EFFECTS OF MIDDLE CADRE EMPLOYEE CAPACITY BUILDING ON ORGANIZATIONAL PERFORMANCE IN MACHAKOS COUNTY GOVERNMENT, KENYA

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DECLARATION

This thesis is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution.

I will also declare that my work is 19,551 words.

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2/6/2021

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Reg. No.:

APPROVAL

We confirm that the work reported in this thesis will be carried out by the student under our supervision as the university supervisors.

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17/9/29021

Signature **Date**

Dr. James Kuria

DEDICATION

I dedicate this work to all those who are in pursuit of public service in Machakos county and the whole country

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

CBS Central Bureau of Statistics

GDP Gross Domestic Product

HRM Human Resources Management

IIED International Institute for Environment and Development

NGOs Non Governmental Organizations

OECD Organization for Economic Co-operation and Development

SMEs Small and Micro-sized enterprises

SPSS Statistical Package for Social Sciences

TQM Total Quality Management

ABSTRACT

Capacity Building is a critical component of employee productivity and motivation which in turn leads to performance of an organization. This is because it ensures that employees are kept abreast of the current trends in the work environment and trends, this translates to organizational Development. This research therefore sought to establish the effects of middle cadre employee capacity building in Machakos County Government. The objectives of the study were as follows: To examine the effects of frequency of capacity building activities for middle cadre employees on organizational performance in Machakos County Government; to examine the effects of middle cadre employee training on organizational performance in Machakos County. To establish the effects of middle cadre employee capacity logistics on organizational performance in Machakos County Government. The study employed three theories namely: Performance and human capital theory, Dynamic capabilities theory and the Knowledge based theory. The study utilized a descriptive survey design which targeted the permanent and pensionable employees of the Machakos County Government Service Board. Using Krejcie and Morgan (1970) formulae, a total of 1,962 employees formed the target population out of which 320 was the sample size. Data was collected using questionnaires that had both closed and open ended questions as well as interviews. Both Snowball and Purposive Sampling were used in selecting the respondents. The collected data was analyzed both qualitatively and quantitatively; the quantitative data was keyed in the SPSS software and analyzed and presented in the form of percentages, graphs, figures and charts. The qualitative data, on the other hand, was analyzed in the form of prose and narrations using thematic analysis in line with the objectives. The activities that constitute capacity building in the Machakos county government include the seminars and workshops as well as clinics that the employees are exposed to; these activities take place on average twice a year. Around 12% showed that At the same time, it was noted that training was conducted on the employees but it was felt that it ought to be more frequent and should touch on many issues especially the current affairs and emerging issues such as ICT integration as well as how to handle the challenges that have come with Covid-19 pandemic. Lastly, it was established that 20% of the challenges that affect capacity building activities included the issue of attitude where the employees have not fully embraced the capacity building activities. It was recommended that the 30% of the County Government of Machakos borrows best practices locally and internationally on the aspect of capacity building. It is expected that the study will be of benefit to the County Government well as scholars in the field of Organizational Development.

CHAPTER ONE: INTRODUCTION

1.1 Chapter Overview

This chapter provides a synopsis of what the study intends to focus on; in doing so, the chapter will address the study background, statement of the problem, the study objectives together with the questions, significance and justifications and then end with the limitations of the study.

1.2 Background to the Study

According to Potter (2004), capacity building refers to that process that is pursued by organizations in order to not only retain employee skills, but also to enable them have the requisite knowledge, facilities and resources which make them to perform their work competently. This process is normally aimed at enabling the understanding of the challenges that make people fail to attain their optimum whether they work with the public or even private sector. Martha (2016) avers that put in practice, capacity building focuses on a wide array of employee skills that are needed in order to perform a particular task in an organization.

Since 1960s, capacity building as a concept has been explored. According to the Canadian Aga Khan Foundation, the term is seen within the context of the focus and addressing how organizations and institutions relate with the goal of meeting operational guidelines that are able to assist practitioners. This view was also complimented by that of CRWRC (1997) which saw capacity building within the context of what enables an organization to be strong. A group that was tasked to examine and assess how organizations are capable in the US, it defined capacity as the extent to which a particular organization is able to assemble resources, whether human, material, financial or information in order to accomplish its goals and objectives (Framework Development Task Force, 1996).

As DFID (2017) avers, capacity building aims at facilitating not only individuals, but also organizations to learn what builds trust, social capital as well as developing knowledge and attitudes not to mention skills and after learning and internalizing these, it propels the organization to not only set their objectives, but also to aim at achieving results and solving problems as well as coming up with adaptive procedures that keeps them afloat for a longer period of time.

According to Bernadin (2002), employee performance refers to the outcome of job specifications given to employees within a specified period. When an employee is considered to have performed, it is because the person has managed to produce what the specified job opportunities were allocated to him/her within a specified period of time. From this angle, the performance of someone who is employed is only considered when the person implements the task allocated to him. From a managerial perspective, employee performance normally encapsulates taking stock yearly or quarterly and this enables the employers to take stock of their employees. Tzafrir (2005) views it as a very important component of enhancing human capital.

According to UNDP (2020), capacity building is not a short term process; it actually is a long term activity that ensures that all government departments such as Ministries and local authorities as well as NGOs and caucus that bring together professions are brought on board. It must be stated that human resource is a very vital component of any organization; how it treats human resource determines its success or lack of success. Unless priority is given to human resource, then organizational goals may prove to be difficult to be attained (Akinusi, 2015). This is because it has both intrinsic and extrinsic goals; intrinsic goals entail improving the perspectives, approach as well as worldview of employees regarding the work and tasks that they do at the workplace; from this perspective, it enables the workers to generally widen and broaden their experience.

Gullop (2019) notes that what makes one organization have a competitive advantage over others is the

people and their quality. The prerequisite for performance of employees is the possession of requisite skills and knowledge of the people employed there. For this to be attained fully, there is need for constant training and exposure of the employees by the organization. This is made possible by the provision of adequate training and capacity building programme by the organization.

Globally, since the advent of Human Resources approach to development, capacity building has been an acceptable norm in not only the private entities, but also in public organizations. According to Waheed (2016), the success of newly industrialized states such as Taiwan, Malaysia, Hong Kong and Singapore can be largely attributed to capacity building of the workers in public institutions. He further avers that the Millennium Development Goals (MDGs) require that countries of the world to formulate policies that strengthen the capacity of the public institutions as a panacea of stimulating economic development. Therefore, capacity building of public institutions is a central element of ensuring good governance. This is because if these public entities aspire to achieve in the same way private entities do, the bottom line priority ought to be the employees since they are the focal points towards attaining this.

Several studies on the African continent suggest that there is a relationship that exists between capacity building and performance of organizations. For example, in Nigeria, a study by Ojokuku (2014) which examined the impact of capacity building on staff performance in selected organizations established that that there is a strong positive relationship between capacity building and staff performance in an organization. Capacity building is considered an important management issue in any organization because capacity building inputs and activities not only result in capacity-building outputs (in the form of new knowledge, skills and management capabilities), but also contribute to the realization of other output targets. Besides, training enables the workers to be exposed to better ways of doing their work as well as gives them a learning opportunity to implement for the better of the organization. The skills and knowledge that they get in training have a huge bearing on their productivity; since it is apparent that

the world is changing, they need to be aware of these changes. This opportunity presents itself when they are trained by experts and given guidance on how to respond to these changes and hence position them towards attainment of the organizational objectives.

According to Nanfooso (2011), capacity building in Africa dates back to the year 2000 when the World Bank launched an initiative together with the African Development Bank aimed at raising funds for economic policy units and training programs aimed at improving the activities of some ministries, agencies and supporting them in their planning and management tasks. This was also intended to promote good governance and poverty alleviation. The development came to acknowledge that training of personnel is a very important Human resource component which encourages the internalization of the organizational concepts. At the same time, progressive human resource practitioners have come to acknowledge that the performance of an organization is both extrinsic and intrinsic. Intrinsically, the motivation that comes with being appreciated through training and capacity building is able to translate into a person's productivity. Extrinsically, the knowledge, skills and expertise that the trained personnel come with to the organization are enormous. Therefore, any organization which prioritizes its employees in terms of capacity development is bound to realize improvements in its efficiency and performance.

In the Kenyan context, a study by Chematani (2016) on organizational performance in civil organizations in Kenya revealed that organizational performance is significantly influenced by organizational capacity factors; the organizations that focus on the achievement of their goals through capacity investment perform better than their counterparts that do not. The research concluded that the capacity building is one of the best approaches for measuring the output of organizational performance since organizations can easily relate achievement of organizational goals to progress. Studies by Kadian (2010), Wanyama (2010) and Mutsotso (2014) reveal that employees who are exposed to capacity

building usually manifest a high level of productivity. Moreover, Gallup (2019) states that highly satisfied groups of employees often exhibit above average levels of loyalty, productivity and longevity at the workplace. This enhances productivity and thus service delivery.

Machakos County is one of those counties that have established a well grounded human resource practices. These practices came into effect when the county assembly passed the Machakos County Administrative Structures bill (Machakos County Gazzete, 2015). This has seen the streamlining of human resource issues through a wide array of measures; one of them is capacity building. It is against this background that the research seeks to establish how capacity building helps in organizational development. It is against this background that this research investigated how capacity building affects service delivery particularly with regards to Machakos County employees.

1.3 Statement of the problem

Being relatively new structures which came into force after the promulgation of the 2010 Kenyan Constitution, county governments have had to grapple with several organizational arrangements. Among these issues is employee empowerment and motivation. Being one of the 47 counties established by the Kenyan Constitution 2010, Machakos County passed the Machakos County Administrative Structures bill (Machakos County Gazzete, 2015). This bill established the offices and functions to ensure that service delivery is guaranteed. Despite the existence of this bill, the need for more skills among middle cadre employees, who happen to be the link between the high cadre and lower cadre employees, continues to be on demand. Similarly, few studies exist which demonstrate how capacity building affects employee performance.

According to Wassem (2019), Yamoah (2013) and Muathe & Nzulwa (2014), capacity building has a positive and significant impact on employee performance. In contrast, managerial support has an

insignificant impact on employees' performance. However, the impact of capacity building and managerial support on employee performance is positive and significantly moderated by employee retention. Studies by Waheed (2016), Cohen (2018) and Chematani (2016) reveal that public organizations which focus on building the capacity of their employees end up performing effectively. A study by Mueni (2016) revealed that compensation, working conditions, work load distribution and work life balance affected employees working life at Machakos County government. However, the research did not establish how capacity building affected the performance of the employees. Since the establishment of the Human Resource Department; that aims at ensuring that the employees deliver their services properly; capacity building has been one of the measures that it has put in place is capacity building on its employees. Therefore, this study sought to find out how capacity building affects the performance of employees in the government of Machakos.

1.4 Objectives

1.4.1 General Objective

The general objective of this study was to investigate the effects of middle cadre employee capacity building on the performance of employees of Machakos County Government.

1.4.2 Specific Objectives

The study was guided by the following objectives:

1. To examine the effects of frequency of capacity building activities for middle cadre employees on organizational performance in Machakos County Government

2. To examine the effects of middle cadre employee training needs on organizational performance in Machakos County Government

3. To establish the effects of middle cadre employee capacity logistics on organizational performance in Machakos County Government

1.5 Research Questions

1. What are the effects of frequency of capacity building activates for middle cadre employees on organizational performance in Machakos County Government?

2. How does middle cadre employee training affect organizational performance in Machakos County Government?

3. What are the effects encountered in middle cadre employee capacity logistics on organizational performance in Machakos County Government?

1.6 Significance and Justification

The proposed study will be of significance to Machakos County Government and other county governments as well, scholars in Organizational Development, Human Resource consultants and Personnel Managers. The county government will appreciate the nexus that exists between employee motivation and service delivery. This information will enable it to conceive better strategies that will enhance employee productivity and hence promote service delivery. Scholars in Organizational Development will take note of the dynamics of Human Resource Management, particularly within the context of County Governance. Furthermore, the HR consultants will also appreciate the role of capacity building among employees and thus use this to provide constructive and pragmatic solutions. Lastly, personnel managers working in the county will also appreciate how employee capacity building is linked to service delivery.

1.7 Scope of the Study

This study focused on capacity building of employees of Machakos County Government. In doing so, it was specific on how capacity building affects service delivery, the challenges facing capacity building and the gaps. It focused on the employees who offer services such as those in various departments. This is because of the fact that several reports have ranked the county as one of the best performing in the republic of Kenya (Muriuki, 2019). This therefore warrants the need to establish the underlying reasons that lead to this and hence the limitation to capacity building because the bulk of the work is done by the county government employees.

