statement.

In the last statement, the study identified that 20 and 22 respondents respectively agreed and strongly agreed that corporate coaching has transformed NGOs from mediocre to better performing organizations while 7 respondents disagreed with the statement. Results indicated that 18 respondents were undecided with the data having mean and standard deviation of 3.85 and 1.00 respectively. This indicated that more than average respondents agreed with the statement.

#### **4.4.2 Managerial training**

The purpose of this section is to present results in relation to the effects of management training on firms' performance. Measures of the level of agreement includes: (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree, (SD) =Strongly Disagree. A high mean represents high level of respondents' agreement with the statements while low mean represents low level of respondents' agreement. In relation to standard deviation, a low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values and not favourable to the variables.

**Table 4.5 Managerial training**

<b>Managerial training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Stdv</b>
Managerial training has positive effects on firms' performance in Non- Governmental Organization in Kenya	-	-	2	36	29	4.40	0.55
My NGO conducts effective leadership training towards effective firms' performance	15	9	-	26	17	3.31	1.54
Managerial training has helped management build on communications management hence resulting to effective firms' performance	-	-	14	32	21	4.10	0.72
Better employee teamwork has been witnessed because of effective managerial training	-	19	6	12	30	3.79	1.28
Trained management portray high level of performance than non- trained management in NGO's.	-	-	-	8	59	4.88	0.32

Results in the first statement of table 4.5 identified that 36 and 29 respondents agreed and strongly agreed respectively that managerial training has positive effects on firms' performance in Non- Governmental Organization in Kenya while 2 respondents were undecided with the statement. The data had mean and standard deviation of 4.40 and 0.55 respectively which portrayed very high level of respondents' agreement with the statement.

In the second statement, findings indicated that 26 and 17 respondents agreed and strongly agreed with the statement respectively that NGOs conduct effective leadership training towards effective firms' performance while 9 and 15 respondents disagreed and strongly disagreed with the statement respectively. Per the findings, the data had mean and standard deviation of 3.31 and 1.54 respectively where low mean and standard deviation resulted from distribution of data among various the levels of responses hence indicating that a significance number of respondents disputed with the statement.

In the third statement, it was identified that 32 and 21 respondents agreed and strongly agreed respectively that managerial training has helped management build on communications management hence resulting to effective firms' performance while 14 respondents were undecided with the statement. The data had a high mean of 4.10 and standard deviation of 0.72 which portrayed that respondents agreed with the statement.

Similarly, in the second last statement, it was identified that 12 and 30 respondents agreed and strongly agreed respectively that better employee teamwork has been witnessed because of effective managerial training while 19 respondents disagreed with the statement respectively. Results identified that only 6 respondents were undecided with the data having moderate mean and standard deviation of 3.79 and 1.28 respectively.

In the last statement, data analysis pointed out that 8 and 58 respondents fully agreed and strongly agreed respectively that trained management portrays high level of performance than non-trained management in NGOs. The data had very high mean and standard deviation of 4.88 and 0.32 respectively which pointed out that respondent fully agreed with the statement.

#### **4.4.3 Retention training**

This section was aimed at presenting data in relation to the third objective of the study which was aimed at determining the effects of retention training on firms' performance. Measures of the level of agreement includes: (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree, (SD) =Strongly Disagree. A high mean represents high level of respondents' agreement with the statements while low mean represents low level of respondents' agreement. In relation to standard deviation, a low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high



standard deviation indicates that the data points are spread out over a wider range of values and not favourable to the variables.

**Table 4.6 Retention training**

<b>Retention training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Stdv</b>
Retention training has positive effects on firms' performance.	-	-	8	40	19	4.16	0.61
Through conducting employee work life balance, there is high chances of employee's retention hence resulting to firms' performance	-	-	12	35	20	4.11	0.68
Employee career path training has positive effects on employee's skills hence resulting to firms' performance	-	5	15	21	26	4.01	0.96
Retention training results to employee's engagement which affects employee's performance towards achievement of firms' performance	-	-	20	31	16	3.94	0.73
Employees on boarding helps NGO's build future with employees hence resulting to enhanced performance	-	-	3	35	29	4.38	0.57

Results in the first statement of table 4.6 identified that 40 and 19 respondents agreed and strongly agreed respectively that retention training has positive effects on firms' performance in Non- Governmental Organization in Kenya. Results also identified that 8 respondents were undecided with the statement. Per the results, the data had high mean and standard deviation of 4.16 and 0.61 respectively. This clearly indicated that majority of the respondents agreed with the statement.

