



INTERNATIONAL JOURNAL OF BUSINESS, SOCIAL SCIENCES & EDUCATION

AN ASSESSMENT OF THE FACTORS AFFECTING TRAINING IN THE COUNTY GOVERNMENTS IN KENYA. A CASE STUDY OF KIAMBU COUNTY

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Citation: Kinuthia A. W. & Oresi S. N. (November, 2018). An assessment of the factors affecting training in the county governments in Kenya. A case study of Kiambu county. *International Journal of Economics and Finance (IJEF)* Issue No XI, Volume 4, pp 170-190.

ABSTRACT

General teething problems of new dispensation brought along many challenges of resources, lack of sensitization of members of public on devolution and the resultant expectations. The paper explored on the factors affecting training in County Government of Kiambu. The main objective of the study was to assess the factors affecting training in the county governments in Kenya and more specifically a case study of County Government of Kiambu. This study focused and targeted mainly on the employees of the county government in the Public Service and Administration department. A descriptive research design was used in this study since it was to enable the researcher to seek new ideas from the respondents and develop an insight to the problems under study. Review of Theoretical Literature, the study consulted the human capital theory, Maslow theory, Equity theory, and Frederick Herzberg's two-factor theory. Stratified random sampling was used because the group is heterogeneous followed by simple random sampling in the group. The target population of the study was 450 employees from the Public Service and Administration department. A sample size of 50 % of the target population was used. Questionnaire made up of open and closed ended questions was used as a method of collecting primary data. Secondary data was collected from County records and published materials. Data collected was analyzed through SPSS software and presented in forms of frequencies, percentages, tables, graphs and charts according to each objective. The result from one hundred and ninety one (191) indicated that majority of respondents. The results indicate that majority 80%, 85%, 68%, 54% of the respondents agreed that funding, Leadership, Organizational Culture and Trade Union affects training respectively, thus the study recommends the need for the County Management to come up with a procurement plan, policies, programmes, monitoring and evaluation programmes that caters for training and also develop mechanism to promote and enhance funding, Leadership and Organizational culture.

Keywords: Organizational Culture, Leadership, Trade Unions, Training and Funding

Background of the Study

In the human resource management field, training is the part concerned with organizational activity aimed at improving the performance of individuals and groups in an organizational setting. It is becoming increasingly clear that the engine for any positive and long-term organizational development is not only analysts, but also the managers and staff who do the work. Without altering human behavior, skills and knowledge, change in structures, processes and technology are insufficient to produce long-term benefits. Running government productivity has basically become equal to managing the inevitable changes effectively. To manage change, county governments must not only control what to do, when to do it and how to do it (logistics), they also have to be concerned with how the human resource will adapt to the continual changes.

In this regard, the function of Human Resource Management is monitoring transition from the customary command and control approach to a more tactical one, and studies have underlined “employee empowerment” as one of its crucial elements of achievement. Employee empowerment is mostly influenced by training of staff which is circumvented by many underlying factors. Human capital can thus be viewed as the major asset of an organization; consequently, organizations need to invest in human capital in order to ensure their development, endurance and success. Human resource is recognized as a critical resource for success. In order to sustain performance of the organization, it is important to optimize the contribution of employees towards achievement of the aims and goals of an organization (Armstrong, 2009).

Training provides an opportunity for an employee to acquire job related skills, knowledge and attitudes. Armstrong (2010) states that training includes activities designed to prepare employees to keep pace with organization as it changes and grows. Cole (2004) states that simple jobs require only a little knowledge with no need for any deeper understanding of what is involved; while complex jobs, by comparison, will demand not only specialist knowledge but also a real understanding of the basic principles or underlying concept of the work.

According to Jucius (2008), training is the process by which the aptitudes, skills, and abilities of employees get improved to perform specific jobs. It is a job oriented process aimed at providing employees with the skills and knowledge required to carry out their duties efficiently and effectively. It refers to an organized procedure by which people learn and acquire knowledge and skills for a definite purpose. It is therefore, a process of increasing knowledge and skills of an employee for doing particular jobs.

Armstrong (2010) defines training as “formal and systematic modification of behavior through learning which usually occurs as a result of education, instruction, development and planned experience. He argues that training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities. Training can also be defined as a planned Programme designed to improve performance and to bring about measurable changes in knowledge and skills of an employee for doing a particular job (Armstrong, 2010).

Jucius (2008) argues that training is the process of teaching skills and present employees or beneficiaries with the skills they need to perform their jobs. He also says that training is aimed at helping employees to do their present jobs effectively. Armstrong (2009) holds the view that employees are valued assets and that their value should be increased by a systematic and coherent approach to investing in their training and development. Kane (2008) states that Human Resource Development is about enhancing and widening skills of employees through training, enabling people to grow within the organization and enabling them to make use of their skills and abilities.