1.8 Assumptions of the Study

The study was based on the following assumptions: the first one was that it would be assumed that there exist capacity building measures in Machakos County Government that the employees are exposed to. Secondly, it was assumed that the employees would volunteer the responses that would enable the researcher collect the desired responses. Lastly, the research assumed that the program of capacity building in Machakos County faces some challenges.

1.9 Limitations of the study

Several limitations were faced in the study; the first one was that of convenience; the researcher experienced challenges owing to securing the convenient place to get the employees as they were busy discharging their duties. However, this was averted when the researcher prepared short and straightforward research instruments that did not consume a lot of time of the respondents. The second limitation that was faced in the study was that of sensitivity of the information that relates to the workplace. This is because in most cases, information that borders the workplace is usually treated as sensitive and private. The other limitation bordered trust; the employees were reserved and suspicious of the researcher because of fear of giving answers that can be detrimental to their superiors. However, this was surmounted by guaranteeing them their privacy and confidentially.

The study was conducted during the Covid-19 pandemic period. This was a challenge because according to the Ministry of Health protocols, there should be minimal interactions, social distancing should be observed and unnecessary movement is discouraged. These issues were a challenge to the study. However, the researcher mitigated the challenges by first encouraging the filling of questionnaires online to discourage contact with the questionnaire, the interviews were conducted in strict conformity with the guidelines and the interviews were conducted on less than 15 respondents, which is the acceptable number. Above all, care was taken to ensure that these limitations do not adversely affect the research findings.

1.10 Definition of Key terms

Organizational Performance: This is the ability of an organization to meet its goals and achieve its overall mission. An organization's performance can be expressed in terms of four key indicators: effectiveness, efficiency, relevance, and financial sustainability (Chadwick, 2017).

Organizational capacity: An organization is a planned social unit deliberately structured for the purpose of attaining specific goals (Lim, 2017).

Service Delivery: This is the extent to which an organization discharges its mandate to the recipients Linnel, 2008).

Capacity Building: Is the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently. It allows individuals and organizations to perform at a greater capacity (Nanfooso, 2011).

Capacity building gap: This refers to the mismatch or difference between what an organization intends to achieve and its ability or actual potential (Nassazi, 2013).

Capacity building challenges: These are those obstacles that prevent an organization from attaining its

objectives in terms of performance (Wright, 2010).

Organizational Development: This involves the constant process of implementing changes that are meant to improve an organization (Chadwick, 2017).

Employee training: Refers to the facilitation of acquisition of skills, competencies and knowledge by employees with a view of improving their performance (Lim, 2017).

Frequency of capacity building activities: The length or duration it takes to facilitate capacity building programs such as seminars, in service and conferences (Wright, 2010).

1.11 Chapter Summary

This chapter has presented information that has jump started the research; specifically, the chapter examined the background then went ahead to state the problem that will guide the study. Thereafter, the study presented the research objectives that will guide the study. The chapter winds up by defining those terms that will be frequently used in the course of the research. It is expected that the information contained in the introduction of the study will jump start the study and hence provide a firm foundation to the investigation of the issue of employee capacity building and organizational development and particularly of Machakos County Government.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter examines the literature that is related to the study. Specifically, the chapter begins by elaborating the theoretical Framework that will guide the study then proceeds to review related literature on the issue of Capacity building based on the objectives of the study before exposing the research gap that exists in this field that the research seeks to fill. Thereafter, the chapter will present the conceptual framework outlining the relationships between the various variables of the study.

2.2 Theoretical Review

This study utilized three main theories in advancing its argument on capacity building in organizations, particularly Machakos County Government. These theories include: Performance and Human Capital Development theory, Dynamic capabilities and capacity building theory and knowledge based theory.

2.2.1 Performance and Human Capital Development Theory

The Performance and Human Capital Development Theory, as Caine (2005) connotes, perceives individuals and organizations as entities that are enjoined together in one journey. The theory holds that the context, knowledge, identity, fixed factors and personal factors usually comprise the process of performance. It is argued that when there are high levels of absence incapacity, poverty sets in. The same is replicated at the institutional level where when there is deprivation of capabilities within institutions, they will not be able to operate effectively. The role of human capital in explaining growth performance is an entry point towards measuring the role of capacity in the organization's development. Therefore, based on this theory, organizations are required to not only scale up finances and staff resources, but also put in place systematic measures to ensure that staff working in an

organization is constantly exposed to knowledge that will improve their skills in the particular setting. Schulz (1961) came up with a proposition that Human Capital entails not only abilities, but also skills and knowledge of those that are employed in a particular organization. However, this approach ignores the essence of values in employees of an organization. This explains why in the 1980's, it was redefined to include human investment as part of the human capital definition.

In 1993, Becker (1993) revamped the definition of Human Capital. According to him, it encapsulated not only knowledge and information, but also skills, ideas as well as the health of employees. The addition of the health of individuals to this definition broadens the approach because there can never be good performance when the health of individuals is not well taken care of. At the same time, Bontis et.al (1999) gives human capital another dimension. He states that it entails the sum total of intelligence and expertise which makes an organization unique. According to the author, innovation and creativity plays an important role in an organization. The role of motivating employees is underscored in the definition and that ensures that an organization is able to attain its objectives as set. This ensures that an organization is able to attain not only its goals, but also its long-term business sustainability. Thomas (2013), on the other hand, defines human resource as the people that are in an organization as well as their ability to perform in an organization. This gives room for the employees to be able to nurture their skills as well as their abilities as they work in the organization.

Lastly, Picken (1999) looks at human capital within the framework of employees' knowledge, capabilities as well as their skills and experience in a company which are relevant to the organization in fulfilling its mandate. This definition is more inclusive and expansive because it puts emphasis on what employees can be able to accomplish in the process of learning in the organization. In the context of this study the Performance and Human Capital Development Theory suggest that when organizations invest a significant level of resources in its employees, the end result is usually an improvement in

organizational performance. The greatest weakness of this theory lies in laying a lot of emphasis on human capabilities at the expense of the systems in place; systems play an important role in enhancing organizational performance and where there are systems, those working in it will easily work towards attaining the same goal. Nevertheless, the theory was helpful in arguing that capacity building; being one of the strategies that the County government of Machakos has adopted in improving the performance of its employees, plays a significant role in not only motivating the employees, but also enhancing their effectiveness.

2.2.2 The Dynamic Capabilities and Capacities Theory

The Dynamic Capabilities and Capacities Theory was postulated by David Teece, Gary Pisano and Amy Shuen (1997). According to the scholars, an organization's basic competencies should be used to create short-term competitive positions that can be developed into longer-term competitive advantage. The theory places emphasis on processes, resources and capabilities within a business or company. According to Boesen (2004), some of the main pillars of capacity development encompass learning by doing approaches. Capacity development thus affects organizations and individuals through skills and knowledge attained; this happens when the strategies for capacity building are put in place. Furthermore, the theory posits that individual learning has a direct contribution to organizational learning in form of processes, policies, information management and reward systems which are based on the overall objectives of the organization (Boesen, 2004). The dynamics capabilities approach guides the human resource management; competition in both external and internal environments. The foundation of this theory was laid down by Selznic (1980); it postulates that a look at firms and organizations reveals that those organizations that manage to stay aloof do exhibit some unique traits. According to the approach, an organizational success is founded on its processes, resources as well as capabilities. Key among them is the issue of innovation.

The theory further postulates that capacity development initiatives occupy very important roles in learning. The outcomes of capacity development are usually seen in the type of knowledge, skills as well as values that individuals have. When an individual employee learns; Boesen (2004), states that it contributes to capacity development by the organization. This is because the policies and processes alongside individual management rewarding are building blocks to organizational development. In fact, the environment, both external and internal, is usually aimed to ensure that the organization puts in place robust policies and approaches. If this is done, then the end result is better functional performance of the organization. Murphy (2012) states that capacity development encapsulates three things; first it entails marketing, second staff development and third innovations and Information Communication and technology. According to this theory, the 70:20:10 approach takes precedence. This implies that ten percent of the skills that are with employees are attained through knowledge and training while coaching takes twenty percent, but the bulk of seventy percent is taken by the efforts that employees have in knowledge acquisition. At the same time, innovation and technology plays a central role towards realizing new and better capacity development initiatives aimed at enhancing organizational performance.

Furthermore, Berreto (2010) adds that another important driver is mentorship and coaching. This takes twenty percent and the value of performance is hinged on this because it makes the staff have confidence as well as catapulting their ability to have confidence in themselves. This leads to their ability to exercise creativity as well as enhancing their ability to contribute to organizational performance. To this extent, staff knowledge becomes key towards entrenching the capacity of the workers and in overall the performance of the organization. According to Teece (2000), one of the most strategic resources to organizations is knowledge. For organizations to be able to succeed, they have to embrace three key capabilities namely learning, building strategic assets and effective and efficient

coordination.

When it comes to learning, organizations ought to be able to have the capacity to learn and adjust as quickly as possible. This requires that organizations be able to communicate and coordinate properly. This is tailored towards attaining new ways of doing things as well as exposing the employees to a wide array of diverse environments and contexts. Tecee (2000) views the success of organizations as shaped by its ability to sense and shape opportunities and be able to maintain the competitiveness by not only enhancing, but also protecting and repositioning the assets that belong to an enterprise or organization. Accordingly, this theory adds that both internal and external business environment serves to enhance maximally the capacity which translates into better functional performance of the organization. This approach entails marketing, staff development and innovation. The theory holds that only 10% of skills and training needed are attained through education and formal training; on the other hand, mentorship and coaching contributes to 20% and the bulk of the contribution towards learning and training is acquired through on job training and it accounts to 70%. Bareto (2016) adds that performance and value of an organization are measured by the level of intellectual and employee capacity. These staffs that are empowered usually exhibit confidence, have room for creativity and the ability to enhance the performance of the organization they work in. From this perspective, staff knowledge therefore is a vital element towards cementing the capabilities of employees to make distinctions in the execution of their responsibilities in different contexts. Therefore, knowledge; from this perspective, is the most strategic component in an organization.

This theory informs this study in the sense that it brings to the fore the essence of knowledge in the professional development of employees hence making them better in their performance. The theory will buttress the idea that with knowledge, the effectiveness of the employees is largely boosted. However, this theory falls short of explaining how the enhancement and acquisition of these competencies will

lead to employee motivation and organizational development. What the theory emphasizes is the acquisition of these competencies as a short term goal to improve the organization.

2.2.3 Knowledge Based Theory

The Knowledge Based Theory was initially promoted by Penrose (1959) and later expanded by Wernerfelt (1984), Barney (1991) and Conner 1991.This theory is premised on the belief that the accumulation and enhancement of knowledge and capability is a key responsibility of any manager. Boydell (1997) avers that the respective capability levels guides an organization's efficiently in turning its inputs into sustainable and high value outcomes. From this perspective, therefore, organizations organically mutate and develop into learning forums or entities. In other words, these organizations keep on learning and take note of their success as they transform themselves. The person's commitment to the process of learning in the institution is what constitutes mastery of knowledge and those organizations that have a competitive advantage usually learn more quickly as opposed to those which do not. In such case, organizations usually have memories that they do preserve and transmit in form of norms, values and certain behaviors.

What ought to guide a knowledge based approach or strategy is the resource that it has which is the competence of the employees that the organization has. People are usually the focal points of an organizational success; without the human assets, the organization's hope of attaining its success. People play the most crucial role in an organization's success because without them, nothing can move. However, people must always be motivated in order to attain their objectives. Motivation ensures that they keep abreast to the organization's goals and prospects. Without motivation of the most important resource, then it may prove to be herculean a task to attain their objectives. Mc Luhan (1967) calls the human resource as media. He sees them as structures that have not been constructed or built and are

unseen but the most crucial. If, for example, one is looking for the structures in the particular organization, he/she won't find them. Instead, what one is likely to find or discern are processes that constitute people who are interwoven, motivated and they are goaled towards one particular direction by the organization.

People can use their competence to create value in two directions: by transferring and converting knowledge externally or internally to the organization they belong to. When the managers of a manufacturer direct the efforts of their employees internally, they create tangible goods and intangible structures such as better processes and new designs for products. When they direct their attention outwards, they will in addition to delivery of goods and money also create intangible structures, such as customer relationships, brand awareness, reputation and new experiences for the customers.

Knowledge based theory therefore puts emphasis on the endless, continuous learning in an organization in the pursuit of improved service delivery across staff levels. This study derives inspiration from this theory in the sense that it perceives capacity building as the solution towards organizational development on which learning becomes part and parcel of the operations of the organization which in turn enhances organizational performance. However, unlike the Competencies theory outlined earlier, this theory focuses on the management of the organization where they are equipped with knowledge that enables them make sound organizational decisions. However, both theories fail to address the issue of employee motivation through capacity building as a way of enhancing organizational development. Nevertheless, the theories are important in that they provide the thrust to explore the issue of competencies and knowledge as a way of motivating employees in an organization. The theories enable the analysis of how these critical components of organizational development correlate with motivation of employees.