Results in the second statement identified that 35 and 20 respondents agreed and strongly agreed respectively that through conducting employee work life balance; there is high chances of employee's retention hence resulting to firms' performance. Findings also identified that 12

respondents were undecided with the statement. The data had high mean and standard deviation of 4.11 and 0.68 respectively where high mean and very low standard deviation proofed that respondents were positive to the study statement.

In the third statement of the study, the researcher identified that 21 and 26 respondents agreed and strongly agreed respectively that employee career path training has positive effects on employee's skills hence resulting to firms' performance. Results also identified that 5 respondents disagreed with the statement while 15 respondents were undecided. The data had moderate mean and standard deviation of 4.01 and 0.96 respectively.

Likewise, in the fourth statement, it was identified that 31 and 16 respondents agreed and strongly agreed with the statement that retention training results to employees' engagement which affects employees' performance towards achievement of firms' performance. The study identified that 20 respondents were undecided with the statement. The data had high mean and standard deviation of 3.94 and 0.73 respectively.

In the last statement, it was identified that 35 and 29 respondents agreed and strongly agreed that employees on boarding helps NGOs build future with employees hence resulting to enhanced performance while 3 respondents were undecided with the statement. The findings clearly indicated that the data had mean and standard deviation of 4.38 and 0.57. High mean and low standard deviation clearly portrayed that respondents agreed with the statement.

#### **4.4.4 Quality training**

This section presents results in relation to the last objective of the study which was meant to determine the effects of quality training on firms' performance. Measures of the level of agreement includes: (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree, (SD) =Strongly Disagree. A high mean represents high level of respondents' agreement with the

statements while low mean represents low level of respondents' agreement. In relation to standard deviation, a low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values and not favourable to the variables.

**Table 4.7 Quality training**

<b>Quality training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Stdv</b>
Employees quality training has positive effects on firms' performance		1	13	22	31	4.23	0.81
My NGO conducts employee's technology based training towards effective firms' performance.	7	15	4	19	22	3.50	1.41
Employee career path training has positive effects on employee's skills hence resulting to firms' performance		10	1	29	27	4.08	1.01
Employees apprenticeship training has resulted enhanced NGOs performance in Kenya			5	38	24	4.28	0.49
Role playing training has effectively resulted to enhanced quality training		12	2	33	20	3.91	1.02

Findings in the first statement of table 4.7 clearly indicated that 22 and 31 respondents agreed and strongly agreed respectively that employee quality training has positive effect on firms' performance. The study identified that 13 respondents were undecided with the statement while 1 respondent disagreed with the statement. The data had high mean and standard deviation of 4.23 and 0.81 respectively where high mean clearly indicated that respondents agreed with the statement.

In the second statement, it was identified that 19 and 22 respondents agreed and strongly agreed respectively that NGOs conduct employees' technology based training towards effective firms' performance while 15 and 7 respondents disagreed and strongly disagreed with the statement respectively. Findings also pointed out 4 respondents were undecided with the statement. The data had low mean and standard deviation of 3.50 and 1.41 respectively. Low mean clearly pointed out that a significant number of respondents disputed with the statement.

In the third statement, the study identified that 29 and 27 respondents agreed and strongly agreed respectively that employee career path training has positive effects on employees' skills hence resulting to firms' performance. The study identified that only 10 respondents disagreed with the statement while 1 respondent was undecided. The study had mean and standard deviation of 4.08 and 1.01 respectively. High mean resulted from high level of respondents' agreement with the statement.

Results in the fourth statement also identified that 38 and 24 respondents massively agreed and strongly agreed that employee apprenticeship training has resulted to improved NGOs performance in Kenya. The study also indicated that only 5 respondents were undecided with the statement. Results had very high mean and standard deviation of 4.28 and 0.49 respectively which portrayed very high level of respondents' agreement with the statement.

In the last statement, the study also pointed out that 33 and 20 respondents agreed and strongly agreed respectively that role playing training has effectively resulted to enhanced quality training while 12 respondents disagreed with the statement. The study identified that 2 respondents were undecided. The data had mean and standard deviation of 3.91 and 1.02 respectively where high mean and standard deviation was an indication that majority of the respondents agreed with the statement.

#### 4.4.5 Firms' performance

This section presents results in relation to the dependent variable of the study which was meant to determine level or firms' performance in 10 selected Non- Governmental Organization which include UN, World Vision, USAID, Mercy Corps, ICRC, Care International, Oxfam, Amnesty International, HOPE Worldwide and IRC. Measures of the level of agreement includes: (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree, (SD) =Strongly Disagree. A high mean represents high level of respondents' agreement with the statements while low mean represents low level of respondents' agreement. In relation to standard deviation, a low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values and not favourable to the variables.