The term 'management' can be defined as the organization and coordination of the activities of a business in order to achieve defined objectives. However management can also be used to refer to the directors and managers who have the power and responsibility to make decisions and oversee an enterprise or an organization. Edward (2008) defines management as a process of designing, developing and effecting organizational objectives and resources so as to achieve organizational goals. He claims that to manage is to forecast and plan, to organize, to coordinate and to control.

McFarland defines management as "A process by which managers create, direct, maintain and operate purposive organization through systematic, coordinated, cooperative human efforts". An important term in this definition is "Process". This term emphasizes the dynamic or ongoing nature of management, an activity over varying span of time. According to Donally & Ivancevich (2010) "Management is a process by which individual and group effort is coordinated towards group goals". According to them, "Management is a process of designing and maintaining an environment in which, individuals, working together in groups efficiently and effectively accomplish group goals". Management is very vital in the improvement of quality and productivity of goods and services provided by and organization, it also ensures that the employees' skills are improved over time. Other significant aspects of management include: managing workforce, responding to globalization, empowering employees, stimulating innovativeness and change, dealing with employee's loyalty among others.

According to Koontz (2009) for managers to perform the functions of management efficiently they need to play certain management roles and possess certain management skills. There are three wide management roles and these are: interpersonal; figurehead role, leader role, liaison role secondly there is the informational role; disseminator role, informational role and spokesman role and finally decisional roles; entrepreneurial role, disturbance handle role, resource allocation role and negotiator role. Managers should possess the following skills: technical skills, interpersonal skills, conceptual skills, diagnostic skills and political skills.

The principle component of an organization is its human resources or 'People at work' or otherwise known as employees. Human resource has been defined as "the knowledge, skills, creative abilities, talents and aptitudes obtained in the population." Jucius calls these resources 'human factors' which refer to "a whole consisting of inter-related, inter-dependent and interacting physiological, psychological and ethical components Edward (2008). Employment is a contract between two parties, one being the employer and the other being the employee.

An employee may be defined as: "A person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed.

Social identity theory suggests that people's self-concepts consist in part of the set of social groups to which they belong (Armstrong, 2009). In an organization setting, people desire to enhance the status of the groups with which they identify in order to enhance their self-esteem. Hence a salient relationship between the management and the employees results in positive bias in interpersonal perceptions and behavior. Both the trait and social identification perspectives imply that employees will accept corrective feedback more readily from superiors who share important demographic characteristics. The trait perspective suggests that demographic similarities lead to fewer misunderstandings and more effective communication, which is likely to reduce employees' resistance to negative feedback. The social identification perspective implies that employees will accept performance evaluations more readily from a similar than a dissimilar supervisor because they will be more likely to make positive attributions about the supervisor's behavior and will evaluate the supervisor's behavior more positively.

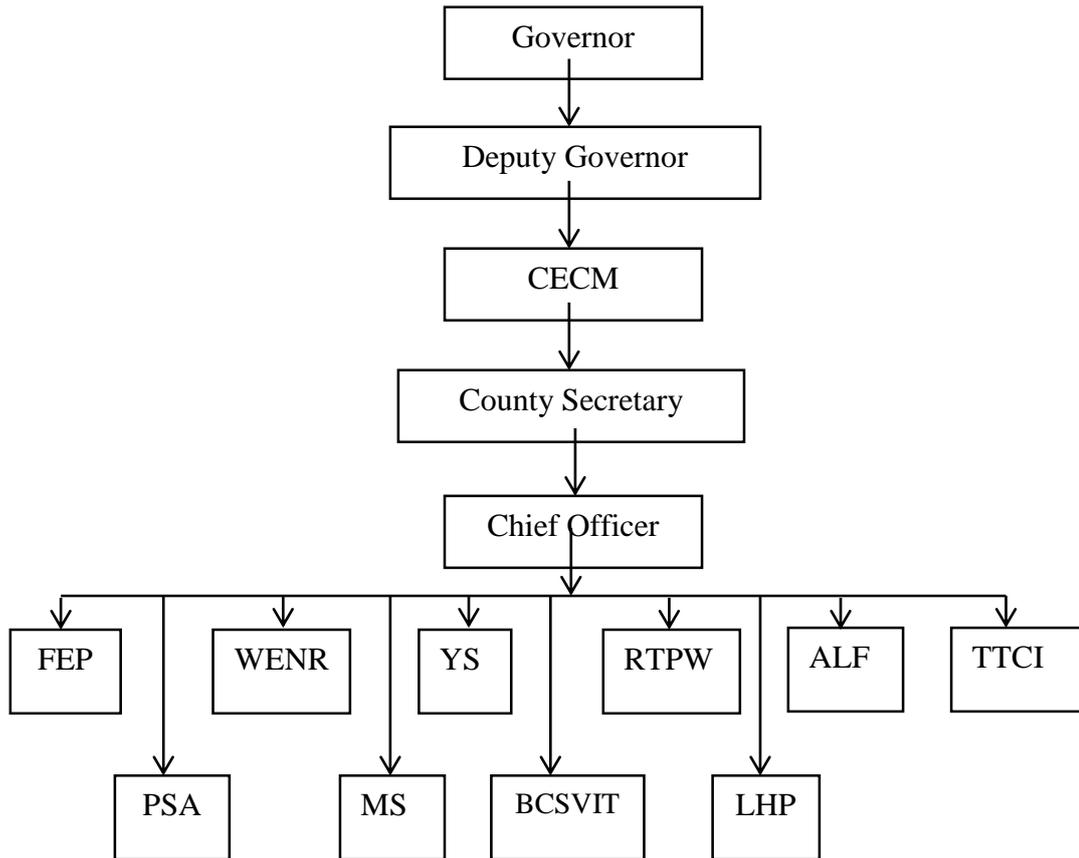
Managers and employees make up the workforce of an organization. This is also known as the human resource. The relationship between the managers and the employees is determined by the OB and organizational culture of the company. Some manager and/or some employees may possess power to influence their colleagues. According to Edward (2008) power is the ability to influence and it takes many forms. Power will therefore be determined by that which the manager and/employee is able to use to influence; power can therefore be coercive power, reward power, expert power, charismatic power and position power. This power can be owned by managers or an employee.

