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TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE IN KENYA RURAL ROADS AUTHORITY, KENYA

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Abstract

The general objective of this study is to examine the influence of talent management on employee performance in KeRRA, Kenya. Specifically, the study sought to establish the influence of employee training on employee performance in KeRRA, Kenya and to establish the influence of employee retention on employee performance in KeRRA, Kenya. The study was anchored on Cognitive learning theory and Self-efficacy theory of motivation. The researcher used descriptive design. The target population of this study was the employees of the Kenya Rural Roads Authority KeRRA, Kenya. The population consisted of Twenty Seven Directors, Sixty Seven Regional Directors, Eighty Deputy directors and Twenty six support staffs totalling to 200. The population was divided into various strata on the basis of employee from there category. The sample size of 21% of the target population was picked for the study that translates to 42 respondents from Kenya Rural Roads Authority. The study used questionnaires to gather primary data. A pilot study was conducted to test validity and reliability of the data collection instrument. The pilot group was selected randomly from study target population and excluded in the final study. Quantitative data was coded and entered into statistical packages for social scientists (SPSS version 26) which was analyzed using descriptive statistics. The study adopted correlation analysis at 5% level of significance to study strength, direction of the relationship between the independent and dependent variable. Multiple regression analysis was used to determine the influence of multiple independent variables on the dependent variable. The findings were presented in tables. The study concludes that employee training has a positive and significant effect on employee performance in KeRRA, Kenya. The study also concludes that employee retention has a positive and significant effect on employee performance in KeRRA, Kenya. This study therefore recommends implementing regular training sessions, workshops, and seminars to enhance employees' skills and knowledge base. This ensures that employees stay updated with the latest industry trends, technologies, and best practices relevant to their roles within KeRRA.

Key Words: *Talent Management, Employee Training, Employee Retention and Employee Performance*

INTRODUCTION

Talent management is a strategic process of attracting, developing and retaining a workforce that aligns with the organizational objectives and enhances its performance (Ashley Brooks, 2019).It involves recruiting the right talent, providing them with training and development opportunities, and creating a culture that motivates and retains them. It also includes all the ways that organizations bring employees on board, keep them happy and productive, and help them continue to develop their skills over time (McKinsey, 2018). Talent management involves recruiting the right candidates and helping them advance in their careers. It's a part of the human resources process and can define an organization's commitment to hiring the top talent in its field. The primary purpose of talent management is to create a motivated workforce who will stay with your organization in the long run. The exact way to achieve this will differ from organization to organization (Mc Kinsey & Armstrong, 2017). Bagul(2012) stated that performance is the process through which managers ensure those employee's activities outputs contributes to the organization's goal. The process requires knowing what activities are desired, observing whether they occur, and providing feedback, managers and employees meet expectations. In the course of providing feedback, managers and employees may identify performance and establish ways to resolve those problems. Performance is the step where the management finds out how effective it has been at hiring and placing employee. If any problem is identified, steps are taken to communicate with the employees and provide a remedy.

Ongwae, Lagat and Odunga (2018)indicate that the performance of employees in public institutions is vital because it is reflected through designing of performance standards that will measure their staff performance. There are some practices within the organization that affect performance and they include; performance appraisal, morale, recruitment package, setting competitive compensation level as well as training and development (Carlson, 2016).

Deci & Ryan (2014) argue that regular feedback and performance evaluations contribute to improved performance by helping employees understand their strengths and areas for improvement. This also involve leadership style and behaviour that greatly influence employee performance and supportive transformational leadership that fosters trust, communication, and empowerment tends to lead to better outcomes. A positive work environment characterized by collaboration, open communication, and a sense of belonging contributes to better performance as well as reducing workplace stressors and promoting work-life balance also play a role in enhancing performance.