**Table 4.8 Firms' performance**

<b>Quality training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Stdv</b>
My organization has witnessed high level of employee satisfaction because of corporate training	12	5	14	15	21	3.41	1.45
There is high level of goals achievement because of corporate training			9	22	36	4.40	0.71

Results in the first statement of table 4.9 clearly indicated that 15 and 21 responded agreed and strongly agreed that their NGO has witnessed high level of employee satisfaction because of corporate training while 5 and 12 respondents disagreed and strongly disagreed with the statement respectively. The study identified that 14 respondents were undecided with the statement. The data had mean and standard deviation of 3.41 and 1.45 respectively where low mean indicated that quite a good number of respondents did not agree with the statement.

In the second statement, the study identified that 22 and 36 respondents agreed and strongly agreed that there is high level of goals achievement because of corporate training while 9 respondents were undecided with the statement. The findings produced mean and standard deviation of 4.40 and 0.71 respectively where very high mean indicated that respondents fully agreed with the statement.

#### **4.5 Diagnostic Tests**

In the prevailing study, the researcher used correlation analysis, regression analysis and sensitivity analysis to make conclusion with respect to the nature of response in the study population.

##### **4.5.1 Correlation analysis**

Correlation is part of inferential statistics and measures relationship between two variables. This is conducted through comparison of relationship between independent and dependent variable. That is, the study will focus on the relationship between corporate coaching and firms' performance, managerial training and firms' performance, retention training and firms' performance and finally quality training and firms' performance as presented in table 4.10 of the study. The study Used Pearson correlation significance level where relationship is determined if Sig P. <0.05 or the P value is less than 0.05.

**Table 4.9 Correlation analysis**

Firms' performance	Corporate coaching	Managerial training	Retention training	Quality training
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Firms' performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Corporate coaching	Pearson Correlation	.894**	1			
	Sig. (2-tailed)	.000				
Managerial training	Pearson Correlation	.67	.894**	1		
	Sig. (2-tailed)	.768**	.000			
Retention training	Pearson Correlation	.000	.67	.894**	1	
	Sig. (2-tailed)	.770**	.768**	.000		
Quality training	Pearson Correlation	.000	.000	.67	.894**	1
	Sig. (2-tailed)	.890**	.770**	.768**	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.9 presents organised row and column approach towards determination of relationship between two variables. Through running data collected from the study in SPSS, findings identified that at Sig  $P < 0.05$  ( $r = .895^{**}$ ), there is relationship between corporate coaching and firms' performance. Through testing results in the second variable of the study, the researcher also identified that at Sig  $P < 0.05$  ( $r = .768^{**}$ ), there is relationship between managerial training and firms' performance. Likewise, after testing results in the third variable of the study, it was identified that at Sig  $P < 0.05$  ( $r = .770^{**}$ ), there is relationship between retention training and firms' performance. Lastly results in the last variable of the study portrayed that at Sig  $P < 0.05$  ( $r = .890^{**}$ ), there is relationship between quality training and firms' performance.

### 4.5.2 Regression analysis

Regression analysis measures association among more than two variables. To present prudent regression analysis, the study focused on model summary, Anova and linear regression equation

**Table 4.10 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>R</b>	<b>Std. Error of the Estimate</b>
1	.929 <sup>a</sup>	.863	.854		.27484

a. Predictors: (Constant), corporate coaching, management training, retention training, quality training

b. Dependent Variable: firms' performance

Results in table 4.10 represents model summary, R represents multiple regressions between dependent and the combination of independent variables, R square represents proportion of variation in the dependent variable that is explained by the combined effects of the independent variables. Adjusted R square represents adjustment for the number of variables in the model and the sample size which measures the deviation of variables. Per the table, it is quite clear that there is a variation of 86.3% of the variables, which indicates that any change in independent variable will affect the dependent variable by 86.3%, hence proofing relationship among independent and dependent variable.



**Table 4.11 ANOVA**

<b>Model</b>		<b>Sum of Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>	
1	Regression	29.436	4	7.359	97.421	.000 <sup>b</sup>
	Residual	4.683	62	.076		
	Total	34.119	66			

a. Dependent Variable: firms' performance

b. Predictors: (Constant), corporate coaching, managerial training, retention training, quality training.