1.1.1. Profile of County Government of Kiambu

One of the most celebrated achievements of The Constitution of Kenya 2010 is ushering in of devolved Governments. The promulgation of Kenya's new Constitution on August, 2010 marked a big change in the system of Government to a two tier devolved structure. The two tier Governance structure comprises of National and County Government. The County Government responsibilities and functions are specifically spelt out under the Fourth schedule of The Constitution.

Kiambu County is one of the 47 counties in the Republic of Kenya. It is located in central region and covers a total area of 2543.5km². It has a total population of 1,623,282, based on year 2009 Kenya Population and Housing Census. Kiambu County borders Nairobi and Kajiado Counties to the South, Machakos to the East, Murang'a to the North and North East, Nyandarua to the North West and Nakuru to the West. Kiambu County consists of twelve Sub counties namely; Thika, Ruiru, Juja, Kiambu, Kiambaa, Githunguri, Limuru, Lari, Kikuyu, Kabete, Gatundu North and Gatundu South. In its endeavor to perform the functions, Kiambu County Government has ten departments.

Figure 1.1: Kiambu County Organizational Chart



Source (County Government of Kiambu, 2017)

1.2 Statement of the Problem

The establishment of the county government has not been without Human Resource challenges. The public service sector in Kiambu County has been characterized by an unprecedented exodus of employees joining the private sector and seeking other employment opportunities. Moreover, services by public organizations have been considerably poor and attributed to the pitiful performance and lack of commitment from the employees. There has been many grievances and complains towards the counties employees for their ineffectiveness and inefficiency attributed to lack of training. The overall effect has been a sluggish growth of the economy and an environment that does not attract more investments.

Transition to devolved government and accompanying change has created anxiety among employees due to the emerging issues of high wage bills necessitating possible downsizing/retrenchment (Rationalization Programme) The issues of communication channels were not clearly defined. There were no clear reporting structures creating a lot of confusion.

General teething problems of new dispensation brought along many challenges of resources, lack of sensitization of members of public on devolution and the resultant expectations.

Increased number of litigations against the county government. This hampers various operations in the county as well as coming up with good legislations to enhance service delivery. Slow implementation of Capital Projects is hampered by the huge wage bill that eats up funds for development.

The defunct local authorities had huge debts arising from non-implementation of projects, staff salary arrears, creditors and statutory deductions all of which have exerted a heavy financial burden to the county. There has Austerity Measures and Budget Cuts across all departments without regard to functions and mandates adversely affects the implementation of projects and programmes. This also distorts Programme implementation and negates the spirit of County budget process.

Delays in exchequer releases negatively affect implementation of projects and programmes resulting in low absorption of funds in the County and thus affecting service delivery. The Monitoring and Evaluation System does not provide timely and quality feedback on the implementation of projects, programmes and policies. Misinterpretation of Mandates of County Governments vis-à-vis that of the national government on matters concerning devolution of services. This has led to conflicts between the two levels of governments, duplication in implementation of programmes and disruption of service delivery.

Bottlenecks to Harmonization of Terms of Service in Public Service owing to sensitivity of the salaries, allowances and other remuneration issues in the public service has presented challenges as the new constitutional dispensation takes root. The challenges include high wage bill, collective bargaining agreements that take too long to resolve and the numerous requests for salary reviews.

The management of the County's budget has been negatively affected by pending bills. By taking first charge in the succeeding Financial Year, the pending bills often derail planned development and recurrent activities hence compromising service delivery. Despite support given by donors, National Government the counties still experience some challenges. To understand these challenges in Kenya a number of studies (CIC, 2013 and CIC, 2014) have been carried out to understand the challenges that devolved government units have been facing in executing their mandates. However, these studies/assessments provided a general outline of challenges that County government faces without focusing on the training challenges thus necessitating the study whose aim will be to assess the factors affecting training in the county government with a focus on Kiambu County.