2.3 Empirical Research

2.3.1 Frequency of Capacity Building activities

According to Light (2002) many people have not understood capacity building properly. This is because there is a lack of a universal definition or approach that can guide this approach. There are many elements that entail capacity building which make it hard to give it a single definition. It all depends on the context and circumstance one is defining it from. Whereas those who are funding such activities may want to look at it from the perspective of engagements, builders, on the other hand, may want to look at it in terms of adding skills in the employees and the organization in order to enhance its development.

On the other hand, there are some people who tend to view it as a wide array of activities rather than a single concept. According to them, the sum total of capacity building is actually the ability of an organization to be able to accomplish its mission effectively. This definition, however sidelines the 'how' and chooses to concentrate on the 'what' capacity building ought to be viewed from a person's perspective and not just output perspective alone. As Connolly & Lukas define it, it is a wide range of capabilities, knowledge and resources that non-profits need in order to be effective." (2002, p17).In reviewing definitions, there are also those that encompass notions of capacity that extend beyond organizations. Capacity can also be built at the individual and community level, and therefore definitions need to include these concepts. The United Nations suggests that capacity building can be defined a s:"...the process by which individuals, groups, organizations, and communities increase their abilities to: (1)perform core functions, solve problems, define and achieve objectives; and (2) understand and deal with their development needs in abroad context and in a sustainable manner."(United Nations Development Programme, Management Development and Governance Division, 1998).It is evident that there is a lack of agreement within the field of capacity building as to

what exactly it is. This lack of shared understanding around capacity building elements and features can be enhanced through a greater focus of where capacity building efforts are directed–individuals, organizations, geographical or interest communities.

According Bareto (2016), organizations that strive to perform ought to organize frequent workshops for its employees; this helps in attaining the following objectives: First, they help the employees to catch up with recent trends in the work place and the environment. This happens when the employees gain the recent developments which help them catch up with the recent trends. This alone helps in building the capacity of the employees in terms of linkages and widening their scope. Besides, frequency in capacity building enables those with expertise and knowledge in a given area to share it to the employees and this boosts their knowledge comprehension that can be applied to the work place Caine (2005).

Organizations which organize capacity building occasions frequently have the benefit of cultivating self motivated employees. This is because of the fact that when the employees get to internalize that the organization anticipates to build their capacity through frequent capacity building activities, this will serve as an impetus for having a sense of belonging and as such, such employees will be more hard working. Therefore, the foregoing serves to demonstrate that frequency in capacity building is an integral part towards enhancing the performance of employees.

2.3.2 Employee Training and Organizational Performance

According to Weil and Woodall (2005), some of the techniques that organizations use in training and development are usually intended towards enhancing organizational competitive advantage. According to the scholars, there is not only a significant relationship between training and development, but also with employee performance. According to Bunch (2007), the goal of training programs is usually to either improve performance of the present job of the individual, train new skills for either new job or

new position in the future or the general growth for both the employee and organization. From this perspective therefore, organizations do so by identifying the needs for training and development, selecting methods and programs needed for these needs, planning how to implement and finally evaluating the outcome results (McCourt & Eldridge, 2003).

According to Barlet (2001) if a firm aspires to grow, priority ought to be given to its employees. This is because they carry the responsibility of actualizing the firm's goals and their treatment is very crucial in attaining the organizational goals. In fact, money that has been invested in training and equipping the employees of an organization is money well spent. This idea is supported by Woodlock (2006) when he asserts that it is because of the primacy of human resources that the aspect has received a lot of attention by organizations and elevated to a department that is so crucial for the functioning of any organization. In fact, Houger (2006) alludes that human resource is so important that it is treated as a form of intellectual property and it actually gives the organization a competitive advantage over others and it ensures that the organization engages in an endless endeavor to improve the competencies of those working in it. As alluded to earlier, when employees are equipped with the requisite skills, they are able to translate them into better performance. These findings tally with those of Asfaw (2015) that there was a significant nexus between employee training and organizational performance in Ethiopia's capital Addis Ababa. The respondents, who were administrative officers, demonstrated that when motivated, their work output is enhanced tremendously. The gap that exists in this study since it only focused on one measure of performance, which is employee effectiveness. The current research intends to focus on four measures of performance which are reduction in costs, productivity, innovation and task completion level.

On the other hand, Al Damoe (2012) avers that when measuring the performance of the organization, things such as its sales, market as well as profitability ought to be considered. Furthermore,

innovativeness ought to be a measure of the success or otherwise of an organization. All these indicators revolve around the human capital that the organization has. Furthermore, Olaniyan (2008) connotes that continuous training and human resource development was a vital pillar of its performance because of the fact that it enhances sustainable and effective productivity by the individuals. This therefore places a duty on the manager to ensure that at any given point in time, there should be a well trained, constantly developed manpower in the organization. If that is the case, then there will be enough technical and social competence that is needed for an organization to attain its goals.

Wright and Geroy (2001) states that it is the input of the training that determines the competence of employees at the workplace. It is through training of human resources that an organization can be said to be effective and efficient. The training also ensures that the entire organization is able to align itself to its core mandate. High performance is measured based on the level and frequency of training that the employees have undertaken. The uptake of skills, competencies and knowledge by employees is demonstrated by their quick adaptation to the ever changing environment. In Karachi, Pakistan, Saghir (2014) undertook a study which was based on the supermarket industry. It concluded that training of employees largely affected the supermarket industry. Since the nature of the work in a supermarket demands dynamism and innovativeness, it was argued that there was a positive correlation that accrued after training of the employees. However, this study differs from the current study because whereas in Pakistani it focused on private enterprise, this study focuses on public sector. At the same time, this study was focused on middle cadre employees unlike the one alluded to which focused on all employees working in supermarkets.

Malaola (2013) conducted a study in Nigeria on how manpower development affects employees productivity as well as the performance of the organization among Bank employees. Using structured questionnaire, seventy-five respondents were targeted and descriptive statistics were used. It was

established that ever since the organization begun training programs, their efficiency was highly enhanced, and this translated to more productivity and output by the banks. At the same time, the bank was able to make profits and this was attributed to the improved performance of employees. As much as this was done in a private setting, the issue of performance versus training can be deduced in the public sector. In fact, public sector has a lot to borrow from the private sector in terms of capacity building and enhancing performance of employees.

2.3.3 Strategies used in Capacity Building for employees

There are two methods used by organizations to train and develop their employees; namely: the on-the-job training, usually given to employees while conducting their regular work at the same working place. Additionally, there is the off-the-job training, and this usually entails taking the employees away from their usual work environments, which means all concentration is left out to the training (Nassazi,2013). The choice of the method of training embraced of a particular organization depends on one; the organization's goals, strategies and resources available, two; the needs identified at the time and finally; on the target group to be trained.

Some of the various strategies that organization employ to train their employees include: Job Rotation and Transfers; according to McCourt and Eldridge (2003), job rotation and transfers is a way of developing employees 'skills within an organization. Basically, it involves moving of employees from an official responsibility to another for instance taking a higher rank position within the organization, or moving from one branch of the organization to another. These could even entail transferring an employee from one country or nation to another within the same organization. Rotation accords several benefits: they help employees in acquiring diversified knowledge concerning the operations within the organization as well as the differences existing in different countries where the organization operates. At the same time, the experience and knowledge that is usually begotten by those selected employees is

instrumental to both the employee and organization since it may increase the competitive advantage of the organization (McCourt & Eldridge, 2003).

The second strategy of capacity building is coaching or mentoring; according to McCourt (2003), mentorship is the process that involves the more experienced employees within an organization coaching the less experienced employees. This approach has many advantages for the development of the responsibility and relationship building (Torrington, 2005). Basically, this practice is often applied to the newly recruits in the organization, so that they are attached to a mentor who can either be their immediate manager or another senior manager. However, the disadvantage of this method is that it denies older employees a chance to be trained since they are usually excluded from the training and development based on the assumption that they are already experienced and thus knowledgeable.

The next technique for capacity building is orientation. Orientation involves the process of familiarizing and training new employees on the new job within an organization. It is during this time that they are exposed to different undertakings for instance the nature of their new work, how to take on their identified tasks and responsibilities as well as what is generally expected of the employees by the organization (Torrington, 2005). Similarly, through orientation, the new employees are given a general overview of the working environment of the organization, for example working systems, technology and office layout. Moreover, they are briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures.

Furthermore, conferences are also employed by organizations as capacity building techniques; this is training and development programs that involve presentations by more than one person to a wide audience. Use of conferences in training and development is cost effective since a group of employees are trained on a particular topic in large audiences all at the same time. It also gives the employees

benefit of listening to presentations by experts and those who are well versed in the field. However, Torrington (2005) posits that this method is disadvantageous in that it is not easy to ensure that all the employees/trainees understand the topic addressed as a whole. Also, concentration is usually not guaranteed by all participants during the sessions.

The last capacity building technique is Formal Training Courses and Development Programs. These are a set of defined and known programs with the contents, durations and all the details of the training are made clear to both the organization and employees to be trained. These training courses and programs can be undertaken while the employees are completely off work for a given period of time or while present at work undertaking it on a part-time basis (Eldridge, 2003). Off the job programs are believed to be more effective since the employees will be out of work place making them fully concentrate on the training. Depending on what the knowledge is needed and the structure and policies of the organization, the trainers can come from within the corporation or outside the organization. According to Elridge (2003), in any organization, training needs should be determined first. A basic communication-linking process between the management and employees is required. Training should be organized in a way that it addresses the needs of employee performance as well as it is in accordance with the employees' job description. Both the employer and the employee should team up to know what the employees do not know.

This section enables the broad understanding of the specifics of employee capacity building techniques and the nexus that exists between organizational capacity building and the effect it has on motivation of employees in an organization. This will thus enable the focusing on the Public Sector employees, especially those employed by the County Government.

2.3.4 Effects of Training Gaps in Employee Capacity Building

As earlier stated, capacity building is a very important element of an organizational success or failure.

On one hand, it is carried out diligently and meticulously, it can propel the organization to success. However, on the other hand, if not applied or if applied haphazardly, then it can lead to the plummeting of an organization. Torrington (2005) connotes that if there is a perception among employees that the organization is not keen on capacity building; then there may be a high turnover rate and at the same time, many of them will become demotivated. In addition, the employees will come to the realization that they are on their own; this will make them to want to pursue further education without the assistance of the organization with the aim of positioning themselves for future prospects. This can have a negative disadvantage to the organization because the best and most ambitious individuals in an organization will be turned away by the organization's approach of not motivating them through capacity building. Therefore, any organization has a mandate of ensuring that they put in place appropriate mechanisms that ensure that they address capacity building of its employees.

Melissa (2018) vies training gap as that disconnect between the desired or the required output and the actual performance or the behavior of the employees. The variance is not just limited to the group but it can also be individual and organizational. It can be quantified in terms of hard or soft skills, failure to understand organizational expectations, lack of requisite knowledge needed to perform tasks in the particular industry and differing cultural norms of organizations which contradict the individuals'

The training needs assessment process can be broken down into the following 6 steps. The first involves establishing clear expectations. In order to accurately evaluate performance—and therefore, accurately identify any training needs—job expectations must be clearly established and understood. Thereafter, Melissa (2018) the second step is to measure performance. Measuring performance not only establishes an objective point of reference, but it also creates an opportunity to discuss the instances of unsatisfactory performance and identify and document any issues and associated training or other

actions. what training or other action is warranted. Identification of training needs and an associated training plan should also be incorporated in periodic reviews. The next step is to solicit input on training needs.

The individuals who are doing the work have a particularly relevant perspective on training needs are perhaps the best source of information on short-term training needs. Surveying employees individually or conducting focus groups are a couple of ways of obtaining input. In order to get a complete picture, managers should also be asked for input on individual and team training requirements. Use of 360 degree reviews, where employees—including management—are reviewed by their staff, peers and their manager—may also highlight training gaps. Soliciting input also encourages conversations about and progress on training and development broadly—an expectation of both employers and employees.

Furthermore, Melissa (2018) avers that to be able to rate employee satisfaction, employees are asked to respond to their training satisfaction and based on their answers, better training approaches as well as policies are improved. At the same time, identifying of those goals and aspirations is an important step towards enhancing the understanding of what skills employees need. In addition to this, an analysis of human resource requirements is needed with the aim of establishing any training needs that employees are supposed to have.