ANOVAs analysis is used to determine the significant level which in turn indicates relationship between variables. In relation to the prevailing results in table 4.11, ANOVA analysis presented Sig  $P < 0.05$  hence proofing that there is linear relationship among variables. This clearly indicated that there is relationship between corporate training and firms' performance.

**Table 4.12 Coefficient Analysis**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.799	.395		4.556	.000
	Corporate coaching	.275	.048	.588	5.768	.000
	Managerial training	.233	.071	.222	3.267	.002
	Retention training	.453	.064	.637	7.108	.000
	Quality training	-.254	.120	-.174	-2.121	.038

a. Dependent Variable: firms' performance

Results in table 4.12 were used to present coefficients in determination of linear regression. Based on the results, firms' performance is potentially affected by constant value of

1.799 and coefficient beta, where beta coefficients were used to determine level at which respective independent variables have effect on independent variable such as presented in linear regression equation:  $Y = 1.799 + 0.275X_1 + 0.233X_2 + 0.453X_3 + -0.254X_4$

Results pointed out that corporate coaching which was the first variable of the study had a beta coefficient of 0.275 which indicated potential effect on firms' performance. This was tabulated in linear form of  $Y = 1.799 + 0.275X_1$  which indicated that firms' performance (Y) is affected by 1.799 a constant variable and 0.275 of corporate coaching hence portraying there is relationship between corporate coaching and firms' performance.

In relation to the second variable of the study which was to determine whether there is relationship between firms' performance and managerial training, it was identified that firms' performance (Y) is affected by constant value of 1.799 and 0.233 of managerial training. This also translated to  $Y = 1.799 + 0.233X_2$  which means that relationship between managerial training and firms' performance prevails.

Likewise, in the third variable of the study which was meant to determine whether there is relationship between retention training and firms' performance, the study identified that firms' performance represented by (Y) in the linear regression equation is affected by constant value of 1.799 and 0.453 value of retention training ( $Y = 1.799 + 0.453X_3$ ). This effect indicates that there is relationship between firms' performance and retention training.

In the last variable of the study which was meant to determine relationship between quality training and firms' performance, the study identified that firms' performance (Y) is affected by 1.799 which is a constant value and -0.254 value of profitability ( $Y = 1.799 + -0.254X_4$ ). This clearly proofed that relationship between quality training and firms' performance exists.

### 4.5.3 Sensitivity analysis

The section measures relationship of variables through determining the level of sensitivity and specificity as presented in table 4.13 of the study.

**Table 4.13 Sensitivity analysis**

			Reality	
			Positive	Negative
Test results	Positive	% with reality	76.5%	11.5%
	Negative	% with reality	23.5%	88.5%

Sensitivity also known as probability of detection measures the proportion of actual positives that are correctly identified as such as the percentage of respondents who correctly agreed that there is relationship between corporate training and firms' performance (high true positive rate indicates there is relationship) while specificity measures true negative rate (high negative rate indicates there is relationship). Per the results, the true positive rate was 76.5% while the true negative rate was 88.5% hence indicating there is relationship between corporate training and firms' performance.

### 4.6 Model Fitting

The study output clearly identified that respondents agreed with statements in the first objective of the study which was meant to determine the effects of corporate coaching on firm's performance. Respondents clearly agreed that effective corporate coaching affects firms' performance. NGOs were also considered to conduct employee behaviour coaching. In relation to corporate coaching, NFGOs have enhanced strategic coaching in their operations which has resulted to delivery of quality services. In diagnostics test through correlation analysis, results

identified that at Sig  $P < 0.05$ , there is relationship between corporate coaching and firms' performance. These finding agrees with a study conducted by Charter Institute of Personnel Development (2014) which identified that corporate coaching has helped employees take ownership and take responsibilities for their actions hence leading to self-development. This indicates that management does not necessarily need to tell employees on what to do but requires listening keenly and reflecting on their ideas and planning towards firms' performance. The study also identified that corporate coaching has potentially contributed to growth of employees' conceptual skills and which has affected strategic decision making and management behaviour.

NGOs have also effectively concentrated on managerial training per research findings. Results also identified that effective leadership training has been quite commonly practiced in selected NGOs in Kenya. This has clearly resulted to better employee team work, enhanced technical knowhow, enhanced skills and improved performance. Findings clearly identified that in regression analysis, there is association between managerial training and firms' performance. Findings in this study coincides with Liu and Batt (2010) who stated although management training encompasses various challenges such as resource utilization challenge, management focus and lack of effective training framework, when managers are effectively trained, they have positive impact on others hence resulting to firms' performance.