LITERATURE REVIEW

Empirical Literature

Culture is a powerful component of an organization's success, laying the tracks for strategy to roll out on. It is the foundation for profit, productivity and progress. To change an organization in any significant or lasting way, you need to change the values and beliefs that lie at the core. According to Kotter (2008), he has argued that after watching dozens of efforts to enhance organizational performance via restructuring, reengineering, cultural renewal and others, he

has concluded that most public and private organizations can be significantly improved, at an acceptable cost, but people often make terrible mistakes when they try because history has simply not prepared them for transformational challenges. Training cannot be increased merely by increasing the focus on the authority, discipline and control in the organizations (Hart & Willower, 2009). Training given to the employees improves their performance by the way of development in their skill (Harel&Tzafrir,2009). McEvoy (2007) concludes training of the employees can improve their commitment level, knowledge sharing and their honor to work in the organization. Burke and Day (2009) found that the managers' performance can also be amplified in the organization by the way of providing them training. The cost of training is basically the company's investment that provides benefit for a long time period. The reason for this is that the employee's morale increase and they become more committed while performing their tasks in the organization (Bartel, 2009). The organizational justice when applied in its true sense, it may affect the employee performance, their commitment level in the organization and also their level of efforts towards achievement of their goals (Folger & Cropanzano, 2008).

According to ILO international conference report (2008) agreements on innovative human resources practices as well as implementation of people motivation policies are significant for labor productivity. Integrated investment in workers, technology and research and development and progressive human resources and remuneration policies are key to high performance. Buford (2011) points out human resources essentials that human service managers should address. Performance management was identified as one, here disciplining employees and informing employees of performance deficiency or skills gaps should follow a clear process since if the two are not well managed they may lead to litigations which generally has a negative impact on employee performance. She further points out that organizations success is directly linked to the effectiveness and productivity of its employees.

2.3.2. Leadership

Leadership is a process of a person to stir others by leading, guiding and influencing to do something in order to achieve certain results and goals (EdySutrisno, 2010). According to Voon, et al (2011), Leadership is a process of interaction between leaders and employees in which a leader tries to influence the behavior of employees to achieve organizational goals. The leadership Indicators proposed in this study is that the leader should 1.) Be able to inspire 2.) Make decision and 3.) Be responsible.

Leadership is a vast concept that has bias on influence. According to Bennis (2000) leadership is being able to create the kind of meaning for people, the values that make sense to them, where there is enough trust in the system ...he continues to explain that leadership is not about ranks and tittles but rather about responsibility. Leadership is therefore not the act of doing things for people but the act of doing things with people (employees). In management jobs, it is the job-holder's capacity to obtain the commitment of people to objectives of the organization; hence there should be no compromise on quality of the kind of leadership being reinforced. Leadership is a concept that has been in existence since time immemorial only that it has gained defined traits in recent years.

There are several leadership theories that determine leadership styles ,according to Cone, (1996) Trait theory explains that leadership is based on the physical and mental characteristics of the leader, situation theory describes a leader as the one who stands out in a given situation, functional theory argues that leadership is a shared responsibility, while the contingency theory on the other hand argues that leadership is a combination of traits and the tasks to be performed and finally the group dynamics theory argues that a leader will arise out of the compatibility and the task.

Leadership styles (Cone, 2007) are also derived from the theories of leadership and they include: homothetic leadership which is associated with scientific management it focuses on efficiency and is task oriented with little regard to employees. The second leadership style is idiographic leadership style which is based on human relations this style considers the needs and the personalities of the employees. The third leadership style is the transactional style which combines both the idiographic and the homothetic styles; this is achieved through matching the tasks of the organization and the characteristics of the individuals. Other leadership styles are autocratic, democratic, laissez faire and charismatic.

Managers today must lead under new and difficult conditions. The time frames for getting things accomplished are becoming shorter; leaders are expected to get things done on the first short with second chances being few and far between; the problems to be resolved through leadership are complex, ambiguous and multi-dimensional; leaders are expected to be long-term oriented even while meeting demands for short-term performance results. Good leaders should be able to apply relevant leadership style depending with a given situation. A leader that chooses the laissez faire (free rule) style might not be able to achieve most organizational goals, for example.

In our study, a leader should represent a figure who can positively influence others and who has managerial authority; a figure that influences a group to achieve goals both personal and organizational. According to Robbins (2007), Leading is one of the four management functions, ideally, all managers should be leaders. Leadership is the moral and intellectual ability to visualize and work for what is best for the company and its employees. To maintain a good rapport between employer and employee, a leader should create team spirit around and near him. Good leadership involves the effective process of delegation and empowerment and should not be limited to leader behavior resulting in subordinate behavior. It should be a dynamic process.