Europe is a vast and diverse region that has been characterized by a Talent Management landscape of Cultural, Geopolitical and Institutional features of exceptional complexity according to (Vaiman & Holden, 2011). A key point of differentiation relates to the relative emphasis on legislative frameworks on the management of employees, regulation of recruitment and dismissal; and institutional arrangements around communicating with employees. A further key factor in the context of Talent Management is the significant role, which the state plays in the development of employee skills and competencies.

A study carried in South Africa by, (Anlesinya *et al.* 2019), lamented that talent management in Africa is in its embryonic phase of development and should be given attention if problems such as poor human capital development, and the nurturing and retention of talents are to be addressed. With respect to intellectual capital development (Temouri et al., 2021), studies show

that the ineffective management of talent with needed competencies and poor retention strategies in several organization's suggests ineffective and outdated talent management practices in African organizations' in countries with strong emerging economies such as Nigeria. This limitation might have otherwise closed the gap on how talent may be further effectively developed and retained to help organizations foster environmental sustainability. Such findings place an imperative on organizational leaders to not only focus on target-oriented business models but also to develop talent management strategies that adequately and effectively consider constant talent development and retention. To promote job performance, this study argues that talent management is fundamental for commercial industries to shed light on improving employee task performance and desired positive organizational outcomes.

Kurgat, (2018), carried a study and found that, today the current global world, competition and innovation as well as creativity, are the elements, which define, and corporate strategies to excel and stand tall in knowledge economy. In this 21st century, effectiveness, efficiency and total quality is what organizations strive for and can only be achieved by successful managing, retaining, and utilizing the best talents available in the labor market. Talent management is about human resource planning function where an organization has to critically undertake a survey of the labor market, try to identify to get the right people, who possess the right qualifications for the right jobs for its present and future human resources.

Statement of the Problem

Njoroge, (2016), stated that, employee performance is one of the significant factors of organizations for gaining competitive edge in the business world. He continued to say that, employee performance is an essential building block of an organization and elements which establish the framework for high performance, which must be explored by the organizations, since organization can't rely on an individual's input, rather, input from all team players of the organization. (Murungi, 2018). States that, Kenya's state corporations for the past years have experienced an increase in employee turnover and there are no signs of change in the trend. (Mumero, 2016; Nyanjom, 2017) found that, for instance, Kenya Airports Authority have experienced exit of their talented employees including pilots and cabin crew to both international and local companies as a result of poor working conditions and poor pay. According to (Njoroge, 2016), the domain for managing talent in Kenya has not been emphasized on in approximately 60% of all state corporations and this has led to the reduction in level of employee retention by up to 30% .

Kinyoro,(2017) found that, in the current competitive work environment, talent management is a drive for organizational success, management of talents will enable business to meet business talent demands, which are vital for the global market environment and business strategies. Talent management should be focused to business prospects and aimed to bring out the potentiality of each individual employee hence, the importance of maintaining individuals with requisite talents in a competitive labour market.

Habtoor, N. (2018) Employee training is aimed at, developing and enhancing the skills, knowledge, and capabilities of employees within an organization with an aims to attract, retain, develop, and utilize the talents and skills of employees to meet organizational objectives. With engagement, Muathe (2017) found that, Kenyan employees appreciate recognition and feedback for their contributions. Regular acknowledgment of their efforts and opportunities for

constructive feedback help create a positive and engaged workforce.Balcha, S. M. (2022) states that, a high turnover rate shows that you are not engaging with the employees well. Your human resources department needs to design policies and develop frameworks to keep the employees engaged and satisfied so that they remain with the organization for a long time and a low turnover rate implies that your employees are engaged, satisfied and motivated enough to be with you for a long time.. Huziej(2022)found that, hiring and retaining top talent are probably two of the main challenges for organizations. Ipsos (2022) conducted a research and discovered that, recruiting and retaining skilled staff was considered "likely to be an issue" by 77% of respondents and a "significant obstacle" by 6% of respondents. Owing to above issues, the researcher will like to carry out the study on Talent management and employee performance in KeRRA, Kenya.