Findings in the third variable of the study which was meant to determine the effects of retention training on firms' performance identified that focusing on retention training encourages employee to be loyal to a company hence promoting the ability of employees to work with high motivation towards performance. Results also identified that retention training results to employee engagement and the resultant is enhanced employee performance. In diagnostic test, findings identified that there is relationship between retention training and organizational

performance. The current study agrees with a study conducted by Bashir et al., (2009) who pointed out that through employee retention training, organizations benefit from employees' efficiency and effectiveness while the employees benefit from either foreseeable future with the organization and skills towards solving other related problems. The study identified that career opportunities, work life balance and work environment determine the need for retention training hence resulting to firms' performance.

Lastly, results in the last variable identified that quality training which encompasses technology based training, employee career path training and apprenticeship training enhances the ability of employees to improve on skills hence resulting to firms' performance. Findings clearly identified that there is relationship between quality training and firms' performance. Results in this section concurs with study conducted by Cooke (2013) who identified that quality training enhances employee's ability to detect and identify errors in products and services hence identification of appropriate mechanism to curb future errors. The study also identified that through quality training employees can eliminate non-quality items and understand customers concerns hence resulting to improved delivery of customer focused services which has positive effect on firms' performance.

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

### **5.1 Introduction**

This chapter presents summary of findings, conclusion and recommendations of the study. The main aim of this chapter was to determine effects of corporate training on firms' performance on International Non- Governmental Organizations in Kenya. The study specific objectives were to determine the effects of corporate coaching, managerial training, retention training and quality training on firms' performance.

### **5.2 Summary**

#### **5.2.1 Effect of corporate coaching on firms' performance in International Non-Governmental Organizations in Kenya.**

In the first objective of the study which was meant to determine the effects of corporate coaching on firms' performance in International Non- Governmental Organizations in Kenya, the study identified that corporate coaching effective corporate coaching affects firms' performance since a total of sixty respondents agreed with the statement which was meant to determine whether corporate training affects firms' performance. Findings also identified that majority of the NGOs have been involved in conducting employee's behaviour coaching with aim of enhancing employee's behaviour change towards portraying positive motivation in work place which in turn results to employees improved performance because of positive attitude at work hence contributing to performance of international NGOs in Kenya. Findings collected from the study field also identified that respondents fully agreed that strategic coaching resulted too improved conceptual skills in the upper level management. Conceptual skills were the upper level management skills which aid activities such as decision making, goals setting and strategic management. Improvement of top management conceptual skills results to enhanced knowhow

and proper understanding of organizations environment which in turn resulted to firms' performance in courtesy of management performance.

Findings also identified that majority of the respondents agreed that corporate coaching has helped management to realize their full potential in many ways hence reaching high level of excellence in their activities and abilities to perform. It was also identified that through corporate coaching, NGOs have turned from their mediocre kind of performance to better firms' performance since through corporate coaching; employees are not only equipped with skills and knowledge only, but are taken through the entire process which encompasses firms' performance such as idea generation and other aspects such as effective communication and tactical approaches towards handling organizational problems. Test to determine whether there is relationship between corporate coaching and firms' performance identified that at Sig P. < 0.05, there is relationship between corporate coaching and firms' performance.

### **5.2.2 Effect of managerial training on firms' performance in International Non-Governmental Organizations in Kenya.**

Findings in the second objective of the study were aimed at determining the effects of managerial training on firms' performance. Findings identified respondents agreed that managerial training affects firms' performance in Non- Governmental Organization in Kenya. Findings also identified that respondents agreed that majority of the respondents agreed NGOs conduct leadership training towards firms' performance. Managerial training was one of the most effective aspects of training an organization can conduct with aim of improving skills and knowledge of the management team towards improvement of future employee performance. Respondents agreed that managerial training has been significant towards helping management

build on communication training was effective towards firms' performance in International Non-Governmental Organizations in Kenya.

Likewise, respondents potentially agreed that through managerial training, employees have could improve on team work which enhances employees' efficiency and contributes to enhanced synergy especially when dealing with hard tasks. Respondents also agreed that trained management portray high level of performance than non-trained management because they are already equipped with knowledge and skills which enhances their ability to work effectively hence contributing to firms' performance in Non- Governmental Organization in Kenya. Respondents also indicated training top management is quite important since top management is likely to determine the direction to which an organization needs to take in terms decision making, productivity and growth. Finding to determine relationship between managerial training and firms' performance in international non- governmental organizations identified that there is relationship between managerial training and firms' performance in International Non-Governmental Organizations in Kenya.