The next step is usually organizing and validating the training needs and based on the analysis, one is able to know how to prepare the training of the employees. It is supposed to be tailor made to suit the needs of a particular organization. Therefore, it is important to ensure that the training given to the employees is relevant to their needs. Next is coaching and mentoring; this ensures that there is continued support to the employees and that their skill acquisition is an endless process. This is based on the notion that learning is lifelong; it does not end just after training but proceeds during the post-

training period. The clear understanding of gaps in capacity building will enable organizations to position themselves towards improving how they organize them. This is because capacity building is not an end in itself but a means to an end in the sense that it benefits the individual employee as well as the organization that the employee works in. Based on this, the gaps are necessary in order to make it more meaningful.

2.3.5 Challenges experienced in Capacity Building and their impacts on performance

There are several challenges which, according to Nassazi (2013), may underpin the effectiveness and attainment of organizational objectives. The first one is the issue of being embraced by all workers. The community of workers in a specific organization ought to embrace the activities for them to be attainable. Without this, it can lead to the challenge of superficial learning and training which may not attain the intended objectives. The issue of duration is also critical; unless the training is carried out for long so as to attain the intended objectives, it may suffer the challenge of failing to satisfy the knowledge needs of the employees. Therefore, training ought to be reasonably long so as it enhances and entrenches skill acquisition in the employees. Since the intention of capacity building is change of the individual, it requires a deliberative and lengthy approach that will eventually lead to the transformation that is needed in the organization. At the same time, Nassazi (2013) avers that another nagging challenge that bedevils capacity building is that of being able to know the actual effects of the training in quantitative terms. It is usually hard to be able to accurately discern the effects because people receive it differently and it is not possible to subject all to uniform standards of acquisition.

To avert the challenges, Nassazi (2013) points out several solutions; the first is to ensure that there is balance of expertise; here, expertise ought to change from the acquisition of soft skills to technical skills that can translate into better performance. This can help to ensure that the employees have the

technical ware withal they need in order to perform their various tasks. This can enable them to constantly apply them at the work place and this will in turn enhance the capacity and performance of the organization.

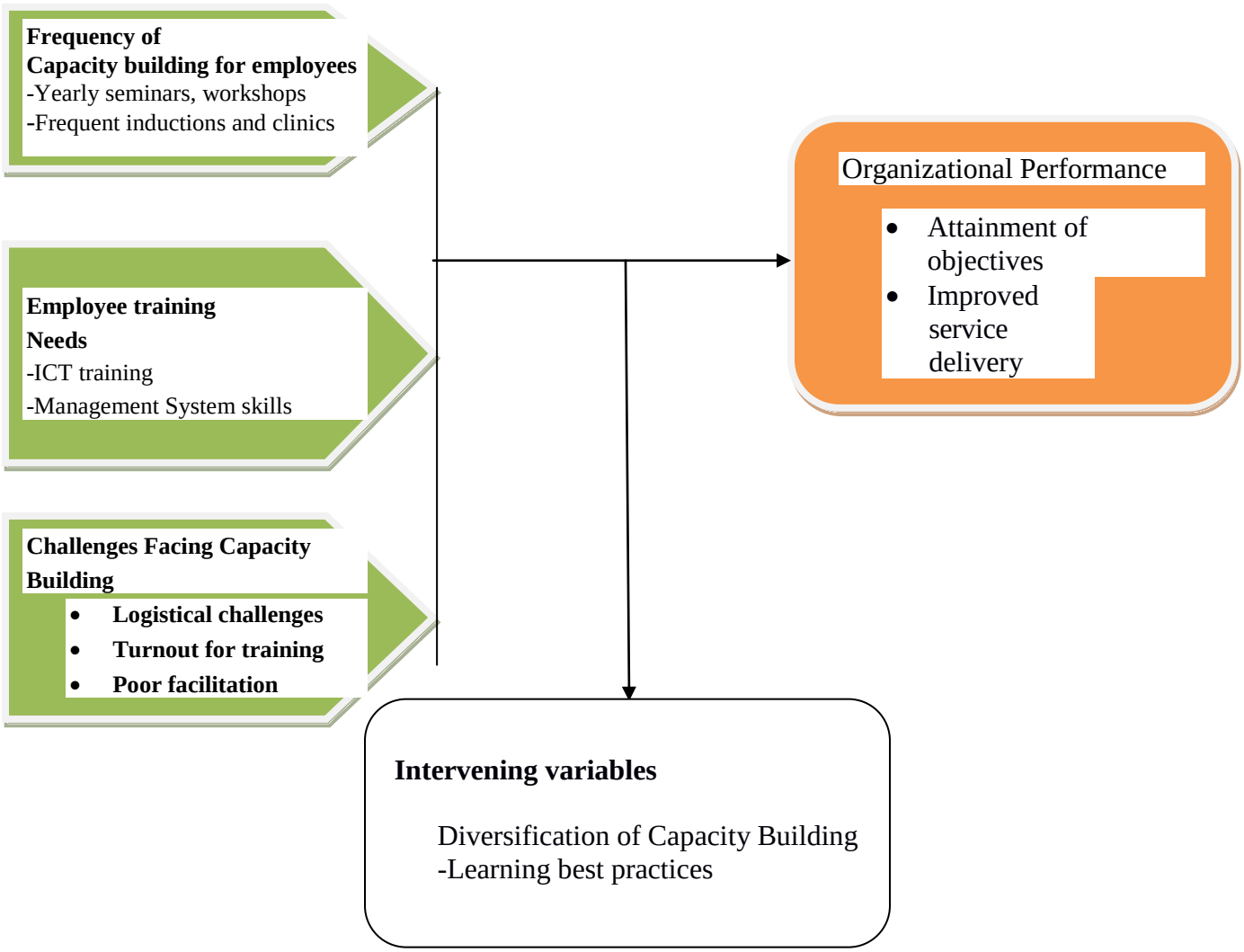
The other challenge is that of suiting the content of training to African context. In most cases, the training follows a pattern in the developed nations and as such, they do not resonate properly with Africans. The content is too elitist and out of touch with the realities in the African setting. This behooves those who design such programs to ensure that they are aware of the realities of the different organizations and ensure that the relevance of the training programs is guaranteed by the training programs. At the core of this alignment are the organizational structures. For example, public entities operate differently from private ones. Whereas private organizations are tailored with the aim of profit making, public organizations, on the other hand, are tailored with the aim of offering service to the public. Therefore, when originating the training of employees in both sectors, the context ought to be considered to avoid transferring the wrong skills. This also means that unless the objectives of the organization are put into context, it may prove to be difficult to attain the goals of the training.

According to Nassazi (2013) the impacts of the capacity building endeavors ought to be assessed as a way of coming up with better programs. This ensures the presence of a detailed monitoring and evaluation program that is well intended to ensure that the goals of capacity building are continuously met by the organization. This occupies a critical phase in entrenching a culture of quality assurance. It is through monitoring and evaluation that an organization can be able to know quantitatively the impact of the training as well as the areas that ought to be improved in guaranteeing continuous and sustainable performance of the employees.

The issue of technological advancement in an organization is also very important. Organizations ought to embrace the usage of the technological devices such as computers, tablets and smart phones. This eases how information is shared and learnt. It is much more efficient to communicate and relay information regarding the areas that ought to be improved through these devices. At the same time, with the advancements in technology, training can be conducted online, and this needs heavy investment in technological devices by the organization. In fact, World Bank (2018) avers that with technological advancements, it is possible to enhance training and capacity building threefold. Those organizations that have invested heavily in technological advances have been able to realize tremendous achievements in the field of capacity building. This also requires that there is adequate preparation of the employees ahead of their use to avoid digital divide. Therefore, technology is a very important pillar and an aid to training and capacity building.

2.4 Conceptual Framework

Independent Variables **Dependent Variable**



The conceptual framework for this study presented the independent variables as frequency of capacity building; that is whether they take place on a yearly basis or quarterly basis in form of seminars, clinics and induction. On the other hand, employee training needs was also treated as an independent variable which included needs in ICT training as well as Management system

skills. The third independent variable entailed gaps in employee capacity building in terms of time constraints for the employees as well as the affordability by the employees to attend these functions and the last variable was the challenges facing capacity building in terms of the logistical challenges, poor turnout as well as the facilitation. All these affect the organizational performance of the Machakos county government. The intervening variables entail diversification of capacity building to include a wide array of the functions that constitute it as well as learning the best practices from organization that have successfully embraced capacity building.

2.5 Research Gap

From the foregoing, it has been established that there have been a lot of research that has touched on the issue of capacity building. Most of the research reviewed like those of Nassazi (2013), Armstrong (2009), Eldridge (2003) and Torrrington (2005) has pointed to the fact that capacity building is critical in the management of organizations. The studies however do not establish linkages that are there between capacity building and organizational development. In fact, the studies demonstrate a gap in knowledge concerning this link, particularly in the Public Sector. When it comes to county governments, they are still new organizations in Kenya; as such, not much has been written pertaining the response mechanisms that they have to take care of their employees; therefore, this reveals a gap in knowledge that this study intends to fill, particularly in Machakos County.

2.6 Chapter Summary

This chapter attempted to review the related literature on the issue of capacity building and its impact on organizational performance. It begun by presenting the theoretical review that will guide the study. The aim was to get what has been said and documented by other scholars and reveal a gap in

knowledge that the study intends to fill. Thereafter, it proceeded to examine the specific issues based on objectives besides outlining the conceptual framework. The information in this chapter has provided a comprehensive overview of what has been written by scholars in the field of Capacity Building of employees in relation to organizational development. It also has shown that the practice has several components that must be there for it to succeed in an organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the methods that were used in this study to gather, analyze and present data. Specifically, the section presents the Study Area, Research Design, Sampling and Sampling procedures, Data collection, Data analysis and Ethical considerations.

3.2 Study Area

This study was conducted in Machakos County and specifically on those employees working under the Machakos County Government. Machakos County borders Nairobi and Kiambu counties to the west, Embu to the North, Kitui to the East, Makueni to the south, Kajiado to the South West and Murang'a and Kirinyaga to the North West. It has a population of 1,098,584 (KNBS, 2019). The headquarters of the county are in Machakos town.

3.3 Study Design

This study utilized a Descriptive Case Study Design. This approach is ideal for this study since the study intended to utilize both qualitative and quantitative approaches. According to Mugenda (1999), this approach involves employing an in-depth analysis of an individual or group of individuals. Case studies often lead to testable hypothesis and allow researchers to study rare phenomena. Being descriptive, the study aimed at accurately and systematically describing a population, situation or phenomenon in question, which in this case shall be employee capacity building. It combined both qualitative and quantitative approaches. The case study focused on the middle cadre employees of the Machakos County Government.

3.4 Target Population

The study targeted those Permanent and Pensionable middle cadre employees who are working under the County Public Service Board in Machakos County. As per the Public Service Board, the total number of employees in the county is 1,962. (Machakos County PSB, 2019). Out of these, 200 of them are subordinates; the remaining 1,762 are middle cadre and above cadre employees. These employees are placed in the various departments of the County Structure. They are distributed into 10 departments which include Finance, Agriculture, Water and Energy, Health Services, Education, Lands, Public Works, Public Service Management, Trade and Information.

Table 3.1: Sampling Frame

Department	Employees to be targeted	HODs'	Total
Finance	31	1	**32**
Agriculture	31	1	**32**
Water and Energy	31	1	**32**
Health Services	31	1	**32**
Education	31	1	**32**
Lands	31	0	**31**
Public Works	31	0	**31**
Public Service Management	31	1	**32**
Trade	31	0	**31**
Information	31	1	**32**
TOTAL	**310**	**7**	**317**

Source: Machakos County Government (2020)

3.5 Sample Size determination

The sample size was arrived at by employing Krejcie and Morgan's (1970) formulae for calculating a sample size. According to the formulae (See attached appendix 4), for a population of 1,762, a sample size of 317 is appropriate. Therefore, based on this formula, 317 respondents were targeted from the following departments of the county government: Finance, Agriculture, Water and Energy, Health Services, Education and Youth Affairs, Lands, Public Works, Public Service Management, Trade and Information Communication. From each of the 10 departments, 31 employees were targeted using Purposive Sampling in which each of the department was targeted for an interview. The remaining 7 were Heads of Departments who were selected purposively in the departments as the table 3.1 indicates.

Purposive and Snowball sampling were used in selecting the 7 HODs. Purposive entailed targeting those respondents who have the appropriate information needed by the researcher. Based on their supervisory responsibilities. In this case, the selection criterion was age and experience; those who have worked for long were targeted. Snowball sampling, on the other hand, entailed using those identified first to select other respondents who had similar characteristics as them. Once one HOD had been identified, the remaining 6 were identified using Snowballing technique. This involved the researcher being led by these interviewed to other HODs until the number is attained.

