



Influence of Employees Training on Faith Based Organizations Performance: A Case of Catholic Diocese of Embu

Murithi James Muchira, Dr. Thomas Ngui & Dr. Paul Mathenge

ISSN: 2616-8421

Influence of Employees Training on Faith Based Organizations Performance: A Case of Catholic Diocese of Embu

*¹Murithi James Muchira, ²Dr. Thomas Ngui & ³Dr. Paul Mathenge

¹Graduate student, The Catholic University of Eastern Africa

²Lecturer, Faculty of Commerce, The Catholic University of Eastern Africa

³Lecturer, Faculty of Commerce, The Catholic University of Eastern Africa

*E-mail of the Corresponding Author: jmchungaji@gmail.com

How to cite this article: Muchira, M. J., Ngui, T. & Mathenge, P. (2018). Influence of Employees Training on Faith Based Organizations Performance: A Case of Catholic Diocese of Embu, Journal of Human Resource and Leadership, 2(6), 13-34.

Abstract

Employees are very essential for the growth of any organization. The different roles that they play toward an organization success cannot be underestimated. Therefore, equipping employees through effective training becomes essential for maximization of their job performance and consequently improve organizations output. This study investigated the influence of employees training on Faith Based Organizations performance: A case of Catholic Diocese of Embu. The following objectives guided this study; Determining how employees skills influence the performance of Faith Based Organizations, to investigate how behaviors after employees training affect performance of an organization, to establish how technologically- oriented knowledge has affected faith based organizations performance and to investigate diverse employees dynamic capabilities and their influence on performance of Faith Based organizations. The researcher used descriptive research design. The population target for this study was the employees of Catholic Diocese of Embu secretariat and Pastoral departments totaling 84 employees. Census survey was used to get the target study population. Data collection tools were questionnaires and structured interview guide. The collected data was analyzed using both quantitative and qualitative analysis. Inferential analysis involved testing how the dependent and independent variables are related. The interview guide was analyzed qualitatively and presented in a narrative form. The information from the guide was integrated within the quantitative data. From the analysis the following key findings were obtained; the key soft skill that the employees have at the organization is the communication skills. Due to the positive interpersonal skills, they have

been able to overcome various obstacles that may affect their productivity within the institution. Through the good communication skills there is a good understanding and this affects their performance positively. Training influenced attitude and behaviour of the respondents to a greater extent. The technology-oriented knowledge level among majority of the respondents was on an intermediate level. Technologically-oriented knowledge has made work easier especially in this era where technology is being integrated in service provision. The dynamic capabilities among the employees influenced the performance of the department to a greater extent. There is need for intensive training programs to be provided in the organization either on-job training or out of job. The training provided should be designed in a manner that they address the specific and unique skills required by the employees to meet their day to day tasks. Financial allocations should also be put in place to support the training programs. Inadequacy of finances limits the extent to which the training programs are planned and conducted within the organization.

Key Words: *Skills, Employees Behaviour, Technological-knowledge, Dynamic capabilities, Performance.*

1.1 Introduction

Employees' training is one of the largely considered human resource practice as it is vital for any organizational achievement. However, its force on organizational performance has generally been considered mostly from an economic view, looking at it as a means through which companies can progress through training of its employees for better performance. Training is usually an organized instruction in a certain skill or practice and is intended to bring changes in the way of doing things at the workplace, a change that can lead to improved performance (Esteban, Aragon & Carasco, 2016). The distinct role of training is to set achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, 2002). Training interventions are determined by the needs of an organization and are designed to bring improvement in job performance (Mankin, 2009). Training also entails instructions given to employees by employers or the management so as to understand what the firm intends, in order to establish, improve, maintain or extinguish performance as it relates to its business needs (Tiemet, 2003). Employees' training is key to the realization of improved performance; it increases individual and organizational competency training potentiality growth and development opportunities in any organization so as to achieve a competitive advantage.

Training given to the employees facilitates skills updating and mostly the results are; increased commitment, well – being, and sense of belonging, thus directly strengthening the organizations competitiveness (Acton & Golden, 2002). Human resource management identifies and provides new and better approaches to training employees. Skills, knowledge and abilities can be enhanced and improved through the use of new technologies and adapting to innovative training methods such as programmed instructions, simulation, role playing and audio-visual machines are more effective and thus extensively used in current training programs. These newer approaches combined with the traditional methods like mentoring, coaching, lectures, conferences, and case studies represent effective means of training in as per the needs of different organizations (Armstrong, 2010). According to Powell (2014), Faith-based

organizations have been for a long time played a role in global development, and are more and more being involved in many sustainability initiatives all geared towards improving the lives of people. Faith Based Organizations continue to provide some of the most reliable systems to support millions of citizens in the developing countries. In Kenya, for example, thirty percent of all health-care related services are provided by Church health facilities. This is just an indication of how Faith-based organizations engages in an extensive variety of services—as wide in scale as those delivered by secular Organizations. Their services range from running schools, health facilities, financial support and in-kind assistance to the unfortunate as well as humanitarian help in crises and other less conventional forms of services such as legal support (Mash, 2013).

Good outcomes of Faith Based organizations can only be achieved by emphasizing on training as a tool for improved performance. In Kenya we have some very active Faith Based Organizations and they include; World Vision, World Relief, World Concern, Samaritan's Purse, Mercy Corps, Jesuit Refugee Service, Islamic Relief Worldwide, International Medical Corps, Christian Health Association of Kenya, Catholic Relief Services, Food for the Hungry, Caritas, etc. (Mash, 2013). These Organizations engage in training of their workers so as to ensure proper provision of their services to the people they serve. Performance is a necessary factor for any Organization, as it determines productivity and accomplishing of goals and in the work place. According to Kenney (1992), there are many ways that an organization applies in order to attain competence in performance such as quality, sustainability, capability, output, profitability and accomplishing goals.

1.2 Statement of the Problem

Training of the workforce has always been emphasized in many institutions within different governments all over the world. Businesses also incorporate it as part of their strategic plan to realize their business goals. It is a recognized that training and development plays a greater role in enhancing employee's performance and improves productivity in organizations (Cole, 2002). Training which emphasizes on the employees skills, Behavior enhancement, Technology updating and dynamic capabilities are very essential for improved performance of any Organization. If these elements of training are considered and given attention in training indeed the performance of the Organization will greatly improve.

There are cases within the Faith Based Organizations, because they are not profit making organizations, whereby the employee are not fully trained or have adequate skills works, and this has led to poor performance. In view of the profit making Organizations, a lot of studies in Kenya have been done on the training and performance in different Organizations and on different areas of management, for example Githinji (2014) did a study on training of Safaricom employees. In Embu, a lot of studies have been done on training but not directly on Faith Based Organizations. All these studies portray a positive outcome on Performance. However Faith Based Organizations probably not emphasizing so much on training at times poor performance has been experienced.

In view of Poor performance among faith based organizations there is need to emphasize on the employees training so as to improve performance. In Embu county where the study was carried, there were studies which had been carried but not so much related to training of Faith Based Organizations employees. Employee's inadequate training has affected performance in the Diocese of Embu. Therefore this study was done so as to establish the influence of employees training on performance of faith based organizations a case of the Catholic Diocese of Embu.