### **5.2.3 Effect of retention training on firms' performance in International Non-Governmental Organizations in Kenya.**

This section presents summary in relation to the third objective of the study which was meant to determine the effects of retention training on firms' performance in International Non-Governmental Organizations in Kenya. Findings as identified that respondents fully agreed that retention training has positive effects on firms' performance. Per the findings, the study identified that several aspects are taken into considerations. Retention training was considered to result to enhances employee performance since employee retention was direct associated with career growth and development hence leading to employee improved skills, loyalty and ability of



employees to love their job which was quite significant towards firms' performance in International Non- Governmental Organizations in Kenya. Respondents also pointed out that the ability of an organization to enhance work life balance, that is balance between job related issues and social life enhances the ability of employees to work effectively and love their job which results to employee retention in International Non- Governmental Organizations in Kenya.

Employee retention was clearly identified to be aimed at those employees who possess more advanced skills, who have passion and are content with the need and ability to deliver with minimal supervision. Findings also identified that career path training was quite significant towards employee training. Employee career path training shapes employee's skills and makes employees feel at ease while conducting their responsibilities which results to employee efficiency and firms' performance. Per the respondents, employee on boarding was quite considered to be a very towards encouraging retention training since new employees with no skills are attracted, trained and equipped with relevant skills which are quite significant towards firms' performance. In relation to determination of relationship between retention training and firms' performance, the study identified that there is relationship between retention training and firms' performance.

#### **5.2.4 Effect of quality training on firms' performance in International Non- Governmental Organizations in Kenya.**

The study potentially identified that the concept of quality training in NGOs is geared towards ensuring that employees are not only equipped with job related skills and knowledge, but are equipped with the best skills and knowledge with aim of enhancing their ability to provide outstanding services, customer based services and production of outstanding products. Findings in identified that majority of the respondents agreed that quality training has positive impact on

firms' performance since through quality training, employees enhance high standard of conceptual skills hence contributing to effective delivery of services. Findings also identified that NGOs conduct employees' technology based training towards effectiveness of firms' performance. Although not all NGOs concentrated on enhancing career path training, most of the NGOs effectively participated in enhancing career path training through ensuring that employees emerge as the best in relation to their career and line of duty.

Quality training in NGOs is conducted through apprenticeship training which involves both boardroom training and on the job training. Employees are exposed to conceptual skills enhancement through basic theories and approaches hence in on the job training, employees practice what they have learned in their job. Other methods of training conducted in the NGOs include role playing where employees alternate their jobs and working in jobs which demand more skills than they are required in emulation of top management. It was also identified that customers were glued to quality produced products as a results of quality training conducted in NGOs hence having impact on firms' performance. The study identified that quality training enhances employee's ability to detect and identify errors in products services hence identification of appropriate mechanism to curb future errors. The study also identified that through quality training employees can eliminate non-quality items and understand customers concerns hence resulting to improved production of goods and services towards firms' performance. In inferential statistics, it was identified that there is relationship between quality training and firms' performance.

## **5.3 Conclusion**

### **5.3.1 Corporate coaching and firms' performance**

The purpose of this section is to make conclusion in relation to the effects of corporate coaching on firms' performance in International Non- Governmental Organizations in Kenya. Per the summary of the findings, corporate coaching affects firms' performance. The study concludes that NGOs have intensely focused on corporate coaching since the effects of corporate training have been enormously felt towards firms' performance in strategic coaching, findings indicated that NGOs focused more on enhancing employees' conceptual skills which is aimed at ensuring that top management deliver fully based on expectations and organizational goals. The study further concludes that there is significance relationship between corporate coaching and firms' performance. This was since the significant level was within the standard of determining relationship and respondents indicated that when employees at the corporate level are exposed to behavioural and strategic coaching, their conceptual and behavioural skills are shaped towards performance. It was identified that strategic coaches are quite rare in Kenya based on the NGOs required standards and most of them had to incur outsourcing cost. This therefore brought a challenge in relation to reaching full potential of firms' performance such as enhancement of employees' satisfaction and more so achievement of organizational goals and objectives.