3.6 Data Collection

The study utilized the questionnaire as the primary tool of data collection. The questionnaire was composed from the objectives of the study. It captured demographic details of the respondents. At the same time, it contained both open ended and closed ended questions. Whereas the closed ended questions were aimed at capturing specific information, the open ended questions gave the respondents liberty to express their views on specific issues. The questionnaire, according to Creswell (2014), has

the advantage of enhancing efficient and quick collection and collation of information. Besides, it keeps the confidentiality and anonymity of respondents intact.

The second tool that was used to collect data was the KIIs (Key Informant Interviews). This was done on the Heads of Departments in each of the 10 designated departments. Data collected through KIIs was used to compliment and corroborate the information contained in the questionnaires. The interviews were structured and an interview guide was prepared prior to the scheduled date of interview. The identity of those interviewed remained anonymous.

3.7 Reliability and Validity

3.7.1 Validity of the Instrument

Validity relates to the extent at which a particular instrument measures what it is intended to measure (Gravetter & Forzano, 2006). Validity is viewed in terms of face validity, content validity, construct validity and criterion validity. This study ascertained the validity of the instruments by the use of content validity. Content validity is defined as "the degree to which items in an instrument reflect the content universe to which the instrument was generalized" (Straub, Boudreau, et al., 2004).

Therefore this study made use of questionnaires whose validity were tested by the use of content validity. Content validity is a process of logical analysis that involves a very careful and critical examination of items in the research instrument such as the questions on an interview

guide and the statements that require a response by the respondents. The research instruments were submitted to St Paul's university supervisors to prove content validity. The instruments were then handed over to the experts at the Research department in St Paul's university to further ascertain their content validity. Any corrections that were suggested were incorporated in the instruments.

3.7.2 Reliability of the instruments

Reliability of research instruments is concerned with the accuracy and consistency of study findings as a result of the same instruments being used over and over (Bell, 2010). In its simplest form, it is concerned with replicability of study findings. Reliability in this study was checked through the administration of a single test for the two sets of questionnaires targeting respondents from Nairobi city county government who were not part of the real research.

3.8 Data Collection

The data collected was analyzed quantitatively and qualitatively. It was collected using questionnaires and interview schedules. The questionnaires had both closed questions and open ended questions. The closed ended questions were aimed at capturing specific information while the open ended allowed the respondents leeway to explain their responses in detail. On the other hand, the interviews were conducted on the respondents who were chosen based on their experience at the Machakos County Government. Those who had worked for more than six years were chosen and they were interviewed by the researcher. Each interview was pre arranged and it took fifteen minutes. The researcher had an interview schedule that was prepared way before going to the field. The interview schedule contained open ended questions to allow the respondents leeway to explain their answers.

3.9 Data analysis and presentation

The study utilized both quantitative as well as qualitative analysis. This is because the data collected was both and as such, both methods were appropriate. The quantitative data, being in the form of responses derived from the closed ended questions in the questionnaire, was analyzed using the SPSS software. The responses were coded in the software, checked for correctness then run. Thereafter frequencies were generated and presented in form of charts, graphs, percentages, means, median and tables. These frequencies were then explained by the researcher in line with the objectives of the study.

On the other hand, the qualitative data that was in the form of responses from KII (Key Informant Interviews) and the open ended questionnaires in the questionnaire were arranged thematically and presented in line with the objectives, the data was analyzed in prose and the use of verbatim, quotations and excerpts was employed. This data was used to corroborate the quantitative data. The qualitative data, on the other hand, was analyzed in the form of prose and narrations using thematic analysis.

3.10 Ethical Considerations

To ensure that the research met the acceptable threshold, the researcher ensured that all the requirements of research were met. First, a letter was obtained from the Postgraduate office that enabled the researcher to apply for a permit from the National Council for Research Technology and Innovation (NACOSTI). Thereafter, permission was sought from the County Commissioner in Machakos County before proceeding to the field. Letters of consent were obtained from the respondents and they had a right to withdraw themselves from the research at any stage. The researcher conducted all stages of this research ethically; this ensured that the identity of the respondents was anonymous and also they were assured that the research was purely for academic purposes. The data collected from the

participants was kept private and confidential and was only be used for academic purposes and the purpose of the study. Finally, the researcher was ethical, respecting the views and wishes of the respondents at every level.

3.11 Chapter Summary

This chapter has provided the methods that were used in conducting the proposed research. Specifically, it has defined the study area, explained the research design that was used in this research, clarified the sample size and the sampling procedures. Furthermore, the chapter has also outlined how the data was collected and thereafter analyzed. Lastly, the chapter has concluded by stating the ethical measures that were put in place to ensure that the integrity of the research is guaranteed at all levels.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data which was collected from the field using the various research instruments. Specifically, it begins by presenting the demographic data of the respondents then proceeds to present the data in line with the four objectives set out.

4.2 Response Rate

A total of 317 questionnaires were administered to the respondents; out of these 310 questionnaires were returned duly filled. This represented a response rate of 97.7%. This response rate was considered as appropriate for the research.

4.3 Demographic Data of the Respondents

4.3.1 Gender of Respondents

The gender of the respondents was established in order to ascertain the distribution. The findings are presented in the figure below:

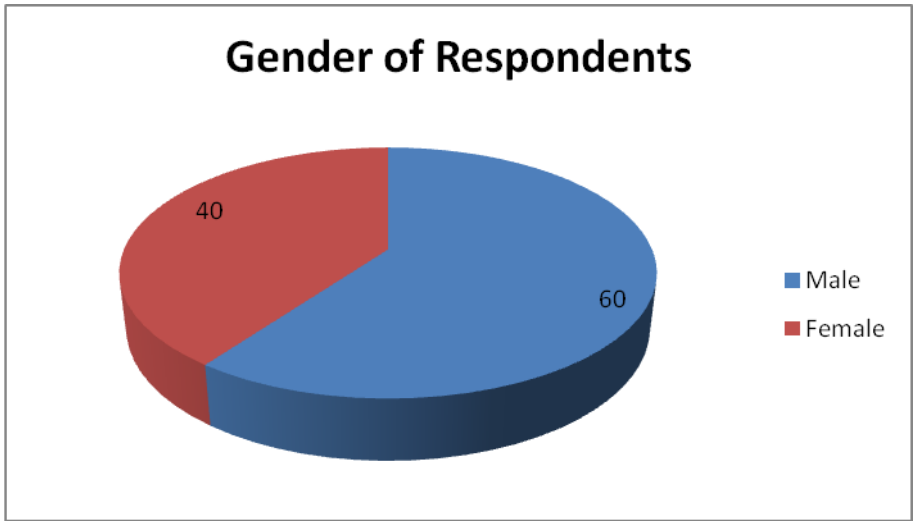


Figure 4.1 gender of respondents

From the figure 4.1 above, it is apparent that a majority of the respondents, 60%, were male while the remaining 40% were female. This was a reflection of the gender demographics of the middle cadre

employees working at the Machakos County Government.

4.3.2 Department attached to

The study also sought to establish the department that the respondents were working in. There were up to ten departments that the respondents were chosen from equitably. The findings are presented in the figure below:

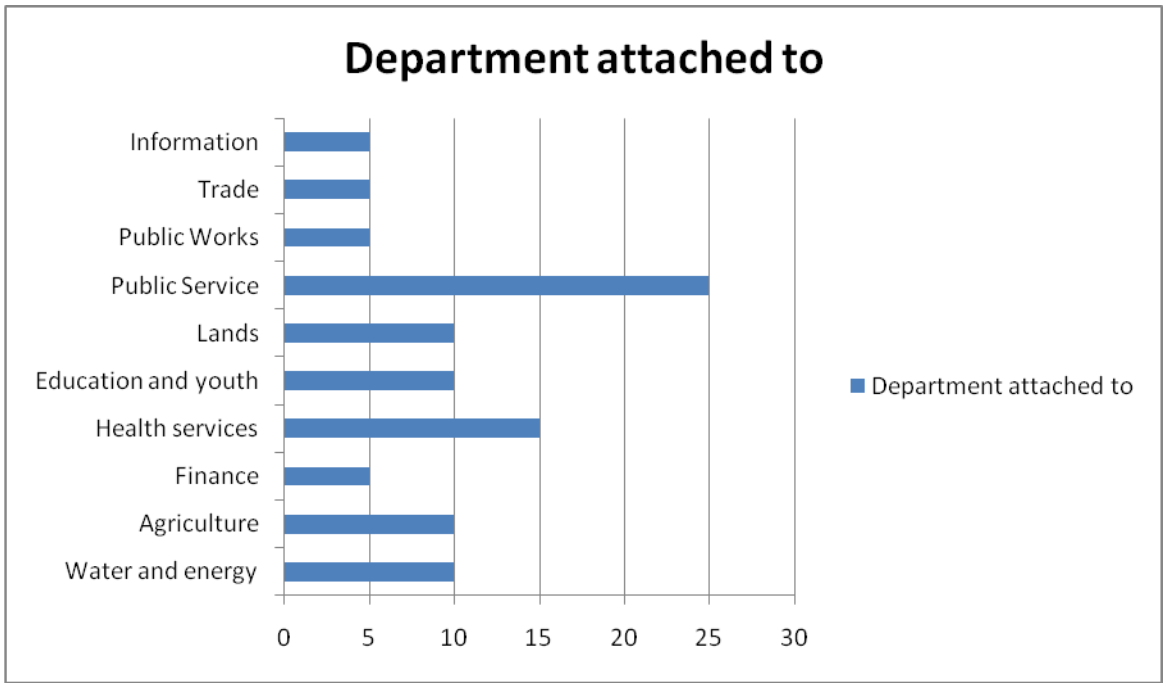


Figure 4.2 Respondents departments

The respondents were sampled based on the departments which they work in. Because of the fact that some departments are larger than others, they manifested larger percentages as reflected in their numbers than others. This means the distribution was equitable. The department of public service had the highest percentage, 25% followed by Health services at 15%. Water, energy, agriculture, education and youth as well as lands had 10% each while public works, trade and information had 5% each. This was viewed as a representation of the actual picture of employees in the departments.

4.3.3 Length of Service

Here, the researcher sought to establish the time that the respondents had worked in the organization in

order to ascertain their work experience. Work experience was treated as an important parameter because the longer one works in an organization, the better versed the person is. To this end, the respondents were asked to indicate how long they had worked at the County Government of Machakos as middle cadre employees. Given that the counties were established in 2013, the longest was expected to have served for a maximum of 7 years. The findings are presented in the figure below:

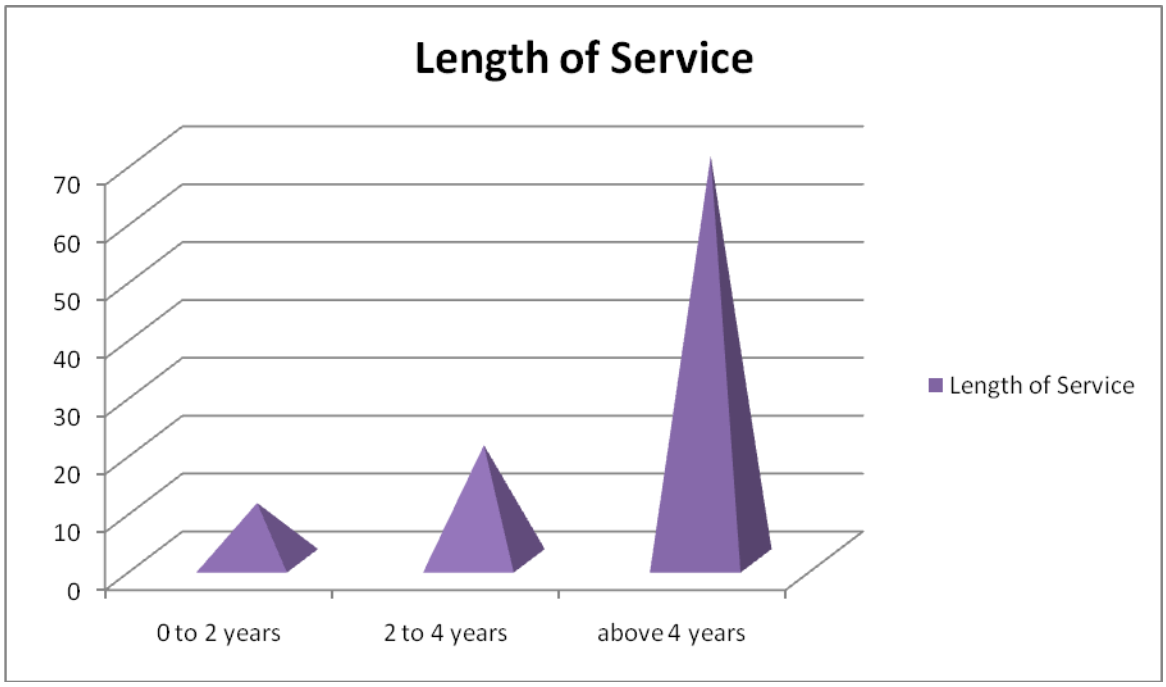


Figure 4.3 Length of service

From the figure above, the majority of the respondents, 70% indicated to have served for above four years at the county while another 20% had served for a period of between two and 4 years. The remaining 10% indicated to have served for a period of between 0 to 2 years. This was an indication that the respondents had the requisite experience in terms of working at the county that would enable them to respond appropriately to the questions asked.