1.3 objectives of the study

1. To determine how employees skills influence the performance of Faith Based Organizations.
2. To investigate how behaviours' after employees training affect performance of Faith Based organization.
3. To establish how technologically- oriented knowledge has affected faith based organizations performance.
4. To investigate how diverse employees dynamic capabilities has influenced performance of Faith Based organizations.

2.1 Theoretical Review

2.1.1 Human capital theory

This theory states that organizations gain economic success from employees' improved skills, ability, knowledge, and practice with their professional. This theory discusses the knowledge, skills, assets and experiences that an individual has, in this case an employee, and the value it adds to an organization. It explains that employees are different and indeed don't have the same value; it all depends on their knowledge, skills and experiences facilitated through training and these leads to improved performance. This theory helps to determine the economic performance in a workforce. It shows that human capital determines the economic success in all industries out of use of the employee's skills. Human capital theory is characterized by factors such as persons experience, skills one has, educational level, training received and one's health. In addition from the theory, Performance as a business concept would mean highest profit level, lowest cost, raw material conversion rate, and highest customer satisfaction rating (Martin, 2010) and this understanding is applicable to any organization using its resources for a specific goal. Thus these aspects of the human capital are well developed and established through education and training of the workforce (Mankin, 2009). The use of this theory in this study was to see whether training given to the employees in these faiths based organization really translates to their productivity and improvement of the Organizations performance.

2.1.2 Constructivism Learning Theory

The constructivism learning theory demonstrates that those working within an Organization become more productive when they vigorously partake in their own training and development. Those who have upcoming business need to understand that their staffs bring with them their previous work experience, cultural environment and their unique character to their current place of work. When employees engage in their own career development, their morale to working changes to the better and their job satisfaction also increases. A constructivist learning perspective shows that knowledge and skills that an employee's requires for better performance within an Organization can be improved in different ways and mostly through training (Jonassen,

1992). Any organization intending on seeing its performance improve will always pay attention to its employee's need of learning and especially upcoming issues like technological advancements for improved performance. The theory calls for the trainer to put away with standardized program in support of a more modified course of study based on what the learner already knows. However the approach could make some students to left behind by others in the process of training. This theory was relevant to this study because it accommodates different employees background e.g. educational, personality, cultural, etc. and encourages diversity in understanding the different needs of the employees and organization training, and FBO being an organization with diverse employees then it was applicable in this study.

2.1.3 Behavioral Theory

This theory looks into the behaviour of employees as a moderator connecting strategy and Organization performance. Behavioral theory always explains human behavior by looking into the pre-behavior and post behaviour present in the trainee after the training environment exposed to and the learned associations he or she has acquired through previous experience. Accordingly, managers handling employees should further and reinforce behaviors essential so that the organization's improves on its performance. Behaviour theory evaluates skills and styles that one has and differ from traits needed for an Organization performance and see how these behaviours can be developed. Since 1900, behaviours have been studied in order to help leaders and employees make favorable decisions concerning organizational issues and how to make better Organization performance. The role behaviours acquired through training should then lead to improved organizational performance. Any organization will need a certain kind of behaviour while employees are working in it. Behavioural training which is guided by the organizations strategic plan will always have an impact on performance when the employees understand what is required of them. The study adopted this theory because it goes hand in hand with the idea that leadership traits required by employees can be acquired through training and familiarity of a certain area of training shared by other trainees and trainers.

2.1.4 Connectivism Theory

Connectivism is a theory of 21st century taking the rate of communication and ICT use in learning environments. The theory analyses how learning occurs using ICT within the global world. Connectivism theory looks into learning as a system phenomenon which is realized through technology and socialization (Siemens, 2006). It observes that in this digital age, learning usually happens in different environments according to different needs of a person or an Organization. Online training enables a person to take advantage of worldwide opportunities to learn and build up new skills, knowledge and techniques for better performance. This theory sees learning as a continuous practice of helping one to connect to diverse opinions, information and resources. Siemens advocates for connectivism as a training theory for this digital era, for it is an advancement of behaviorism, cognitivism and constructivism theories (Siemens, 2004). Successful business people understand that the aspect of making good connections in business equals continuity in making of profits for the firm. This theory is so relevant even to what is happening within FBO at present times and seeing the influence of technology in our modern society FBO need not be left behind in technology based knowledge for performance.

2.2 Empirical Review

According to Ramya (2016), the target of every organization is realization of its strategic goals, but this cannot be achieved without well trained employees to understand their roles and needs of the Organization. Trained employees lead an Organization in realizing profitability because quality services or products are produced through well trained workers. For the individual employees, training improves job knowledge and skills while also assisting them in identifying and working for the needs of the organization. Training and development is also a designed learning experience that teaches employees how to better carry on with the current and future jobs. The centre of training is to see improvement in the performance of the persons undergoing training (Ramya, 2016).

A study was carried out by Hau (2015) with an intention of testing the connection linking training and performance of an Organization from a new perspective. The study work involved the hotel business in Malaysia whereby 110 respondents made the sample size. The respondents involved were employees at the managerial level working in hotels in Kuala Terengganu. The sampling technique used was convenient sampling and the data analyzed by use of SPSS computer software. The results of the findings showed that there is a positive link between training and organizational performance. The study indicated that the sessions carried out during training are effective in the services businesses as they contribute to enhancement of their performance. Consequently, the hypotheses of the study are in favour of employees training having an important association with organizational performance. The conclusions of the research supported employees training; recommending the human resource division to advance the value of trainings that are there in the hotel workforce. This proposal if enacted will see an increase in employees' commitment to their duties consequently boosting performance of the hotel industry.

Engetou (2017) did a research on the impact of training and development on organization performance a case of the National Financial Credit Bank Kumba. The researcher collected his data from 30 respondents, through personal observation, questionnaires usage and conducting interviews. From analysis of the research carried out, it discovered that training and development is crucial for improving performance of company particularly for the inexperienced employees. In general, it was established that employees' roles and their contribution to the company was greatly enhanced after undergoing training. As a result, affirmative results on employee' performance, improvement in their skills and work competence was realized.

Raja, Furqan and Muhammad (2011) studied the impact of training and development on organizational performance. They focused on understanding the effects of Training and Development, On the Job Training, Training design and styles of delivery on Organizational performance. The research was based on secondary data. The results of this research showed a noteworthy outcome on companies Performance and Training and Development, On the Job Training, Training Design and Delivery style areas of training that they focused on. This means that training and development positively affects in general performance of any Organization.

Aligned with these findings, is the observation by Mullins (2007) whereby it was reported that employee training increases individual and organizational capability. Training is useful in reconciling the gap connecting what ought to occur and what is occurring between preferred targets or standards of any firm and actual level of job performance. Although the possible benefits of training may seem obvious, according to the study, it does not necessary follow that training, *per se* will increase performance. Therefore there has to be a suitable training culture established within any Organization to realize its strategic plan.