### **5.3.2 Managerial training and firms' performance**

This section provides conclusion in relation to the effects of managerial training on firms' performance. Per the findings, the study concludes that in deed managerial training affects firms' performance. The conclusion is based on the identified that NGOs conduct effective managerial training through leadership training and communication management training. The study also identified that through managerial training, top management has could improve on

communication management hence building team work and joint development in all departments has been enhanced. Another significant aspect identified by the study is that managerial training contributes a lot to development of organizational leadership since per the findings, when managers become too attached to the organization; they become part of the organization hence contributing to development of organizational leadership hence which is of benefit to firms' performance. In determination of relationship between managerial training and firms' performance, the study concludes that there is relationship between management training and firms' performance. This clearly indicated that under when other factors remain constant, managerial training affects firms' performance. In regression analysis, which was meant to determine association among variables and the degree of associate, the study clearly concludes that change in managerial training contributes to significant change in firms' performance. Lastly, the study also identified that although managerial training has been quite effective towards firms' performance, a lot of time consumption and resources has been witnessed towards implementation of managerial training. This has totally affected the ability of the management to plan and effectively deliver based on the organizations plan.

### **5.3.3 Retention training and firms' performance**

This section presents conclusion in relation to the effects of retention training on firms, performance. Per the summary of findings, retention training affects firms' performance in international NGOs in Kenya. The study also concludes that employees who retention training was found to revolve around various aspects such as the aspect of work life balance where management is concerned with providing suitable business and social environment from employees hence increasing their motivation to work towards firms' performance. The current study also concludes that NGOs were focused on employees' career path training such as

ensuring that employees are equipped with required education, knowledge and skills. NGOs also are involved in funding specific employees' education and taking care of family school fees for the employees therein which brings about the need to work hard toward organizational performance. The last aspect which is considered by NGOs includes employees on boarding where new employees are attracted, trained and retained with aim equipping them with required skills and knowledge for future firms' success. In determination of relationship between retention training and firms' performance, the study concludes that there is positive relationship between retention training and firms' performance. This conclusion resulted from the fact that the significance level was lower than the standard error hence positive relationship. In relation to correlation analysis, the study concludes that there is positive association between retention training and firms' performance.

#### **5.3.4 Quality training and firms' performance**

Per the findings, the study concludes that quality training affects employees' performance hence resulting to enhanced firms' performance. Quality training in NGOs was considered in limit to three aspects which includes the frequency of technology based training, frequency of apprenticeship and frequency of role playing. In technology based training, the study concludes that NGOs train employees how to handle various technologies such as new systems of performance and new technologies such as software and applications which make work more flexible and easier. In relation to determination of relationship between quality training and its effects on firms' performance, the study identifies that there is positive relationship between quality training and firms' performance. This was since the significance level of the findings was lower than the standard error term. The study also concludes that any change or adjustment on quality training in the NGOs will result to effect on NGOs performance. A positive change will

result to enhance performance while a negative change will result to poor performance. Although quality training was effective towards firms' performance, effective implementation of frequent technology based training, frequent apprenticeship and frequent role playing was affected by lack of sufficient management support, limited resources both human and physical and inability of the top management to attach immediate value on quality training.

#### **5.4 Recommendations**

This section presents recommendations in relation to actions NGOs need to take with respect to corporate training and firms' performance. The study recommends that management of NGOs and the board in general should ensure that effective policies are implemented in support of corporate training. The policies should clearly address how corporate training should be conducted, under what basis should corporate be conducted, who should oversee the entire process, budget allocation, resources allocation and evaluation techniques to be engaged.

The study also recommends that management should clearly set SMART long-term goals which will encompass the need of corporate training towards achievement of these goals. Training can't be effectively conducted without specific agenda and the agenda in this case should be achievement of the specified goals.

It is also recommended that stakeholders' engagement should be enhanced effectively. Employees, management, various stakeholders in this case the donors, the government and the society at large should be engaged in decision making, policy formulation and financial planning.

#### **5.5 Recommendations on future studies**

It is quite clear that the current study only focused limited aspects of corporate training which includes corporate coaching, management training, retention training and quality training. The

study recommends that future studies should concentrate on finding more variables in relation to corporate training. The researcher also recommends that the study should be expanded to capture the interest of public sector and profit making organization.

### **5.6 Limitations of the Study**

The study current study was limited to 10 selected NGOs based on their relevance in the society. This clearly signifies that information in relation to corporate training from the selected organizations might not be the exact reflection of other NGOs in Kenya.

Secondly, information presented in the current study is only meant to serve academic purposes but should not be used as a tool to enhance firms' performance. Recommendations are only meant for NGOs to improve on studies sectors and for future studies towards building empirical literature.