Leadership is the ability to get men (and women) to do what they don't like to do and like what they don't want to do' should echo in every organizations management notion. Stoner (2008) defined managerial leadership as the process of directing and influencing the task related activities of group members. There are four important implications of our definition. First, leadership involves other people-employees or followers. By their willingness to accept directions from the leader, group members help define the leader's status and make the leadership process possible. Without people to lead all the leadership qualities of a manager would be irrelevant. Second, leadership involves an unequal distribution of power between

leaders and group members. Group members can and do shape group activities in a number of ways. Still, the leader will usually have more power.

A third aspect of leadership is the ability to use different forms of power to influence followers' behavior in a number of ways. Indeed, leaders have influenced soldiers to kill and leaders have influenced employees to make personal sacrifices for the good of the company. The fourth aspect of leadership combines the first three and acknowledges that leadership is about values. With such leadership traits then the quality of employer-employee relationship is not compromised (Harry, 2009). Depending with the leadership style chosen by the manager, the process of listening to employees and making decisions within the shortest time possible will be determined. The leadership style should be in such a way that is a win-win situation for both parties

Training is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2010). Managers at all the levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision or without it. However, there are many expectations from managers working for an organization. These expectations are sometimes fulfilled but in some situations these managers may be running to their boss for guidance. Therefore, the managers must be developed so that they can think and work on their own and fulfill their responsibilities innovatively, while understanding and foreseeing the market and business situations.

Buford (2007) identified poor management as a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training. When making decisions to choose managers it is worth noting that although one might be a stellar performer in his or her area of expertise they rarely automatically possess the skills knowledge, and abilities to perform at the same level as managers and leaders. This means for organizations to succeed in selecting the right managers they have to take time to use evaluation tools such as behavioral interviews or psychological assessments to identify the right managers.

Guest (2010) in their study noted that relations between managers and employees have a significant effect on productivity. Bad relations often lead to violations of psychological contract, low levels of fulfillment of perceived promises and commitments made by the organization. Quality supervision requires one to have good leadership qualities. Bosses are expected to be in tune to their people. Sutton (2010) notes that bosses are expected to take charge effectively of the team they lead. It is also important for them to boost performance by watching their peoples back: making it safe for them to learn, act and take intelligent risks; shielding them from unnecessary distractions and external idiocy and doing hundreds of little things that help them achieve one small win after the other and feel pride and dignity along the way. According to Sutton expressing confidence, being decisive, getting and giving credit, taking responsibility and providing psychological safety are some of the responsibilities a good supervisor should take up.

Hands-on transactional management provides an opportunity for supervisors to produce results from their teams. It is believed that a good supervisor will most likely translate to improved employee performance. Bruce (2008) in the article “the under-management epidemic” notes that in an effort to be hands off and not become “micromanagers” supervisors have gone to the opposite extreme and completely abdicated their primary role as managers. Successful managers among other things should provide their direct reports with: performance requirements and standard operating procedures related to tasks and responsibilities. They also are required to define parameters, measurable goals and concrete deadlines for all work assignments for which the direct reports will be held accountable. A prerequisite to corporate success it is the way its leaders apply management techniques. Chalhoub (2009) notes that the techniques must start from within the organization and they should include mechanisms to ensure commitment, communication, quality management, benchmarking, process improvement and measurement.

Accurate monitoring, evaluation and documentation of work performance are important. Bruce (2008) further notes that specific feedback on work performance with guidance for improvement and fairly distributed rewards and detriments helps managers provide their direct reports with the most basic elements of supervision. Paauwe (2009) argue that managers put performance management into practice and by doing so affect employees’ perception as well as their commitment, motivation and trust. Perceived organizational and supervisory support affects an employee’s performance and as such the quality of supervision cannot be ignored when discussing employee performance.

Abusive supervision is characterized by declining employee performance. Tepper (2011) defines abusive supervision to include undermining, public denigration and explosive outbursts. Sustained exposure to abusive supervision is associated with serious negative outcomes for both victims and organizations. These losses translate into employee withdrawal and loss of productivity.

The relationship between leadership and performance was indirect as well as direct (Gadot, 2007), which proves the importance of developing leaders through leadership development programs.

Leadership development is becoming an increasingly critical and strategic imperative for organizations in the current business environment (Sheri-Lynne, Parbudyal 2007). Leadership development is an important area which is considered and implemented in organizations to increase human capability and some other benefits like to gain competitive advantage. Some developmental assignments can be carried out concurrently with regular job responsibilities, whereas others require taking a temporary leave from one’s regular job (Yukl, 2002). These development assignments can be used to develop managerial skills at current jobs, some may be used to develop new projects or begin new projects serving as department representative on a cross functional teams. Training sessions play an important role to improve the performance of organizational managers regarding communication skills, listening skills, motivate others, support others, and share information (Klagge, 1997).

2.3.3. Funding

Literature has identified that without funds training programs would be very hard to implement in County governments. The devolved system in place must set aside funds to support training programs in. Since, the cost of training is basically the company's investment that provides benefit for a long time period. The reason for this is that the employee's morale increase and they become more committed while performing their tasks in the organization (Bartel, 2008). Good rewards management practice is one of such practices. Khan (2011) further notes that Human Resources are the key drivers of the prosperity and success of any organization and unless the organization does offer salary, rewards and due benefits according to its employees needs and wants it will not be able to conquer the highest level of efficiency and competency of its employees.

Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans and Lindsay, 2009). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired. That is why training should be related to money, job promotion, and recognition e.t.c, i.e. something which the trainee desires (Filippo, 2006). There are four prerequisites for learning: Motivation comes first. Cue is the second requirement. The learner can recognize related indicators (cue) and associate them with desired responses with the help of training. Response comes third.

Galindo-Rueda (2008) noted that there is considerable interest amongst organizations as to which type of workplace characteristics are more conducive to higher levels of productivity. Investment in human capital through higher qualifications and training is considered as a key step towards achieving sustained long-term productivity. Despite the fact that these investments provide direct return to employees who benefit from them there is little direct evidence about possible wider returns. Wider returns arise when internally workers seem to gain from skill acquisition but firms also gain to an equal or greater or lesser extent. There has been a good deal of empirical research that examines the connection between productivity and human capital in the form of human skills at the national and local levels but not until recently at the micro level of the organization. In this research focus was on the influence of employee skills levels on employee performance. The ILO report (2008) points out that training for new skills gives opportunity for better career paths within the organization, higher income and employability. In addition, it is recognized that new skills are required for organizations to remain competitive and be able to retain their workers.

Mutsotso (2010) points out that education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations. It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated workforce. Skills building initiatives are very important to employees. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees.

While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance. However this development depends on the individual employee's willingness to develop, organizational culture, to management attitude and organizational opportunities for growth. Gong (2009) in his study noted that managers play a great role in building employees creativity. They need to create conditions for the learning orientation to take hold and bring forth creativity. They are instrumental in providing an environment that stimulates and nourishes creative self-efficacy. They need to serve as creative models; they can instruct their employees on creativity-relevant skills and provide hands-on opportunity to apply these skills. Creativity is significant since it provides opportunity to learn new skills and hence improve on employee productivity.

2.3.4. Trade Unions

Trade unions, originating in Europe, became popular in many countries during the Industrial Revolution, when the lack of skill necessary to perform most jobs shifted employment bargaining power almost completely to the employers' side, causing many workers to be mistreated and underpaid. Trade unions may be composed of individual workers, professionals, past workers, students, apprentices and/or the unemployed.

In Adam (2007) we rarely hear, it has been said, of the combination of masters, though frequently of those of workmen. But whoever imagines, upon this account that masters rarely combine, is as ignorant of the world as of the subject. Masters are always and everywhere in a sort of tacit, but constant and uniform combination, not to raise the wages of labor above their actual rate. When workers combine, masters ... never cease to call aloud for the assistance of the civil magistrate, and the rigorous execution of those laws which have been enacted with so much severity against the combination of servants, laborers, and journeymen

As Smith (2009) noted, unions were illegal for many years in most countries, although Smith argued that it should remain illegal to fix wages or prices by employees or employers. There were severe penalties for attempting to organize unions, up to and including execution. Despite this, unions were formed and began to acquire political power, eventually resulting in a body of labor law that not only legalized organizing efforts, but codified the relationship between employers and those employees organized into unions. Even after the legitimization of trade unions there was opposition, as the case of the Tolpuddle Martyrs show.

As explained earlier Trade unions have a long history in Europe, according to Webb, (1996). Today, the highest rates of union membership are in the Scandinavian countries. In 2010, the percentage of workers belonging to a union (or total labor union "density") was 68.3% in Sweden and 54.8% in Norway, while it was 34.9% in Ireland and 18.4% in Germany.

Trade unions however vary from country to country. "In the Continental European System of labour market regulation, the government plays an important role as there is a strong legislative core of employee rights, which provides the basis for agreements as well as a framework for discord between unions on one side and employers or employers' associations on the other (Sidney, 2009). This model was said to be found in EU core countries such as Belgium, France,

Germany, the Netherlands and Italy, and it is also mirrored and emulated to some extent in the institutions of the EU, due to the relative weight that these countries had in the EU until the EU expansion by the inclusion of 10 new Eastern European member states in 2007.

In the Anglo-Saxon System of labour market regulation, the government's legislative role is much more limited, which allows for more issues to be decided between employers and employees and any union and/or employers' associations which might represent these parties in the decision-making process (WeAb,2006). However, in these countries, collective agreements are not widespread; only a few businesses and a few sectors of the economy have a strong tradition of finding collective solutions in labour relations. Ireland and the UK belong to this category, and in contrast to the EU core countries above, these countries first joined the EU in 1973.

In the Nordic System of labour market regulation, the government's legislative role is limited in the same way as in the Anglo-Saxon system. However, in contrast to the countries in the Anglo-Saxon system category, this is a much more widespread network of collective agreements, which covers most industries and most firms. This model was said to encompass Denmark, Finland, Norway and Sweden. Here, Denmark joined the EU in 1973, whereas Finland and Sweden joined in 1995.