2.3 Conceptual Framework

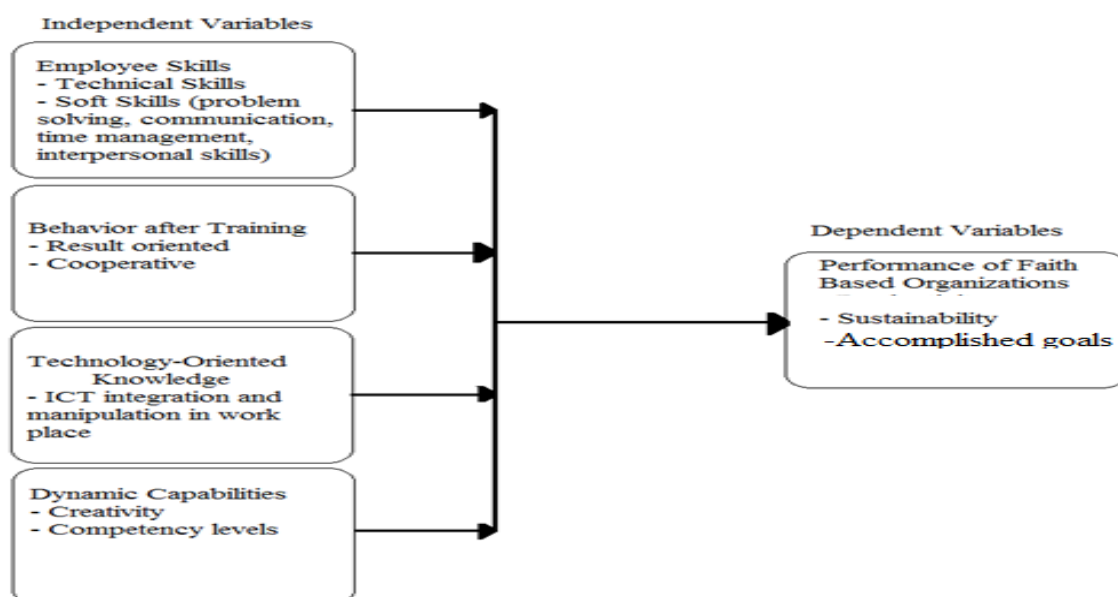


Figure 1: Conceptual Framework

3.0 Research Methodology

This study used descriptive research design. The design helped in determining the frequency with which issues of discussion of this study occur and their association. The target study population was 84 employees working in the Secretariat and Pastoral departments of the Catholic Diocese of Embu. This study was carried through a census survey. Questionnaire was used to collect data. The reliability of the questionnaires was computed using Cronbach Coefficient Alpha method. The data was analyzed using SPSS, by means of quantitative and qualitative data analysis approaches. The study used the simple linear regression model. The regression model used was; $Y = \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4$. Whereby Y is the dependent variable which is performance while X_1 is skill, X_2 is behavior, X_3 is Technological-knowledge, and X_4 is dynamic capabilities.

4.0 Presentation, Discussion and Interpretation of Findings

4.1 Descriptive Statistics

Table 1: Influence of Skills on Performance

| Statements | SA | A | UD | D | SD |
|--|------|------|------|-----|-----|
| | % | % | % | % | % |
| a. Through training, I have been able to learn business ethics which is vital for my professionalism at work. | 34.7 | 51.4 | 13.9 | - | - |
| b. Due to the positive interpersonal skills, I am able to overcome various obstacles that may affect my productivity within the institution. | 50 | 36.1 | 11.1 | - | 2.8 |
| c. Through the good communication skills there is good understanding and this affects my performance positively. | 54.2 | 37.5 | 8.3 | - | - |
| d. Time management skills that we have received through training enable me to complete my duties on time and within the specified period. | 52.8 | 29.2 | 13.9 | 2.8 | 1.4 |
| e. I am capable of solving problems that come up in the course of work and thus improving the productivity of my department. | 37.5 | 54.2 | 5.6 | 1.4 | 1.4 |
| f. I have the technical skills required to perform the tasks I am given. | 36.1 | 51.4 | 11.1 | 1.4 | - |
| g. I am self-confident with the work that I do. | 62.5 | 26.4 | 9.7 | 1.4 | - |
| h. I am able to accept and learn from criticism and this has helped me to improve on my efficiency and productivity at work. | 43.1 | 41.7 | 12.5 | - | 2.8 |

Key: SA= Strongly Agree, A=Agree, UD=Undecided, D=Disagree, SD= Strongly Disagree

Based on the results in Table1, slightly more than half (51.4%) agreed that through training, they have been able to learn business ethics which is vital for their professionalism at work. In support, 34.7% strongly agreed to the statement. The remaining 13.9% were however undecided. Half (50%) strongly agreed that due to the positive interpersonal skills, they have been able to overcome various obstacles that may affect their productivity within the institution. Slightly more than a third (36.1%) agreed with the statement whereas 11.1% remained undecided. An overwhelming majority (91.7%) strongly agreed and agreed that through the good communication skills there is a good understanding and this affects their performance positively. Whereas 52.9% of the respondents strongly agreed that the time management skills that they have received through training enabled them to complete their duties on time and within the specified period, 29.2% agreed and 13.9% remained undecided.

An overwhelming majority (91.7%) strongly agreed and agreed that they were capable of solving problems that come up in the course of their work and thus improving the productivity of their department. A few (5.6%) were undecided whereas the remaining 2.8% remained negative by strongly disagreeing and disagreeing. In terms of technical skills, 51.4% agreed and 36.1% strongly agreed that they had the technical skills required to perform the tasks they were given. On the other hand, 11.1% remained undecided whereas 1.4% disagreed. Slightly less than two third (62.5%) indicated that they had self-confidence with the work that they do. 26.4% agreed to the statement. A few (9.7%) were undecided whereas the remaining 1.4% disagreed. Whereas 43.1% strongly agreed, 41.7% agreed with the statement that they are able to accept and learn from criticism and this has helped them to improve on their efficiency and productivity at work.

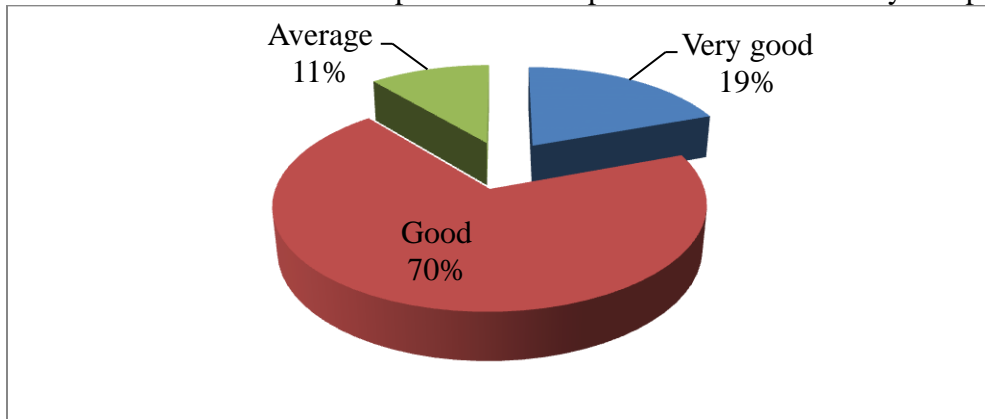


Figure 1: Ratings of Skills

According to the results in Figure 1, majority (70%) rated their skills as being good. A few (19%) rated the technical and soft skills that they possessed were very good. The remaining 11% however indicated that their skills were average.