4.4 The effects of frequency of Capacity Building for middle cadre employees on organizational performance in Machakos County Government

This first objective was aimed at investigating the effects of the frequency of capacity building on

organizational performance in Machakos County government. In order to establish this, the respondents were asked several questions and their responses are as follows:

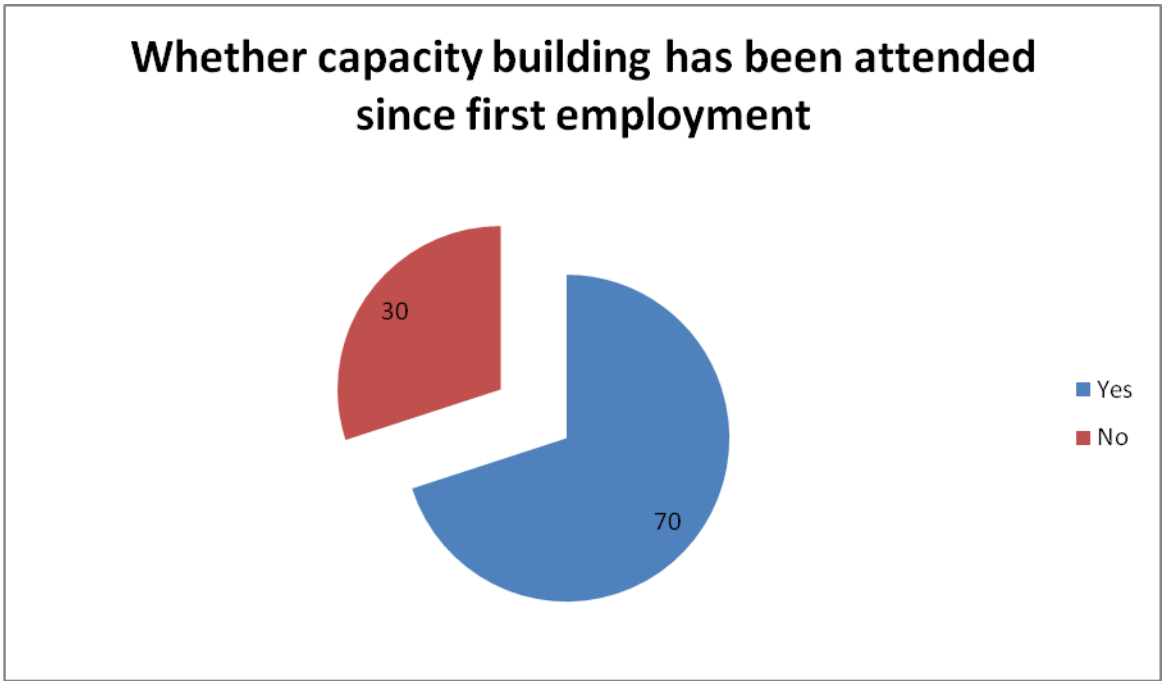


Figure 4.4 Respondent's on capacity building attendance

From the table above, 70% of the respondents attested having attended capacity building severally since their first employment; the remaining 30% answered in the negative. Asked to state how many times they have attended it; those who answered in the positive stated that they have attended it more than once a year. The respondents were further probed about the nature of the capacity building initiative that they attended; they responded that it was mainly residential, and it took up to one week, with some stating that it took three days. The capacity building initiatives, according to them, were organized by Human Resource department and in most cases; they are usually taken to a resort away from Machakos. It was established that the facilitation was done by experts in Human Resource, a majority of who are usually outsources from other counties as well as from the private sector. They are usually well informed and instigative. Asked whether it was beneficial, those who stated that they attended them answered affirmatively. Some of the areas that were covered included: workplace

dynamics, team spirit, organizational change as well as financial management. In one of the interview, the respondent stated as follows:

> *Capacity building has enabled me to understand not only the hard skills, but also the soft skills as well. I have not only learnt how to enhance my performance, but also my public relations have tremendously improved as well as my passion for the job that I do. This could not have happened had capacity building not been done. Therefore, I recommend that the capacity building in Machakos County government ought to continue in order to enhance the performance and service delivery.* KII 004

The respondents were asked to indicate why they thought that the facilitations should be organized frequently. The responses were varied; 70% of the respondents stated that it would encourage the workers to be motivated because it demonstrated that the employer minds about their welfare; another 20% alluded that facilitation are mediums that enhance their career growth because promotion is based on attendance of such forums. The remaining 10% of the respondents averred that such facilitations were important because they enable them to be exposed to recent trends at the workplace and know how to respond to these trends. Furthermore, the respondents also explained that capacity building occasions were fulfilling and were treated as ends in themselves since have intrinsic value of enabling them to bond outside the workplace and get to know each other more deeply than at the workplace.

These findings are in sync with those of Bratton and Gold (2003) which found out that organizations that strive to perform ought to organize frequent workshops for its employees; this helps in attaining the following objectives: First, they help the employees to catch up with recent trends in the work place and the environment. This happens when the employees gain the recent developments which help them catch up with the recent trends. This, translated to performance, enables the employees to apply these new trends and hence translates to improved work performance. Secondly, frequency in capacity

building also enables the employees to link up with those in the same profession and exchange ideas and best practices. This alone helps in building the capacity of the employees in terms of linkages and widening their scope. Besides, frequency in capacity building enables those with expertise and knowledge in a given area to share it to the employees and this boosts their knowledge comprehension that can be applied to the work place Caine (2005).

Organizations which organize capacity building occasions frequently have the benefit of cultivating self motivated employees. This is because of the fact that when the employees get to internalize that the organization anticipates to build their capacity through frequent capacity building activities, this will serve as an impetus for having a sense of belonging and as such such employees will be more hard working. Therefore, the foregoing serves to demonstrate that frequency in capacity building is an integral part towards enhancing the performance of employees.

4.4.1 Frequency of Capacity Building

Frequency of capacity building is also an important determinant on the success or failure to inculcate the necessary skills, values and attitudes in the employees which can translate to good performance. To this end, the respondents were asked to indicate how frequent they thought these forums should be held. The responses are presented in the figure 4.5 below:

Frequency of capacity building forums

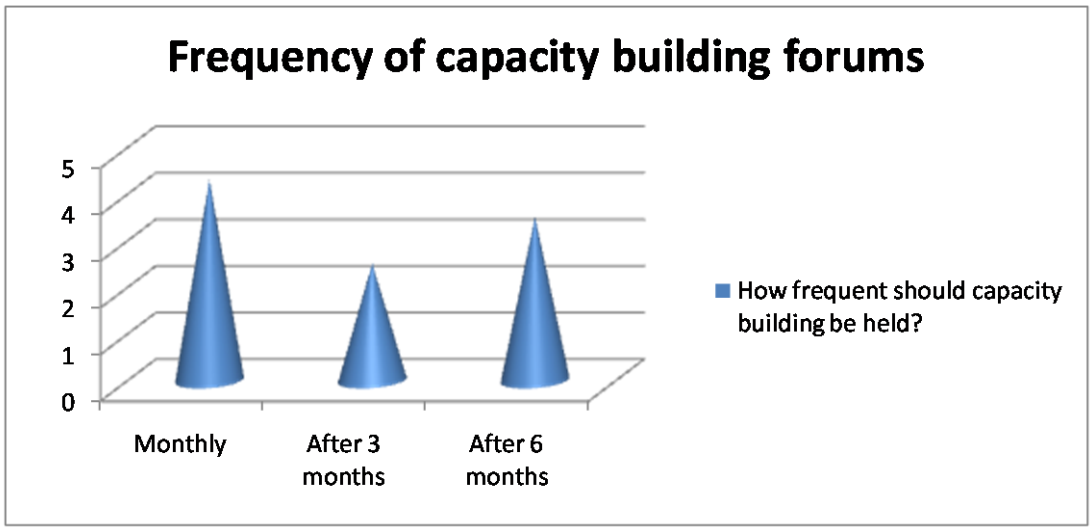


Figure 4.5 Frequency of capacity building

The question was aimed at gauging the respondent's appreciation of capacity building. From the responses, 50% were of the feeling that the management ought to organized capacity building after every six months. At the same time, 30% of the respondents preferred it to be held after every 3 months while a paltry 20% were of the view that it should be held after every month. This was a clear indication that the respondents appreciate the role played by capacity building and that explains why they recommended that it should be done. The respondents were asked to indicate the reason why they thought that the capacity building forums be done frequently; they stated that these forums enabled and ensured that they learn the best practices and recent trends that emerge at the workplace as well as compare best practices with other similar environments.

4.5 The effects of middle cadre employee training needs on organizational performance

The study also sought to establish how employee training affects organizational performance. The respondents were asked questions and their responses are presented below:

Figure 4.6

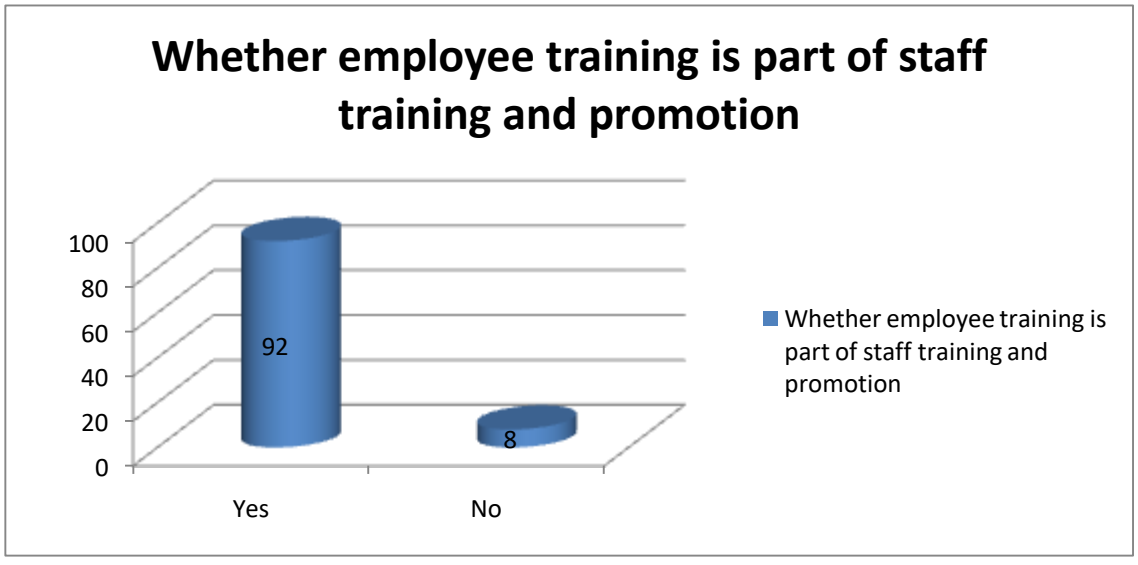


Figure 4.6 employees training part of staff training and promotion

From the table above, it is apparent that employee training occupies a very central component towards

staff appraisal and promotion as reflected in the 92% of the respondents who answered in the affirmative to the questions as to whether employee training is part of staff training and promotion. Those who dissented to the question were only 8%. The respondents were further asked to state what they thought could be done in order to integrate capacity building and training for all employees; the responses were varied. Whereas some explained that it should be integrated in the HR manual as compulsory so that every employee is facilitated to attend as an impetus to enhance upward mobility, others stated that employee training should be done very frequently for all employees regardless of the cadre that they belong to.