The findings of the study also relied heavily on primary data from various sources. This clearly indicates that the prevailing study accuracy is pegged on primary data from different individuals and should not be used as a true measure of firms' performance without approving credibility of the primary data.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

*I would like to thank you in advance for participation in the prevailing questionnaire. Please consider attempting all the questions.*

#### PART A; BACKGROUND INFORMATION

This section asks about your personal details.

Please tick (✓) in the appropriate box or write your answer in the space provided

1. Gender?

Male

Female

2. Please indicate your age group under the following age category

20-25 years' old

26-30 years' old

31-35 years' old

36-40 years' old

40-45 years' old

Above 46 years' old

3. Period of work with your NGO?

Less than 1 years

2-5 years

6-10 years

Over 10 years

4. Does your NGO effectively conduct cooperate training?

Yes

No

Explain.....

**PART B: Corporate Coaching**

The purpose of this section is to measure or determine the effects of corporate coaching on firms’ performance in International Non- Governmental Organizations in Kenya. Kindly, state the extent to which you agree with the following statements on corporate coaching. Where (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree and (SD) =Strongly Disagree

<b>Corporate training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
1. Effective corporate training affects firms’ performance.					
2. My NGO conducts employee behaviour coaching towards enhancing firms’ performance					
3. Through strategic coaching, upper level management can improve on conceptual skill hence resulting to firms’ performance					
4. Corporate coaching has helped executive reach high level of excellence.					
5. Corporate coaching has transformed NGOs from mediocre to better performing organizations					

6. Other comments on corporate training .....

.....

**PART C: Managerial Training**

The purpose of this section is to measure or determine the effects of managerial training on firms' performance in International Non- Governmental Organizations in Kenya. Kindly, state the extent to which you agree with the following statements on managerial training. Where (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree and (SD) =Strongly Disagree

<b>Managerial training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
7. Managerial training has positive effects on firms' performance in Non- Governmental Organization in Kenya					
8. My NGO conducts effective leadership training towards effective firms' performance					
9. Managerial training has helped management build on communications management hence resulting to effective firms' performance					
10. Better employee teamwork has been witnessed because of effective managerial training					
11. Trained managed portray high level of performance than non- trained management in NGO's.					

12. Other comments on managerial training.....  
 .....

**PART D: Retention Training**

The purpose of this section is to measure or determine the effects of retention training on firms’ performance in International Non- Governmental Organizations in Kenya. Kindly, state the extent to which you agree with the following statements on retention training. Where (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree and (SD) =Strongly Disagree

<b>Retention Training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
13. Retention training has positive effects on firms’ performance.					
14. Through conducting employee work life balance, there is high chances of employee’s retention hence resulting to firms’ performance					
15. Employee career path training has positive effects on employee’s skills hence resulting to firms’ performance					
16. Retention training results to employee’s engagement which affects employee’s performance towards achievement of firms’ performance					
17. Employees on boarding helps NGO’s build future with employees hence resulting to enhanced performance					

18. Other comments on retention training.....

.....



**PART E: Quality Training**

The purpose of this section is to measure or determine the effects of quality training on effective firms’ performance in International Non- Governmental Organizations in Kenya. Kindly, state the extent to which you agree with the following statements on quality training. Where (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree and (SD) =Strongly Disagree

<b>Quality Training</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
19. Employees quality training has positive effects on					
20. My NGO conducts employee’s technology based training towards effective firms’ performance.					
21. Employee career path training has positive effects on employee’s skills hence resulting to firms’ performance					
22. Employees apprenticeship training has resulted enhanced NGOs performance in Kenya					
23. Role playing training has effectively resulted to enhanced quality training					

24. Other comments on Quality training.....

.....

**PART F: Firms’ performance in International NGOs in Kenya**

The purpose of this section is to determine level of firms’ performance in International NGOs in Kenya. Kindly, state the extent to which you agree with the following statements on firms’ performance. Where (SA) =Strongly Agree, (A) = Agree, (U) = Undecided, (D) = Disagree and (SD) =Strongly Disagree

<b>Firms’ performance</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
26. My organization has witnessed high level of employee satisfaction because of corporate training					
27. There is high level of goals achievement because of corporate training					

28. Other comments on firms’ performance in International NGOs in Kenya .....

.....

## **APPENDIX II: INTERVIEW SCHEDULE QUESTIONS**

Participants: Top management only

1. How effective can you say corporate training has been to your organization
2. Is corporate training too costly for your organization to implement?
3. What are other factors hindering corporate training?
4. Has performance improved because of corporate training?
5. What advice can you give to other firms' in relation to corporate training?