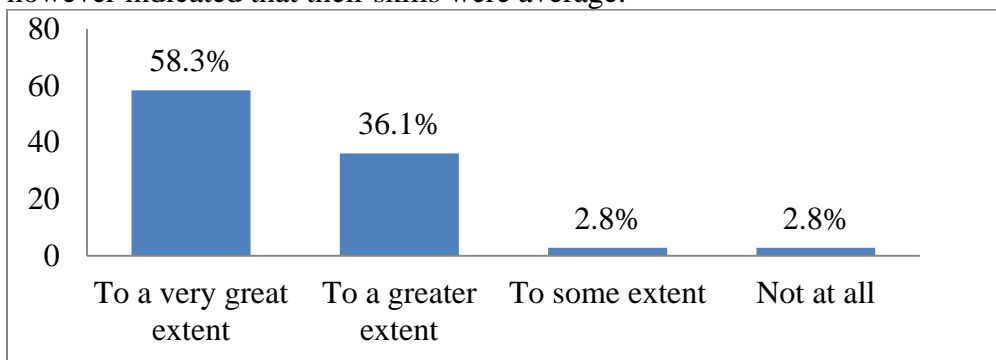


Figure 2: Extent to which the Technical and Soft Skills Affect Performance

Results in Figure 2 shows that, a little more than half (58.3%) indicated that the technical and soft skills indicated that the skills influenced performance to a very great extent. Slightly more than a third (36.1%) indicated to a greater extent whereas 2.8% indicated to some extent and not at all. From the interview sessions, a number of responses were obtained. The top managers at

the organization indicated that the skills had a positive influence on the performance. They affirmed provision of training so as to enhance the skills of their employees. In fact, one of the managers reported that:

Trainings are organized on a yearly basis by the priests. During the training there are various topics which have been captured. As a result, the skills which are acquired from the training contribute to tremendous improvement and especially in pastoral care of Christians e.g. the youth, sick and elderly and small Christian communities among others (Manager A, 2018). Another Manager reported that: The improved skills among the employees have played an important role in influencing performance. In fact, my productivity has increased especially the teaching skills which have helped me improve teaching my pupils and clients. (Manager C, 2018)

Table 2: Influence of Employees Behaviors after Training on Performance

| Statements | SA | A | UD | D | SD |
|--|------|------|------|-----|-----|
| | % | % | % | % | % |
| a. From the trainings that I have received, I feel I am better placed in accomplishing my tasks effectively. | 55.6 | 37.5 | 6.9 | - | - |
| b. The training we receive has improved my commitment to serving the organization. | 48.6 | 37.5 | 9.7 | 1.4 | 2.8 |
| c. With the training, I feel I am more empowered to handle greater and complicated tasks. | 43.1 | 47.2 | 6.9 | 1.4 | 1.4 |
| d. My attitude towards work has been improved through trainings that we are provided with by the organization. | 37.5 | 48.6 | 11.1 | 1.4 | 1.4 |
| e. I think I am now better placed to seek for other opportunities in bigger organizations. | 38.9 | 31.9 | 20.8 | 6.9 | 1.4 |
| f. The training has made me to be more resourceful in achieving the department's goals and objectives. | 48.6 | 41.7 | 8.3 | 1.4 | - |

Key: SA=Strongly Agree, A=Agree, UD=Undecided, D=Disagree, SD= Strongly Disagree

From the results in Table2, in terms of accomplishing tasks, 55.6% strongly agreed while 37.5% agreed that from the trainings that they have received, they felt that they were better placed in accomplishing their tasks effectively. Majority of the respondents (86.1%) strongly agreed and agreed that the training they receive has improved their commitment to serving the organization. A few (9.7%) were undecided whereas the remaining 1.4% disagreed and 2.8% strongly disagreed. Forty three point one percent (43.1%) strongly agreed and 47.2% agreed with the statement that with the training, they felt that they were more empowered to handle greater and complicated tasks. On the other hand, 2.8% strongly disagreed and disagreed respectively

whereas the remaining 6.9% remained undecided. Whereas 37.5% of those who answered the questionnaire strongly agreed that their attitude towards work has been improved through trainings that they are provided with by the organization, 48.6% agreed and 11.1% were undecided. The remaining 2.8% disagreed and strongly disagreed respectively. Majority (70.9%) strongly agreed and agreed that they thought they are now better placed to seek for other opportunities in bigger organizations. A few (20.8%) were undecided whereas 6.9% disagreed and 1.4% strongly disagreed.

In terms of being resourceful, 48.6% strongly agreed while 41.7% agreed with the statement that the training has made them to be more resourceful in achieving the department’s goals and objectives. A few (98.3%) were undecided whereas the remaining 1.4% disagreed.

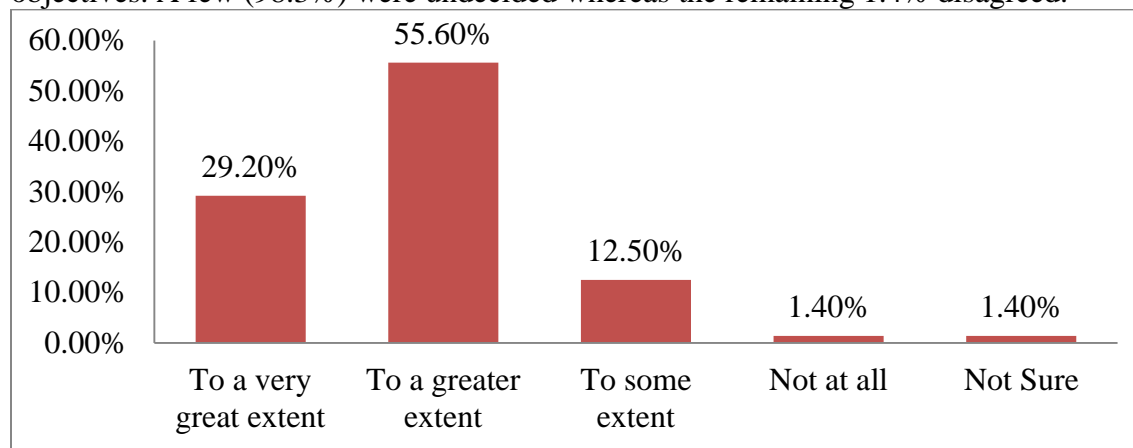


Figure 3: Extent to Which Training Influenced Behaviour and Attitude towards Work

As shown in Figure 3, a little more than half (55.6%) indicated that training influenced attitude and behaviour of the respondents to a greater extent. Then it was followed with, to a very great extent, which was 29.2% whereas 12.5% indicated to some extent. A few (1.4%) indicated to no extent at all and the remaining 1.4% were not sure. In response to the influence that training had on the behaviour and attitude of employees after training, the managers had their personal views. All the managers indicated that training positively influenced the behaviour of employees. According to Manager B (2018), Training has changed the behaviour and attitude at the workplace. The establishment of performance measurements in the training sessions has helped in improving the performance of the employees. The training has brought about faithfulness in work and increased responsibility among the employees. In improving the behavior, training has been able to increase working standards of the employees. The employees are able to use time maximally, there are less complains because the work is done and there is an overall satisfaction in the place of work. (Manager B, 2018).