Study Objectives

i. To establish the influence of employee training on employee performance in KeRRA, Kenya
ii. To establish the influence of employee retention on employee performance in KeRRA, Kenya

Theoretical Review

Cognitive learning theory

Cognitive Learning Theory was founded and developed by Jean Piaget in 1936. It was formed to describe that learners actively construct knowledge on the basis of their pre-learned knowledge. The founder focuses on cognitively processing of input by person that results in behaviour. Piaget theory works on human intelligence development and describe the nature of knowledge which enables individuals to utilize it. The theory states that, people actively process the information they receive rather than, simply responding to environmental stimuli. Michael Feder 2022, stated that, Cognitive learning theory builds better problem-solving skills within the individual which are very crucial at any stage of leadership and it imparts all required knowledge effectively which is useful in every aspect of their role, enabling employee to easy handle every problem which come on their way while performing their duties

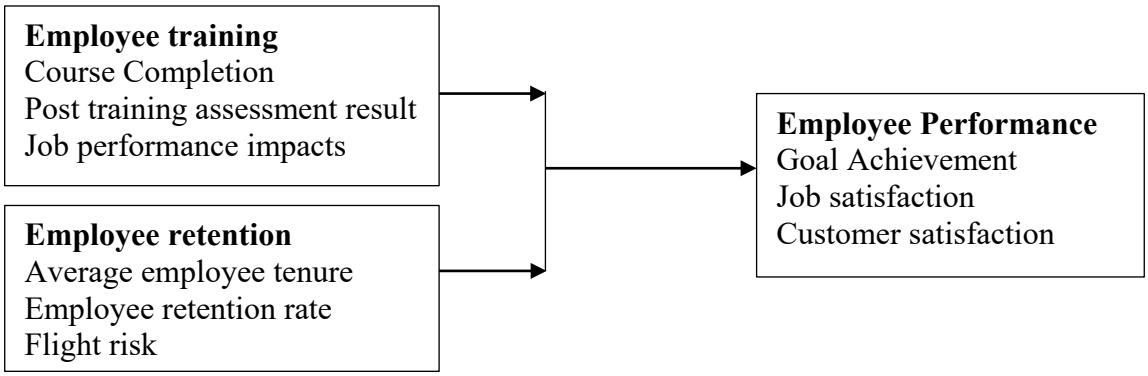
Malmstrom,2023 explains how employees take in, store, retrieve, and process information when they are learning, She says that, knowledge isn't something we just passively absorb. It's actually something we actively construct based on what we already know. Understanding cognitive learning theory helps trainers design programs that are more effective by considering how employees process information, the type of strategies that enhance learning, and how to create an environment that supports meaningful learning experiences. The theory enhances the comprehension of learner by developing a deep understanding of new things learned. Under the approach of cognitive learning, employees learn things by doing them practically which leads to immersive learning. Proper understandability of knowledge assists employees in easy applicability of it in their work. It is the one, which leads to a continuous learning in an individual. It promotes long-term learning by linking the previous knowledge of person with new concepts and ideas. Employees are able to use their old knowledge with new set of information which enhance their overall capabilities of performing their assigned duties.

Self-efficacy theory of motivation

Psychologist Albert Bandura, (1970), who is considered the founder of social cognitive theory, proposed the theory. He stated that, Self-efficacy refers to an individual's belief in their own capabilities to successfully perform a specific task or achieve a particular goal. It is a key component of motivation and plays a crucial role in determining how people approach challenges, their level of persistence in the face of difficulties, and their overall performance outcomes. People possess self-efficacy beliefs, which are judgments they make about their own abilities to accomplish specific tasks or attain certain outcomes. These beliefs influence how individuals think, feel, and behave in various situations. Self-efficacy beliefs significantly influence an individual's behavior. People with high self-efficacy are more likely to approach challenging tasks with confidence, invest effort, persevere through obstacles, and set ambitious goals. On the other hand, those with low self-efficacy may avoid challenging situations and may be prone to giving up easily. Success in a task or receiving positive feedback can increase self-efficacy, while failure or negative feedback can decrease it. Observing others succeed or modeling their behavior can affect one's self-efficacy. Dempsey (2016) connects the theory to employee retention such that, employees with higher levels of self-efficacy are more likely to be satisfied with their job. When individuals feel confident in their abilities to perform well, they are more likely to experience a sense of accomplishment and fulfillment in their roles, which contributes to higher job satisfaction. Employees with higher self-efficacy are more likely to take on challenging tasks, set and achieve ambitious goals, and persist in the face of obstacles. This can lead to better job performance and increased contributions to the organization, which in turn can enhance job security and reduce the likelihood of turnover.