According to Bernstein, Aaron (2008) the largest trade union federation in the world is the Brussels-based International Trade Union Confederation (ITUC), which has approximately 309 affiliated organizations in 156 countries and territories, with a combined membership of 166 million. The ITUC is a federation of national trade union centers, such as the AFL-CIO in the United States and the Trades Union Congress in the United Kingdom. Other global trade union organizations include the World Federation of Trade Unions.

National and regional trade unions organizing in specific industry sectors or occupational groups also form global union federations, such as Union Network International, the International Transport Workers Federation, the International Federation of Journalists or the International Arts and Entertainment Alliance. Other than the good things that trade unions are associated with Trade unions have been accused of benefiting insider workers, those having secure jobs, at the cost of outsider workers, consumers of the goods or services produced, and the shareholders of the unionized business. In Kenya all the employees trade unions are embodied under one umbrella called the Central Organization of trade unions (Beatrice, 2009). The process of registering a trade union in Kenya takes six months and is provided for in sections 12, 13 and 14 of the Labour Relations Act, 2007, Laws of Kenya. Registration of a trade union begins when any two persons apply for a certificate to promote the establishment of a trade union wherein the name of the proposed trade union and any prescribed information are specified. A certificate shall specify that the promoter may undertake lawful activities towards establishment of a trade union. Applications for registration of a trade union are made to the registrar of trade unions within six months of the date of the certificate issue. A trade union certificate of registration may be withdrawn if the registrar has a reason to believe that

the certificate was obtained by fraud, misrepresentation, and mistake or that any person has undertaken unlawful activities in contravention of the Labour Relations Act, 2007.

Section 32 of Labour Relations Act, 2007, allows for an employee who is above 16 years to enjoy the rights of membership of a trade union. A voting member of a trade union must be one employed in the sector for which the trade union is registered and his/ her subscriptions must not be more than 13 weeks in arrears. However, managers cannot be part of the trade unions formed by employees as provided by the law: The level of unionization of employees is provided for in of the Industrial Relations Charter (Beatrice, 2009). The charter prohibits persons having authority in their organizations to hire, transfer, appraise, suspend, promote reward, discipline and handle grievances, from being included in the union representation. Therefore, in view of the foregoing, managers cannot form and belong to trade unions.

Employees feel much safer when they in trade unions that are able to do collective bargaining for them concerning their salaries, and any mistreatment that may occur from their employers. Employees are likely to register if they feel that they don't have security of tenure. Managers should work with trade unions to understand the grievances of employees (Ken, 2007).

METHODOLOGY

A descriptive research design was used in this study. The target population of the study was 450 employees from the Public Service and Administration Department in County Government of Kiambu. This population comprises of the Senior Management, Middle Management and the operational staff. This was derived through the administration of questionnaires to the respondents, personally which was further processed and analyzed. Additionally, interview was also used to compliment and corroborate the data sourced through the questionnaires.

The data analysis procedure included the process of packaging the collected information, putting it in order and start writing it in main components in the way that the findings can easily and effectively be communicated. Editing, coding and tabulation was carried out. The data was analyzed using both qualitative and quantitative techniques. Qualitative method involved content analysis and evaluation of text material, while quantitative method basically dealt with numerical which was used to produce frequency. The results were then presented in form of well interpreted and easy to understand tables.

In the study both qualitative and quantitative data was collected. Data was classified according to the properties that characterize each of them. Respondents' total scores and percentages were used to analyze data. Respondents' scores were presented in descriptive statistics using tables and percentages. Cross tabulation and triangulation was done to ensure bias and misrepresentation of facts was put in check.

Summary of Findings

Data collected from sampled respondents enabled the study to evaluate factors influencing training in County governments in Kenya, Kiambu County as a case example. Factors examined by the study include; funding, leadership, organizational culture and trade unions. Each of these factors was assessed on the extent to which it influences improved training in County governments in Kenya. From the findings, it is evident that leadership highly affects training with respondents of 85% followed by funding with respondents of 80% in the third place in the organizational with respondents of 68% and lastly trade unions with respondents of 54%.

The analysis shows that a (40%) of the respondents agreed that funding affects training in the Kiambu County to a great extent while 37%, and 23% of the respondents believed funding affects training in the Kiambu County to a moderate and low extent respectively. However, the inadequacy of funding among majority of staff at county government has negative effects on training within the counties. The study established that lack of Procurement plan accommodating training, the austerity measures and budget cuts and delay in release of exchequer by the National Government have continued to affect training in the county. This thus calls for the carrying out of thorough needs assessment before training plan is designed and delivered thus helping set appropriate goals for training and ensure that the county management and all employees are ready to participate.

The study shows that 51% of the respondents agreed that leadership has a great effect on the training in the counties while 36% and 13% of the respondents felt that leadership affect training to moderate and low extent respectively. The study results thus show that lack of effective leadership guidance and direction is a major impediment to training in the County governments.