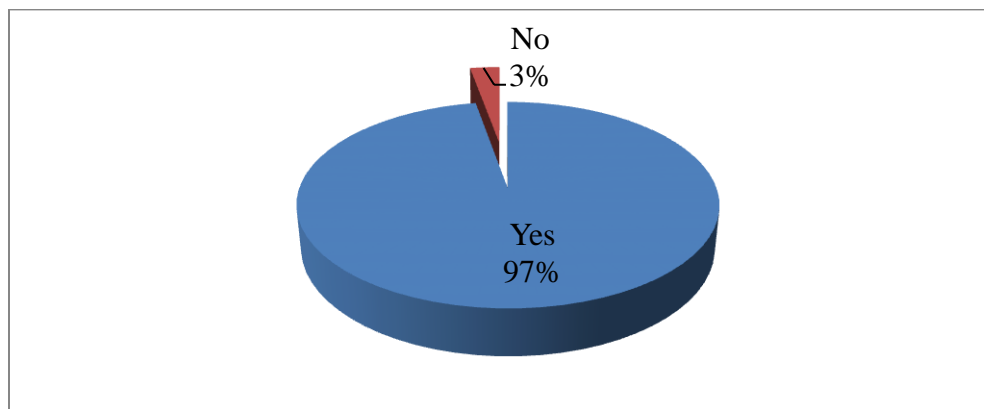


Figure 4: Whether Respondents Had Background Knowledge on Technology

As per Figure 4, an overwhelming majority (97%) of the respondents had background knowledge on information technology. A few (3%) however indicated that they had not background knowledge on technology.

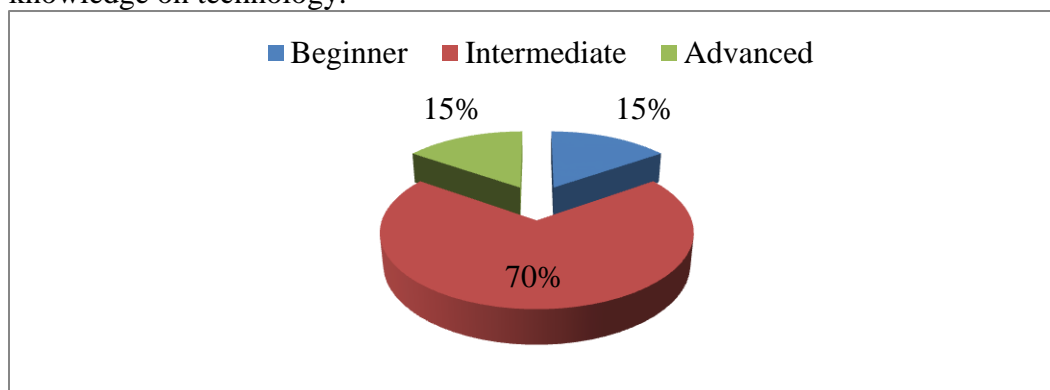


Figure 5: Technology-Oriented Knowledge Level

Based on the results in Figure 5, the technology-oriented knowledge level among the respondents among majority of the respondents was on an intermediate level (70%). A few (15%) indicated that their level of technology oriented level was at a beginner or advanced level.

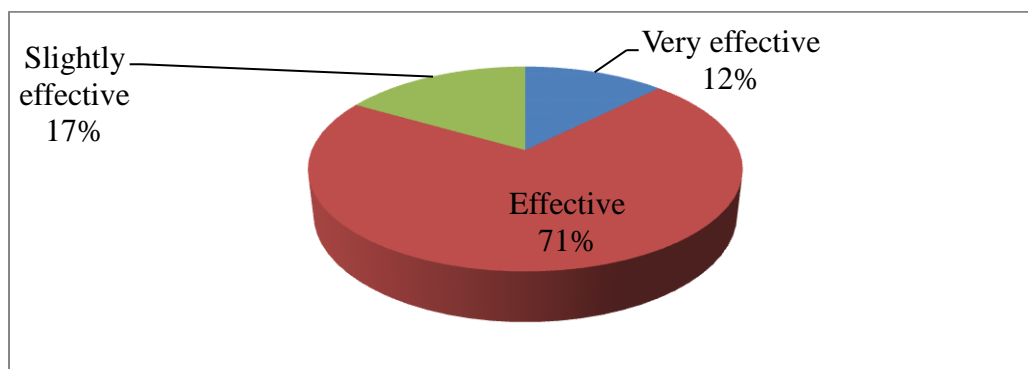


Figure 6: Effectiveness of Technology Oriented Knowledge on Performance

Results in Figure 6 shows that, majority (71%) indicated that technology oriented knowledge was very effective on the performance. A few (17%) indicated that the knowledge was slightly effective on performance whereas 12% indicated it was very effective.

Table 3: Ratings on the Usage of Technologies In The Place Of Work

| Statements | VG | G | A | NG |
|----------------------|------|------|------|------|
| | % | % | % | % |
| a. Computers | 29.2 | 40.3 | 29.2 | 1.4 |
| b. Email | 30.6 | 27.8 | 36.1 | 5.6 |
| c. Internet | 38.9 | 40.3 | 16.7 | 4.2 |
| d. Printing machines | 22.2 | 34.7 | 29.2 | 13.9 |

Key: VG- very good, G-Good, A- Average, NG- Not Good,

As it has been shown by Table 3, majority (79.2%) are very good and good in using the internet in the place of work. This is followed by computers (69.5%) and email (58.4%). This may be due to the fact that these three technologies tend to work in combination when it comes to executing various tasks and sharing of information. The least technology that the respondents are not that much conversant with is the printing machines even though their presence is felt at the work place.

Table 4: Influence of Technology Oriented Knowledge on Performance

| Statements | SA | A | UD | D | SD |
|---|------|------|------|------|------|
| | % | % | % | % | % |
| a. Computer knowledge has enabled me to manipulate computer for accomplishing task. | 23.6 | 58.3 | 13.9 | 4.2 | - |
| b. Poor knowledge in technology based systems like email and internet slows my work progress. | 15.3 | 43.1 | 4.2 | 26.4 | 11.1 |
| c. Technologically- oriented knowledge has made work easier especially in this era where technology is being integrated in service provision. | 59.7 | 37.5 | 2.8 | - | - |

Key: SA= Strongly Agree, A=Agree, UD=Undecided, D=Disagree, SD-=Strongly Disagree

Based on the results in Table 4, slightly more than half (58.3%) agreed with the statement that their computer knowledge had enabled them to manipulate the computer for the purpose of accomplishing some task. This was further supported by 23.6% of the respondents who strongly agreed. A few (13.9%) were undecided and 4.2% disagreed. Whereas 43.1% agreed that poor knowledge in using the technology based systems like email and internet slows their working progress, 26.4% disagreed with the statement. However it emerged that 15.3% strongly agreed and 11.1% strongly disagreed with the statement whereas 4.2% were undecided. An overwhelming majority (97.2%) strongly agreed and agreed that technologically-oriented

knowledge has made work easier especially in this era where technology is being integrated in service provision. A few (2.8%) were however undecided with the matter.