4.5.1 Training needs that need to be filled through capacity building

The intention of capacity building, among other reasons, is usually to address training needs. Therefore, the respondents were asked to indicate if indeed there are training needs in Machakos County government that needs to be filled through capacity building. The responses are presented in the figure below:

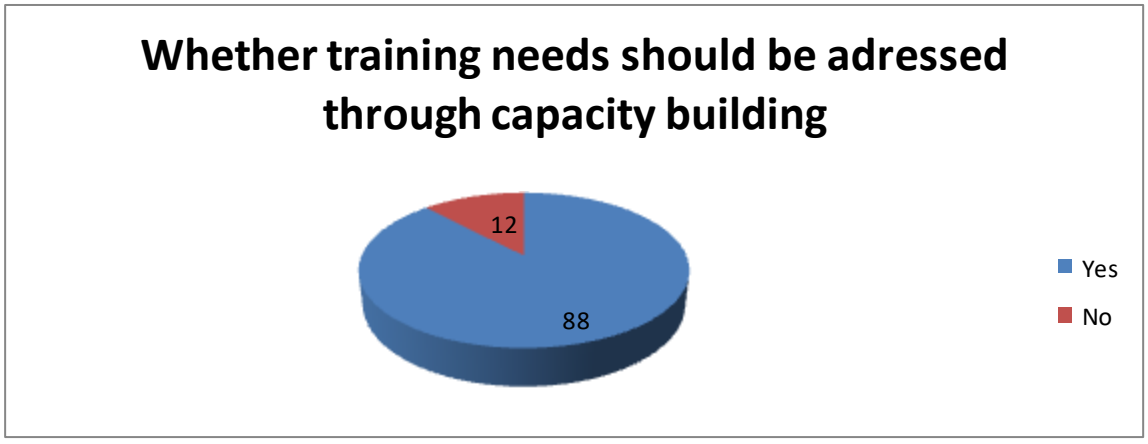


Figure 4.7 Training needs are addressed by capacity building

A majority of the respondents, 88%, indicated that there exist training needs which ought to be filled through capacity building. However, 12% answered in the negative. Asked further to explain their

answer, those who answered in the positive explained that needs such as recent trends, IMS (Information Management Systems), ICT as well as trends in service delivery are always changing constantly and as such, training ought to be done in order to ensure to ensure that middle cadre employees are well versed with the changes that come with the relativity of the workplace. Furthermore, 25% of the respondents added that gaps such as poor working relationships can be best treated through training of the employees, especially teaching them the importance of public relations at the workplace. Other gaps that were noted which can be addressed through training include: how to operate during the challenging COVID-19 environment as well as the psychological needs of employees.

The respondents were further asked to indicate the particular attempts made towards ensuring that the management addresses employee training needs. Another 30% indicated that things such as partial facilitation of employees to attend training sessions, encouraging them by giving them off during training as well as giving them the certificates of training in order to encourage them to attend as well as show proof of attending. This has made some of the employees especially those who do not get exposed to training and capacity building to feel neglected and isolated. This, in effect, has led to lowering of their working morale and consequently general low organizational performance.

4.5.2 Capacity building prioritized by the management

Capacity building initiatives are usually planned for at the management level before being rolled out to the employees. Since the management deals with many things in an organization, it is usually up to them to decide whether capacity building is a priority. To this end therefore, the respondents were asked to indicate whether the management takes capacity building as a priority. The responses are presented in the figure below:

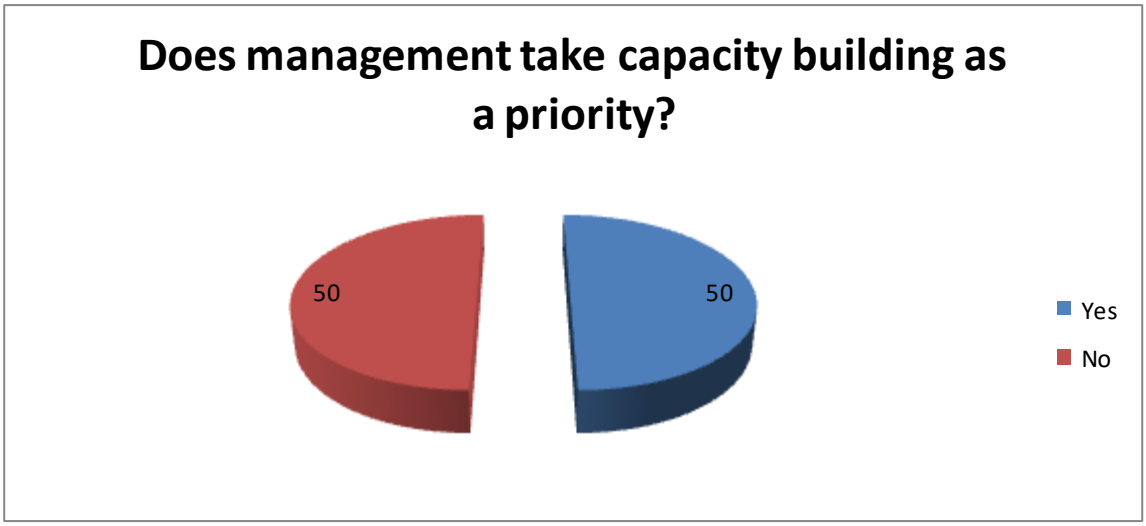


Figure 4.8 management take capacity building as a priority

On whether the management takes capacity building as a priority, half of the respondents, 50%, answered in the affirmative while another 50% answered in the negative. They gave varied responses when asked to explain. Those who answered in the positive said that the fact that the management has organized on several occasions is enough proof that it takes capacity building as a priority. The other half who answered in the negative explained that middle cadre employees are not given as much attention in comparison with higher cadres and as such, they thought that the management does not give them priority.

The respondents were also asked to indicate whether employees take capacity building seriously; many of them affirmed that indeed employees take them seriously owing to the fact that they are viewed as pathways of career progression and all employees aspire to undergo upward mobility at the workplace. However, to the extent that the capacity building takes time to be conducted and given that the middle cadre employees are not prioritized as their higher cadre counterparts and as such it makes them not to take them seriously. This was also discerned from one of the statements from the KII:

> *The intention of Capacity building is usually good. However, at times it is usually felt that once the funds to organize it are given, the organizers tend to incline more on how to economize the funds rather than let the employees experience the forum to their optimum. This attitude ends up demotivating the middle cadre employees and as a result they fail to take them very seriously. (KII 002)*

According to Disha (2019), in a competitive world, organizations need to transform the workplace into a dynamic and effective place to optimize the talent of the people and to align them with the organizational business goals. However, the process is not simple. Organizations are the configuration of complex systems and strategies; hence, the learning imperatives for different domains are different. However, the objective is the same, that is, to maximize performance by using the learning principles. Hence, organizational emphasis should be on supporting and maximizing long-term effective and sustainable learning. We cannot, however, make redundant the technical or task-related skills.

Those are essential but not the absolutes in the new-age economy. To sustain itself in a competitive global market, an organization has to adapt to the changing environments and make their people capable of undertaking new tasks and responsibilities. Continuous capacity building of the people in organizations would only be possible when organizations follow the learning management principles. Thus, in the true sense, a learning organization should support the development process skills and attitudes to improve performance in a competitive business situation. Learning develops organizational intellectual capital, which is the only sustainable competitive strength for any organization. Organizational learning involves individual learning, and those who make the shift from traditional organization thinking to learning organizations, develop the ability to think critically and creatively. These skill-transfers match the values and assumptions of the organizational development (OD) process. OD is a continuous, long-term

effort to effect improvement in all spheres of organizational activities and to set the premises for organizational change.

Organizational learning is the most important intervention tool for OD. Learning reinforcement develops people and makes them capable of solving problems. Thus, a learning organization evolves in developing the organizational capability to respond to changes. Theoretically, learning organizations have two dimensions. The first-dimension views it as a process for individual and collective learning within an organization. The second dimension, on the other hand, considers it as a specific diagnostic and evaluative tool to identify, promote, and evaluate the quality of learning processes inside organizations

4.6 The challenges facing middle cadre employee capacity building on organizational performance in Machakos County Government

This objective was aimed at investigating effects of possible hiccups that bedevil employee capacity building and the resultant effects on organizational performance. To this end, they were asked several questions and their responses are presented below:

4.3.1 Whether the Capacity building initiatives are helpful in improving performance

The study also sought to establish whether capacity building forums are helpful as far as improving performance was concerned. To this end, the respondents were supposed to respond to several questions that were aimed at establishing the same. The responses to these questions are presented below:

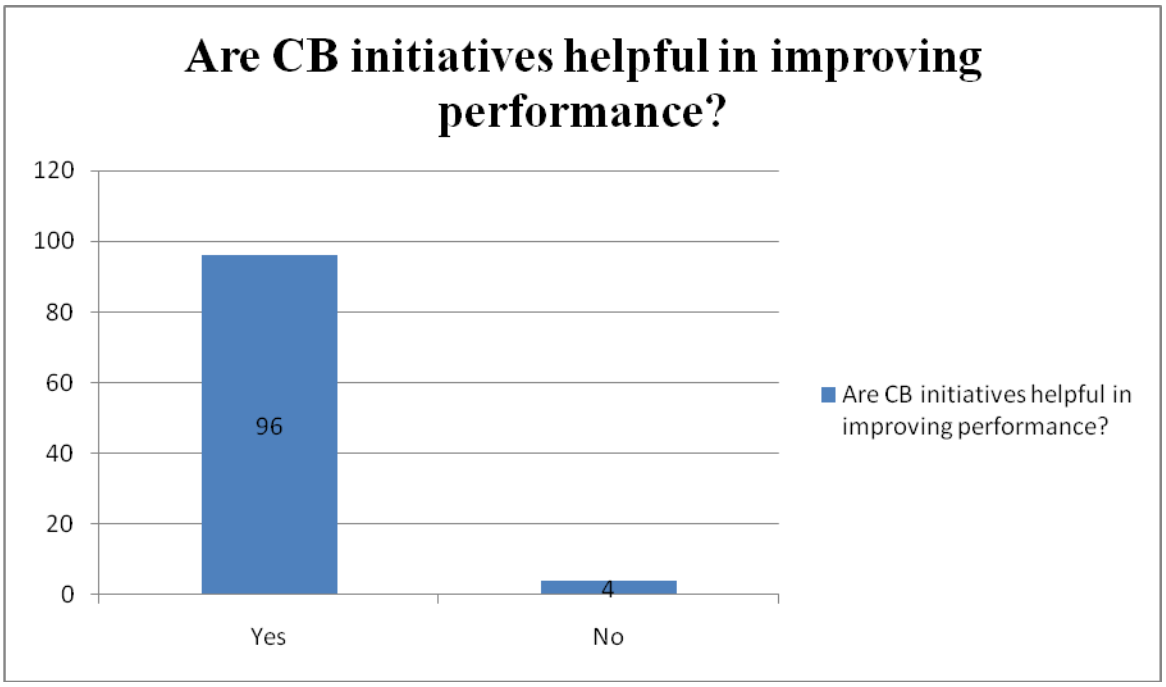


Figure 4.9 are CB initiatives helpful in improving performance

From the table above, a majority of the respondents, 96% were of the view that the capacity building initiatives were indeed helpful in improving their performance. A paltry 4% answered in the negative. Asked to substantiate their response, those who answered in the affirmative indicated that the capacity building session enabled them to grasp many things which, when translated into practice, enabled them to improve their performance. They particularly singled out the exposure that usually comes along with the training as well as information regarding recent trends at the workplace and ICT (Information Communication and Technology) developments as they relate to the work place. This can be seen in one of the KIIS:

> *Since I begun to attend capacity building initiatives organized by the employer, my skills, expertise and approach towards the workplace have tremendously improved. I am more aware of how to handle different situations than I could have if I did not attend them. KII 001*

However, those who dissented explained that because of the uncoordinated nature of the frequency of

capacity building initiatives, the ultimate intention of improving performance is not usually attained. At the same time, they decried the fact that capacity building was not given precedence to the middle cadre as compared to the higher cadre employees. However, this was attributed to several shortcomings; key among them being shortage of funds to run frequent capacity building sessions. The allocation given to the public service of Machakos county government does not enable the department to frequently hold such sessions because of other priorities. Lastly, the attitudes that middle cadre employees have towards the capacity building initiatives have an effect on their performance. The employees view them as conduits by the management to make money on the pretext of training. This is challenging to the effect that it creates in employees wrong perceptions that they are being used by the management to make money and enrich themselves at their expense.

Seth (2019) avers that capacity building can either be in-depth (with a focus on establishing a deep understanding of Monitoring and Evaluation concepts) or light (with a focus on increasing awareness of the benefits of using data). In-depth capacity building efforts are necessarily limited in scope — not everyone wants or needs to be trained on the intricacies of, for example, impact evaluation. Lighter capacity building efforts can reach a wide audience but may lack the depth to make a meaningful impact on the way officials think about problems. In capacity building teams, it is noteworthy to note that light capacity building efforts, could reach within the time needed. However, it remains to be seen whether they will have a long-term impact on the way government officials approach their job.