The study established that the respondents believe that organizational culture affects training to a great extent (38%) while 46% and 16% of the respondents believe that organizational culture to a moderate and low extent. The study established, at the County level is not a well-established phenomenon. The county current culture is borrowed heavily from the norms of former local authorities staff, devolved staff and the new staff recruited by the county boards. The study found out that 42%, 39%, and 19% of the respondents believe that trade Union affect training to great extent, moderate and low extent respectively. The county has four different Trade Union and it all depended with how aggressive the union is. The Recruited staff by the County Public Service Boards do not belong to any Trade Union thus they feel left out on the negotiations of better terms and conditions of service.

Conclusions

The result of the study revealed that funding is a factor that affects training. These results are attested by the role that funding plays in ensuring that training is provided in the public sector. This call for having a procurement plan, provision of training budgetary allocation in every department, proper utilization of funds to ensure that every employee is catered for and

developing a monitoring and evaluation system that will be able to ensure that the county is in the right track with training of its employee.

It was concluded that Leadership is a factor affecting training in the counties. Thus this call for leaders who can embrace the five principles of management and ensure there is proper planning of training, offer directions and guidance and ensuring communication is a two way in that there is consultation while it comes to duties allocations and clear understanding of the county vision. Leadership that ensures that employees are motivated for achievement of County objectives.

The study also concluded that Organizational Culture is a factor affecting training. Currently the counties are still young with defunct local Authorities staff and devolved staff from national Government bringing on board their different cultures and these has great impact with the new staff who are being recruited by the County Public Service boards. There is need for harmonization of this cultures and this can be well defined in the county core values and mandates.

Finally the study concluded that Trade Union is a factor that affects training. On influence of trade unions on training, the findings showed that the County currently had four different trade union that negotiate for different cadres of staff differently. The current employees recruited by the County Public Service boards did not belong to any Trade Union thus they feel their concerns on terms and condition of service are not well looked at. Lack of trade union officials not having regular meeting with members and also joint staff meeting with management has affected the county greatly.

Recommendations

To enhance training in the County governments, the study recommends that there's need to;

Funding

The adequate financial resources to be provided to the sector mandated to oversee training in order to enhance service delivery. Also,

Improve predictability of funding: The County Treasury working with other relevant institutions such as the Controller of Budget and CRA should improve on exchequer releases and provide and ring-fence counterpart funding. Determination of austerity measures and budget cuts should be done through a consultative process in order to minimize their negative effects. In addition, subsectors should review their targets and outputs so that progress reports can reflect the reduced funding once austerity measures and budget cuts are instituted. **Augment ceiling for the sector:** Consideration should be made by County Assembly, to increase the ceiling for the Sector to comprehensively cater for its programmes.

Devise strategies for addressing revenue needs, public debt and the wage: In view of the pressure for the Sector to mobilize resources against slowed economic growth, the county Treasury and the Administration & Public Service should convene a multi-sectorial forum to

devise ways of improving revenue and strategies for dealing with the wage bill and public debt in a sustainable way;

Improve procurement planning and implementation: Subsectors should prepare and adhere to their procurement plans. They should initiate procurement processes especially for civil works at the beginning of the financial year.

Strengthening monitoring and evaluation: Subsectors should put into place M&E structures to support effective monitoring of programmes and build capacity for monitoring and reporting. In addition, institutions with oversight functions on financial and governance issues should be strengthened to address the increased concerns as reflected in audit and other relevant reports.

Enhancing ICT Capacity: In recognition of the increasing importance of ICT in government operations, subsectors should provide adequate funding for improving ICT infrastructure and skills development. Subsectors should work closely with the ICT department in this regard.

Leadership

There is need to enhance supervisors' leadership and management skills to ensure that supervisors embrace positive leadership and management styles such as democratic leadership and allow employees feel that they are supported and nurtured by their supervisors. This is important since the study has clearly shown that leadership styles have a significant effect on training. Ensure that training is nurtured in a county by creating provision of clear policies, as well as ensuring timely feedback is provided to employees on issues touching on training. These coupled with laying down foundations of a good team environment will enhance efficient training.

Organization Culture

Enhancing stakeholders' participation in Sector programmes: The subsectors should establish structures for engaging stakeholders and sensitize the public on the importance of participation and their expected roles. Subsectors should also explore areas of potential collaboration with the private sector in implementation of their programmes under the Public Private Partnership framework.

Staff rationalization: The ongoing rationalization Programme is foreseen to run up to 2016, hence the need for urgent stopgap measures to address acute staff shortages in some subsectors. This should be done by the affected subsectors in conjunction with the Public Service Commission.

Trade Unions

Addressing bottlenecks to harmonization of terms of service in Public Sector: The Public Service Commission, Salaries and Remuneration Commission and other relevant institutions should convene a multi-sectorial consultative forum to formulate sustainable strategies for harmonization and compliance

Legal frameworks for the Sector: Sector institutions should maintain consistent follow up on legislation touching on their mandates including lobbying with Assembly for speedy consideration.

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