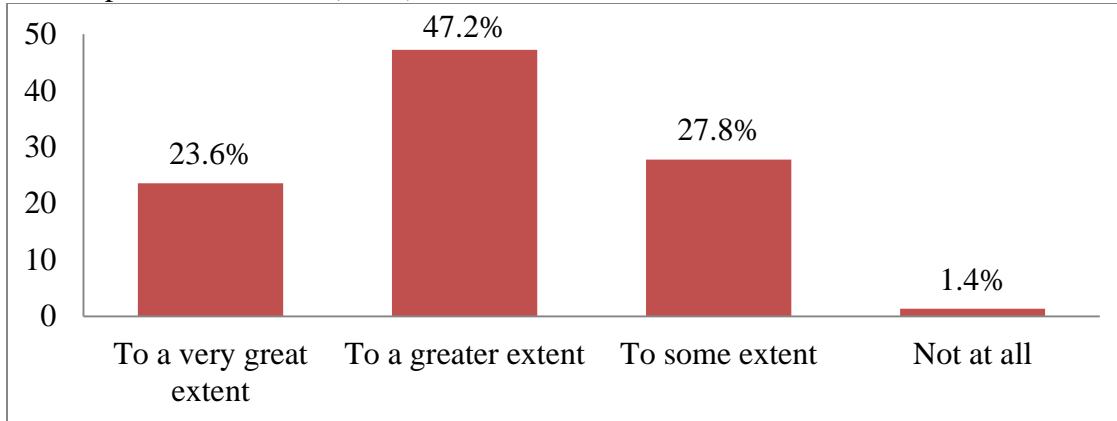


Figure 7: Extent to which Technology Oriented Knowledge Influence Performance

Results in Figure 7 shows that, 47.2% indicated to a greater extent, 27.8% of those who responded indicated that technology oriented knowledge influenced the performance of the department to some extent. A few (23.6%) however indicated to a very great extent with only 1.4% indicating that it had not effect at all. The responses from the managers on the influence of technology-oriented knowledge on the performance were also looked into. One of the managers reported that: Technology-oriented knowledge has effected on the performance of employees in the diocese in varying ways. This is because communication of preparing pastoral guides is very effective due to the use of emails and WhatsApp to pass information. However, there are some elements of destructiveness of too much time in the process hence slightly affecting performance (Manager A, 2018). Technology-oriented knowledge affects the performance of employees in the diocese. The utilization of modern machines in office works and availability of computer knowledge workers, carrying out office duties is faster and efficient.

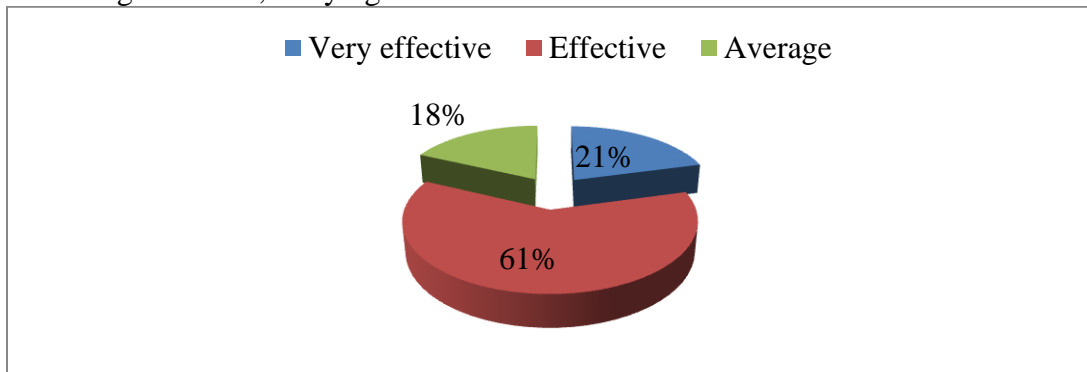


Figure 8: Effectiveness in Developing New Strategic Assets for Meeting Challenges in the Work Place

From Figure 8, majority (61%) indicated that they were effective in learning quickly and becoming strategic assets for meeting the challenge that arise in the place of work. On the other hand, 21% indicated that they were very effective whereas the remaining 18% indicate that they

were average. Further, a number of statements were provided on the influence of diverse employee dynamic capabilities and performance of the various departments. From the statements given, those who responded indicated their agreement or disagreement. Table 4.8 presents a summary of the responses obtained.

Table 5: Influence of Diverse Employee Dynamic Capabilities on Performance

| Statements | SA | A | UD | D | SD |
|---|------|------|------|-----|-----|
| | % | % | % | % | % |
| a. The ability of the employees to integrate technology and customer feedback into company processes has been able to improve our overall performance and that of the department. | 29.2 | 59.7 | 6.9 | 2.8 | 1.4 |
| b. The ability to transform and reuse existing assets which have depreciated within the organization has improved my performance tremendously. | 12.5 | 69.4 | 11.1 | 5.6 | 1.4 |
| c. Due to the diverse employees in our department, we are able to handle different task within the scheduled time and this has improved our performance. | 33.3 | 59.7 | 1.4 | 2.8 | 2.8 |
| d. Problem solving especially when handling difficult assignments in our department has been made easier with the availability of employees who come from different educational and training backgrounds. | 40.3 | 44.4 | 4.2 | 8.3 | 2.8 |

Key: SA= Strongly Agree, A=Agree, UD=Undecided, D=Disagree, SD= Strongly Disagree

As per Table 5, slightly more than half (59.7%) agreed with the statement that the ability of the employees to integrate technology and customer feedback into company processes has been able to improve their overall performance and that of the department. Then, a little more than a quarter (29.2%) of the respondents strongly agreed with the statement.

A little more than two thirds (69.4%) of those who responded agreed that the ability to transform and reuse existing assets which have depreciated within the organization improved their performance tremendously. A few (12.5%) strongly agreed with the statement whereas 11.1% were undecided and 7.0% strongly disagreed and disagreed with the statement.

Whereas a third (33.3%) strongly agreed that due to the diverse employees in their department, they were able to handle different task within the scheduled time and this has improved their performance, 59.7% agreed. A few (5.6%) were negative to the statement by strongly disagreeing and disagreeing with the statement. Majority (84.7%) strongly agreed and agreed that problem solving especially when handling difficult assignments in the department has been

made easier with the availability of employees who come from different educational and training backgrounds. A few (11.1%) were negative by strongly disagreeing and disagreeing with the statement. Lastly, the respondents indicated their extent to which employees’ diverse dynamic capabilities influenced performance (See Figure 4.9).

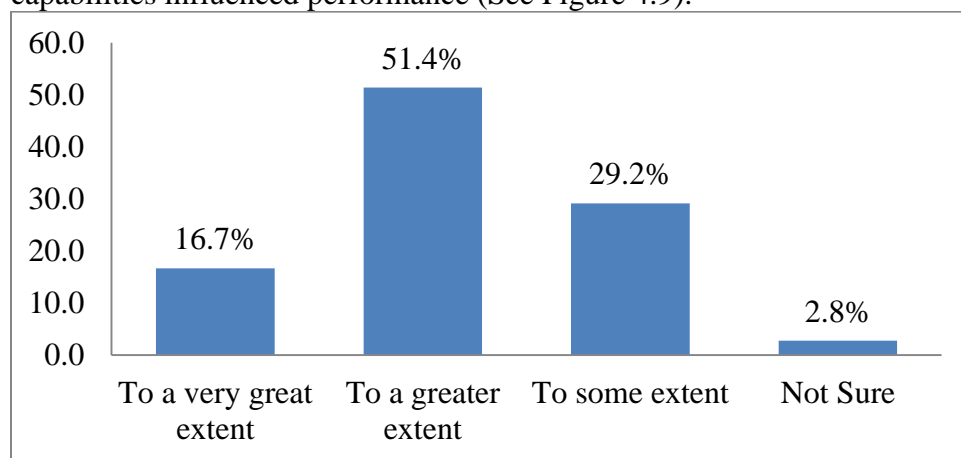


Figure 9: Extent to which Employees’ Diverse Dynamic Capabilities Influence Performance

From Figure 9, 51.4% of those who responded indicated that dynamic capabilities among the employees influenced the performance of the department to a greater extent. Slightly more than a quarter (29.2%) indicated to some extent whereas 16.7% indicated to a very great extent. The diversity of the employees’ dynamic capabilities influenced performance positively. This is because the employees have accepted their abilities and work hard in each department to increase productivity in organizational performance. Moreover, difference in the age and gender also influence the performance. This is whereby young employees are very innovative and faster than the older employees. In terms of gender, women working mostly in office are efficient whereas the men mostly in technical works they are efficient due to modern equipment.