This is so with middle cadre employees; these are a unique brand of employees because of the fact that as much as they are not responsible or privy to decision making at the apex of the organization, they are the ones that ensure that the decisions that are made by the top organ of the organization are fully implemented. At the same time, they are charged with mentoring and directing the lower cadre

employees and this puts them at a unique position as far as enhancing organizational performance is concerned. Therefore, any capacity building venture that fails to acknowledge and recognize the centrality of middle cadre employees are bound to fail in their success.

The community of workers in a specific organization ought to embrace the activities for them to be attainable. Without this, it can lead to the challenge of superficial learning and training which may not attain the intended objectives. The issue of duration is also critical; unless the training is carried out for long so as to attain the intended objectives, it may suffer the challenge of failing to satisfy the knowledge needs of the employees. Therefore, training ought to be reasonably long so as it enhances and entrenches skill acquisition in the employees. Since the intention of capacity building is change of the individual, it requires a deliberative and lengthy approach that will eventually lead to the transformation that is needed in the organization.

At the same time, Nassazi (2013) avers that another nagging challenge that bedevils capacity building is that of being able to know the actual effects of the training in quantitative terms. It is usually hard to be able to accurately discern the effects because people receive it differently and it is not possible to subject all to uniform standards of acquisition. To avert the challenges, Nassazi (2013) points out several solutions; the first is to ensure that there is balance of expertise; here, expertise ought to change from the acquisition of soft skills to technical skills that can translate into better performance. This can help to ensure that the employees have the technical ware withal they need in order to perform their various tasks. This can enable them to constantly apply them at the work place and this will in turn enhance the capacity and performance of the organization.

The other challenge is that of suiting the content of training to African context. In most cases, the training follows a pattern in the developed nations and as such, they do not resonate properly with

Africans. The content is too elitist and out of touch with the realities in the African setting. This behooves those who design such programs to ensure that they are aware of the realities of the different organizations and ensure that the relevance of the training programs is guaranteed by the training program. For example, public entities operate differently from private ones. Whereas private organizations are tailored with the aim of profit making, public organizations, on the other hand, are tailored with the aim of offering service to the public. Therefore, when originating the training of employees in both sectors, the context ought to be considered to avoid transferring the wrong skills. This also means that unless the objectives of the organization are put into context, it may prove to be difficult to attain the goals of the training.

4.7 Chapter Summary

This chapter has presented the data that was collected from the field in form of questionnaires and interviews from the respondents. It has not only presented the demography of those who were targeted, it has also presented their responses in relation to the questions they were asked pegged on the objectives. The first part demonstrated the demographic details of the respondents in terms of age, educational qualifications as well as work experience. The second part was divided into sub topics based on the objectives of the research. The first was on the effects of the frequency of capacity building activities on organizational performance, the second was on the effects of training needs and the last was on the challenges that face capacity building and their effects. Both statistical data as well as quotations were employed by the researcher in backing up the findings that were established in the field.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECCOMENDATIONS

5.1 Introduction

This chapter presents the summary and conclusions of the study. Thereafter, it goes ahead to enumerate the recommendations that are derived from the study. These are based on the findings that the study was able to unravel in chapter four.

5.2 Summary

Effects of middle cadre employee capacity building on organizational performance in Machakos County government, Kenya. The study was conducted on middle cadre employees of the Machakos County government which has ten departments namely: finance, agriculture, water and energy, health services, education and youth, lands, public works, public service management, trade and information. The employees were administered with questionnaires that were constructed based on the objectives that the study set forth. The study was guided by the following objectives: To examine the effects of middle cadre employee capacity building activities on organizational performance in the Machakos county public service; to examine the effects of middle cadre employee training gaps on organizational performance in Machakos public service and to examine the effects of challenges encountered in middle cadre employee capacity building on organizational performance in Machakos county Government. The research was conducted as had been planned and the responses which were in the form of questionnaires were duly filled and returned back to researcher for analysis. The researcher analyzed the data in line with the objectives of the study that had been set out.

5.2.1 Summary on the findings on the frequency of effects of capacity building on the performance of Middle Cadre employees

Regarding the effects of frequency of capacity building on the performance of middle cadre employees; it was established that capacity building is organized by the Machakos county government on the employees on average twice a year for the middle cadre employees. This has enabled them to keep abreast of trends in their respective departments. Furthermore, they view capacity building as an opportunity to bond and share experiences outside office. This helps to boost their morale and at the

same time to internalize their organizational philosophy. Besides, this has also made them have a sense of belonging, esteem and ownership. These values are critical in the enhancement of their performance at the workplace.

5.2.2 Summary on the Findings on the effects of middle cadre employee training on Organizational Performance

Regarding the second objective, it was indeed established that employee training has an effect on organizational performance. It was apparent that through the series of training programs that are initiated by the county government, the employees have had several opportunities where they have been adequately trained on financial management, organizational change as well as on workplace dynamics and this training has had an effect on their promotion, exposure as well as learning best practices. All these have had a positive effect on their performance both qualitatively and quantitatively. However, there was also a feeling that the initiatives ought to be organized more frequently than they actually are.

5.2.3 Summary of Findings on the effects of the challenges facing middle cadre employee training

Lastly, on the effects of the challenges facing employee capacity building on organizational performance, it was established that challenges such as inadequate sensitization, negative attitudes by employees towards capacity building initiatives as well as inadequate finances for the Human Resource Department to organize frequent capacity building initiatives hampered their performance. If these challenges are addressed by the management, it was felt that there would be more drive for performance by the employees. For example, there needs to be more allocation to the HR department to enable it to organize more capacity building forums for all the workers of the Machakos county government and once this is done, the performance of the workers will be improved hence leading to organizational efficiency and effectiveness.

At the same time, it was also established that there exist gaps needs in the training of employees which

have an effect on their performance. Some of the needs that were noted included the need for acquaintance on the recent developments in ICT, how to adjust to the IMS (Information Management Systems) and how to respond to emerging issues such as COVID 19. But just like in the first instance, there was also a feeling that the capacity building content ought to be broadened in order to make them more exposed and benefit optimally; more so regarding the recent trends that affect workplace. These needs have an impact on the performance of employees because if they are not well handled, then their efficiency will be challenged.

5.3 Conclusion

The study yielded several conclusions that arose from the findings; it has been acknowledged that regarding the frequency of capacity building in Machakos county government that this is a phenomenon that exists, and it does have an effect on the employees working there. The effects range from exposing the employees to the dynamics of the workplace to motivating them to be better at their workplace. These have ensured that they increase their output and as a result, there has been improved organizational performance. Secondly, regarding training needs, it was also discovered that the training did address the needs of the employees in terms of having the ware withal to perform their tasks. However, these initiatives are not done as frequent as they ought to be. From the responses that were received from the respondents, it was apparent that they would have wanted them to be organized more frequently. At the same time, it has been established that if frequently organized, then the capacity building initiatives will have far reaching consequences on the employees of Machakos county government. Regarding the challenges that face the county government, it was established that indeed there were several challenges that face the county government in promoting capacity building. The challenge therefore, lies in addressing the shortcomings that prevent the county government from organizing more frequent capacity building initiatives. If these challenges of financial allocation to the Human Resource department are overcome, as well as working on the attitude change among the

employees on the capacity building initiatives, then there would be improvements in terms of organizational performance by the workers of Machakos County government.

5.4 Recommendations

Based on the findings and discussions of this study, the following recommendations came to Suffice: The first one is that Capacity Building should be enshrined in the Human Resource manual as an integral component of employee development. This will institutionalize the concept and become part and parcel of the organization and as such, catapult the organization to performance. The second it that the County Service public service board ought to learn lessons from the PSC (Public Service Commission) on human resource motivation. Thirdly, career progression by middle cadre employees ought to be pegged on training and attendance of capacity building forums. At the same time, more funds ought to be allocated to the public service to enable them to organize many capacity building initiatives for the employees. Lastly, best practices ought to be borrowed from both the public, private as well as international organizations on how they handle capacity building and applied by Machakos county public service.

5.5 Recommendations for Further study

There should be more studies touching on how capacity building is applied in other counties as well as how governmental organizations apply the issue of capacity building in their respective contexts. At the same time, there should be comparative studies detailing how different organizations deal with the issue of capacity building and similarities as well as differences ought to be abstracted and best practices learnt.

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APPENDIX 1: QUESTIONNAIRE FOR RESPONDENTS

Dear Respondent,

My name is Mwikali Mwaniki, a Master's student at St. Paul's University pursuing a degree in Development Studies. I am carrying out a research study entitled '*Effects of Lower Cadre Employee Capacity Building on Organizational Development in Machakos County Government'*. All responses provided will be treated with outmost confidentiality and anonymity.

Yours faithfully,

Mwikali Mwaniki

SECTION A: DEMOGRAPHIC INFORMATION

1a) **kindly indicate your Gender** Male ☐ Female ☐

b) **Department that you working**: Finance ☐ Agriculture ☐ Water and Energy ☐ Health Services ☐ Education and Youth ☐ ☐ Public Works ☐
Public Service Management ☐ Trade ☐ Information ☐

c) **Length of service**: 0-2 years ☐ 2-4Years ☐ Above 4Years ☐

SECTION B: The effects of frequency of capacity building for employees on organizational performance in Machakos County Government

2a) Have you ever attended capacity building activity since you wereemployed?Yes ☐ No ☐

b) If yes, how many times in a year? …….

c) If no, why haven't you attended them...
c) What was the nature of the Capacity building initiative?

d) Where was it held?.....

e) For how long was the capacity building held?.....
e)How was it facilitated?.....

……

……

……

…….

Was it beneficial? Yes ☐ No ☐

g) If yes, state how……

……

……

……

……

……..

e) If No, state the reason for youranswer……..

……

……

……

f) How frequent do you think Capacity building should be held for employees?

Monthly ☐ Twice a year ☐ After 3 months ☐

g) Would you recommend more Capacity Building forums?Yes ☐ ☐No

h) If yes, why should they be organized more frequently?.....……

……

……

……

SECTION C: The effects of employee training on organizational performance in Machakos County Government

1a) How are skills acquired by those who do not frequently attend capacity building?.....

……

……

……..

b) Is capacity building part of staff appraisal and promotion?Yes ☐ No ☐

d) What do you think ought to be done in order to integrate capacity building for all employees?

……

3a) do training needs exist that needs that need to be filled through Capacity building? Yes ☐ No ☐

b) Explain your answer in 'a' above……..

……

……

……..

c) What attempts have been made by the management to address employee training needs?…....

……

……

……

d) What feeling do employees have if they are not exposed to frequent Capacity Building?

……

……

……

……..

e) Do you think the management takes Capacity Building as apriority? Yes ☐ No ☐

f) Give an explanation of your answer above

……

……

……

…….

g) Do employees take capacity building seriously? If so How?

……

……

……

……..

SECTION D: The challenges facing employee capacity building and their effects on organizational development in Machakos County Government

4a) Are the capacity building initiatives helpful in improving performance of the organization? Yes ☐

No ☐

b) Explain your answer in 'a' above……

……

……

…….

c) In which ways does shortage of funds affect capacity building in your organization?.....

……

……

…….

d) How does sensitization on capacity building affect performance of the organization?.....

……

……

…….

e) In which ways does attitudes of the employees on capacity building affect their performance at the workplace?.....

……

……

THANK YOU

APPENDIX 2: INTERVIEW SCHEDULE

1. What is your understanding of capacity building in your organization?
2. How often is it practiced in the organization?
3. Do all employees benefit from it? If yes How?
4. Is it used for upward mobility of employees?
5. Does Capacity building help in improving organizational efficiency? Explain
6. What skills are usually attained through capacity building?
7. Who funds capacity building for employees?
8. What challenges does capacity building bring in the organization?
9. How are these challenges addressed?

APPENDIX 3: RESEARCH PERMIT

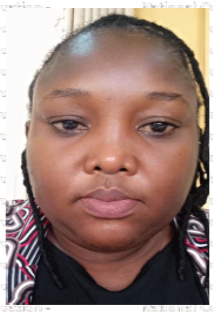
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RESEARCH LICENSE



This is to Certify that Miss.. Ruth Mwaniki Mwikali of Saint Paul University, has been licensed to conduct research in Machakos on the topic: EFFECTS OF MIDDLE CADRE EMPLOYEE CAPACITY BUILDING ON ORGANIZATIONAL PERFORMANCE IN MACHAKOS COUNTY GOVERNMENT, KENYA for the period ending : 30/March/2022.

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APPENDIX 5: KREJCIE AND MORGAN'S FORMULAR FOR CALCULATING SAMPLE SIZE

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970