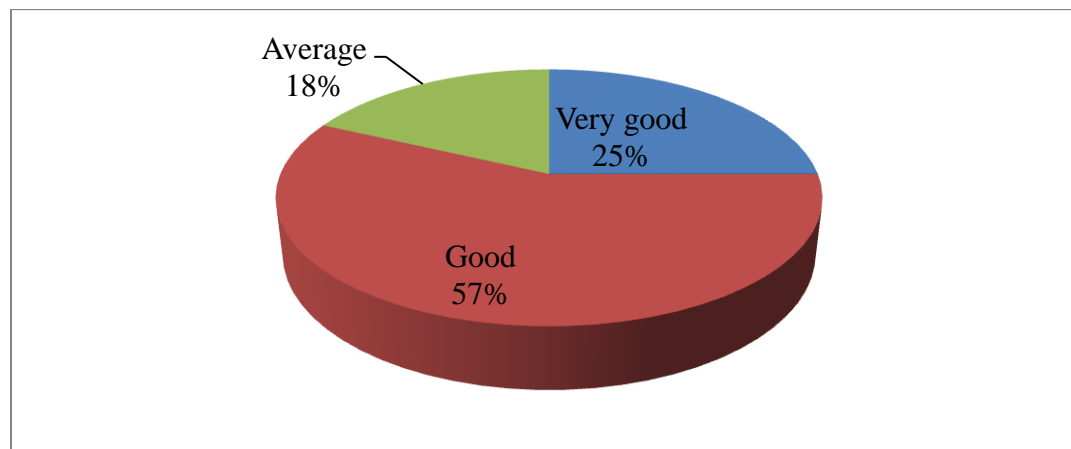


Figure 10: Performance Ratings of the Department

From Figure 10, slightly more than half (57%) indicated that the performance of the departments was good. This was supported by a quarter (25%) who indicated that the performance of their respective department was very good. A few (18%) however indicated that the performance was average.

Table 6: Performance of the Organization

| Statements | SA | A | UD | D | SD |
|--|------|------|------|------|-----|
| | % | % | % | % | % |
| a. Our department is the most productive in the organization | 18.1 | 54.2 | 19.4 | 8.3 | - |
| b. The retention of employees in our department and organization is very high. | 18.1 | 44.4 | 18.1 | 13.9 | 5.6 |
| c. Of all the dioceses, our organization is the most innovative. | 15.3 | 43.1 | 25.0 | 11.1 | 5.6 |
| d. We are able to accomplish the set goals and objectives and this has improved the performance | 26.4 | 55.6 | 8.3 | 6.9 | 2.8 |
| e. Our organization is stable enough to take care of its own activities without seeking funding. | 9.7 | 38.9 | 19.4 | 23.6 | 8.3 |

Key: SA= Strongly Agree, A=Agree, UD=Undecided, D=Disagree, SD= Strongly Disagree

Based on the findings in Table 6, 54.2% agreed that their department was the most productive in the organization, 18.1% strongly agreed with the statement. A few (19.4%) were undecided whereas 8.3% disagreed with the statement. Majority (62.5%) strongly agreed and agreed that the retention of employees in their department and organization is very high. A few (18.1%) were undecided whereas 19.5% disagreed and strongly disagreed. Slightly more than half (58.4%) agreed and strongly agreed that of all the dioceses, their organization is the most innovative. A quarter (25.0%) was undecided whereas 11.1% disagreed and 5.6% strongly disagreed with the statement. Majority (82%) strongly agreed and agreed with the statement that they are able to accomplish the set goals and objectives and this has improved the performance. On the other hand, whereas 8.3% were undecided, 6.9% and 2.8% disagreed and strongly disagreed respectively.

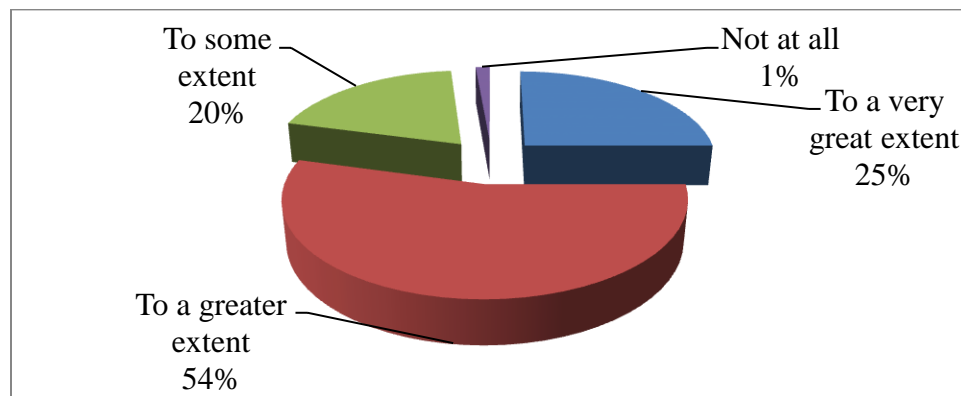


Figure 11: Extent to Which Training Aspect Has Contributed To the Performance of the Organization

As shown in Figure 11, slightly more than half (54%) indicated that the training aspect had contributed to the performance of their organization a greater extent. This was further supported by a quarter (25%) who indicated to a very great extent. The remaining 20% indicated to some extent whereas only 1% indicated that it had no effect at all to the performance of the Organization.

4.2 Inferential Analysis

Table 7, shows the ANOVA results

Table 7: ANOVA Results for the Relationship involving the Independent and Dependent Variables

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 5.299 | 4 | 1.325 | 2.896 | .028 ^b |
| | Residual | 30.646 | 67 | .457 | | |
| | Total | 35.944 | 71 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Skills, Employees Behaviour, Technological-knowledge, Dynamic capabilities

As shown by the Table 7, a P value of .028 was obtained which is less than $P < 0.05$. Therefore the conclusion of the results is that there is a positive significant relationship between independent variable (skills, behaviour, technological-knowledge, dynamic capabilities) and the dependent variable-performance. This means that the performance of the Catholic Diocese of Embu largely depends on the training aspect of employees.

5.0 Conclusions

Following are the conclusions made in this research: the skills that employees have acquired play a major role in enhancing overall performance of the organization. Most of employees are equipped with communication skills which is enhancing their interaction within the organization. Other skills which the employees have include time management, problem solving skills and self-confidence. It is also concluded that the training provided by the organization to the

employees has an influence on their behaviour. Some of the behaviours portrayed by the employees after the training included commitment to work, increased resourcefulness among the employees. Such behaviour after training were observed to have a greater influence on the employees' performance in reference to their department and organization in general.

It has also been established that technologically- oriented knowledge has affected faith based organizations performance. Despite most of the respondents having background knowledge on technology, there are still a few who lack technology oriented knowledge. The knowledge has been considered as effective in enhancing organizational performance. The technologies that employees are conversant with and use for work purposes include the internet, computer and the emails. It is also concluded that diverse employees' dynamic capabilities influence the performance of Faith Based organizations. Within the diocese, there are employees from different backgrounds. There are older employees, younger employees; female and male employees and each have different unique demographic characteristics. All these demonstrated a positive influence on the performance of the diocese. Young employees are faster and efficient as compared to the older employees. They are also more innovative and creative and this improves performance at their workplace.

6.0 Recommendations

The following recommendations are provided: there is need for intensive training programs to be provided in the organization. Training has been pointed out as to contribute a lot to the improved performance of the employees. As such, the management should ensure that the employees receive training either on-job or out of job. Moreover, the training provided should be designed in a manner that they address the specific and unique skills required by the employees to meet their day to day tasks. Before carrying out training, the management should evaluate and see the training gaps within the employees and use those gaps to restructure the training programs and invite the appropriate trainers who can best address on those training gaps. Financial allocations should also be put in place to support the training programs. Inadequacy of finances limits the extent to which the training programs are planned and conducted within the organization. As such, budgets should be prepared that meet the extensive training requirements of the employees for enhanced performance.

7.0 References

Acton .T. & Golden, W. (2002). Training: The Way to Retain Valuable IT Employees?
Informing Science, 1- 12.

Armstrong, M. (2010). *Human Resource Management Practices*. 10th Edition, Kogan Page Limited London.at *Safaricom Limited Call Centre*. Unpublished Thesis: University of Nairobi.

Berger, J. 2003. Religious non-governmental organizations: An exploratory analysis. *Voluntas: International Journal of Voluntary and Non-Profit Organizations* 14(1):15-39.

Cole, G.A. (2002). *Personnel and Human Resource Management*. (5th Ed). London: Continuum Publishers. *Conversation*. Hillsdale, New Jersey: Lawrence Erlbaum Associates.

Deepak, C. and Himanshu, J. (2011). *Knowledge Management and Organizational Performance – A KM Implementation Framework in Indian Context, Knowledge Management and Information Sharing*. SciTecPress – Science and Technology Publications

Dessler, G. (2008). *Human Resource Management* (11thed). USA: Pearson Education, Inc. development on organizational performance. *Global Journal of Management and Business Research*, Volume 11 Issue 7.

Downes, S. (n.d.). Learning Networks and Connective Knowledge. *Collective Intelligence and E-Learning 2.0*, 1-26. doi: 10.4018/978-1-60566-729-4. (Ch001.Edition), New Age International Publishers.

Eisenhardt, K. M. (1985). Control: Organizational and Economic Approaches. *Management Science*, 31(1), 134-149.

Engetou, E. (2017). *The Impact of Training and Development on Organization*

Esteban-Lloret, N. N., Aragón-Sánchez, A., & Carrasco-Hernández, A. (2016). Determinants of employee training: Impact on organizational legitimacy and organizational performance. *The International Journal of Human Resource Management*, 32 (6) 1-22.

Frame, J. D. (2015). Performance-Based Project Management. *Project Management journal*, 46(2).

Githinji, A. (2014). *The Effects of Training on Employee Performance: A Case of the*

Goldie, J. G. S. (2016) Connectivism: a knowledge learning theory for the digital age? *Medical Teacher*, 38(10). (doi:10.3109/0142159X.2016.1173661)

Greenwood, R. and Hinings, B. (2013). Organization Theory. *Oxford Bibliographies Online Datasets*. doi:10.1093/obo/9780199846740-0024

Hau, T. (2015). *The Impact of Training on Organizational Performance: A Study of Hotel*

Jagero, N., Komba, H. V., & Mlingi, M. N. (2012). Relationship between on the Job

Jonassen, D.T. eds. (1992). *Constructivism and the Technology of Instruction:*

Kenney, E. (1992). *Management Made East*. (1st edition). South Carolina: Omron Publishers.

Mankin David (2009). *Human Resource Development*. New York: Oxford University

Mash, R., & Mash, R. (2013). Faith-based organisations and HIV prevention in Africa: A review. *African Journal of Primary Health Care & Family Medicine*,5(1). doi:10.4102/phcfm.v5i1.464

Meso, P., & Smith, R. (2000). A resource-based view of organizational knowledge

Otuko, A., Kimani, C., & Musiega, D. (2013).Effect Of Training Dimensions On Employee's Work Performance: A Case of Mumias Sugar Company in Kakamega County
International Journal of Business and Management Invention ISSN (Online): 2319-8028, ISSN (Print): 2319 – 801X www.ijbmi.org Volume 2.*Performance: A case Study of The National Financial Credit Bank Kumba*. Business Management, Unpublished Thesis: Centria University of Applied Sciences.

Powell, C. L. (2014). Working together for global health goals: The United States Agency for International Development and Faith-based organizations. *Christian Journal for Global Health*, 1 (2), 63-70.Press. *Professional Development* (American Training Industry Report). USA: Staff.

- Ramya (2016). The Effect of Training on Employees Performance. *International Journal of Scientific Research & Modern Education*. ISSN (online); 2455-5630 Vol 1. Research & Training Services.
- Robbins, D. and DeCenzo, A. (1998). *Fundamentals of Management: Essential Concepts and Applications*. Pearson Publications.
- Salas, E., Burke, S. and Bowers, C.A. (2001). Team Training in the Skies: Does Crew Resource Management (CRM) Training Work? *Sage Journal*, Vol 43 (4). *Sector in Terengganu, Malaysia*. Retrieved from https://www.researchgate.net/publication/285591163_The_Impact_of_Training_on_Organizational_Performance_A_Study_of_Hotel_Sector_in_Terengganu_Malaysia.
- Siemens, G. (2006). *Connectivism: Learning theory or pastime of the self-amused?* Elearnspace blog. Retrieved from http://www.elearnspace.org/Articles/connectivism_self-amused.htm
- Soft Drinks Bottling Companies In Enugu State, Nigeria*. Unpublished Thesis: University of Nigeria.
- Stone R. J. (2002). *Human Resource Management*. Australia: John Wiley & Sons Limited.
- Sung, J. (2013). *Human Capital Theory*. Ohio: University Press.
- Swart, J., Mann, C., Brown, S. & Price, A. (2005). *Human Resource Development: Strategy and Tactics*. Oxford: Elsevier Butterworth Heinemann Publications.
- Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, 17, 251–273.
- Tiem, M.D., Moseley, L.J. and Dessinger, C.J. (2003). *Performance Improvement Interventions; Enhancing people, processes, & Organizations through Performance Technology*. Mumbai: Jaico Publishing House. Training and Employee's Performance in Courier Companies in Dar es Salaam, Tanzania. *International Journal of Humanities & Social Science*. United Nations Support Center For the African Union Mission in Somalia. Unpublished Thesis: United States International University.