Conceptual Framework

A conceptual framework is a theoretical structure that provides a comprehensive understanding of a particular phenomenon and it shows the relationship between independent and dependent variables, Bas Swaen & Tegan George (2022).



Independent Variables **Depended Variables**

Figure 1: Conceptual Framework

Employee Training

Course completion refers to the successful fulfillment of a particular training program or course by an employee. Post-training assessment results refer to the evaluations or tests conducted after the completion of a training program to measure the knowledge, skills, and competencies

acquired by employees, used to determine the effectiveness of the training and the extent to which employees have absorbed and can apply the newly acquired information or skills. When an organization invests in training its employees, it expects to see positive effects on how those employees carry out their job responsibilities. Job performance impacts in relation to employee training refer to the observable changes or improvements in an employee's performance as a result of undergoing specific training programs or initiatives**.**

Employee Retention

Average employee tenure refers to the average length of time that employees stay with an organization.A longer average employee tenure generally suggests higher employee retention and may indicate that the organization provides a positive work environment and growth opportunities. Employee retention rate is the percentage of employees who continue to work for the organization over a specific period, which is calculated by dividing the number of employees at the end of the period by the number of employees at the beginning of the period and multiplying the result by 100. A higher retention rate indicates that the organization has been successful in retaining its employees. Flight risk, refers to the likelihood that an employee will leave the organization in the near future.

Empirical Review

Employee Training and Employee Performance

Kirkpatrick 2014, found that training is often emphasizes in a blend of formal education and on-the-job training. Organizations should invest in continuous learning, workshops, and development programs aimed at developing of employees. Organization should often engage in apprenticeship programs where, learning is complemented by practical training within the workplace an approach focused on hands-on skills development. David W. Cole 2018, found that, training often revolves around a strong emphasis on teamwork, quality control, and continuous improvement. He says that organizations invest significantly in in-house training programs, often-emphasizing loyalty, long-term employment, and a thorough understanding of the organization's culture and values. Yi -Wang 2014, states that, employee training has evolved rapidly since organization has often prioritized technical skills training, leadership development, and cross-cultural management, including E-learning and digital platforms which have increased the delivery of training content. He says, training often emphasizes technical skills development, especially in fields like IT and engineering leading to growing focus on soft skills training, communication, leadership, and teamwork. He says, organizations should come up with training programs, which are aimed at sustainability and work-life balance for easy talent management.

Habtoor, N. (2018) Employee training is aimed at, developing and enhancing the skills, knowledge, and capabilities of employees within an organization with an aims to attract, retain, develop, and utilize the talents and skills of employees to meet organizational objectives. Organizational talent management team should aim at identifying high-potential employees and provide them with opportunities to grow and acquire new skills, which are essential for their career advancement. Peter W. Dowling 2013 found that, employees are more likely to stay with an organization that invests in their development, offering opportunities for learning and growth as part of talent management initiatives. He says that, employee's trainings are directed toward ensuring that the workforce possesses the skills necessary to achieve the organizational goals and objectives. Bashmakh 2019, Stated that, Organization that desire to steer their development and

mission in the proper direction need to have a staff that is exposed to constant training and evaluation in order for them to progress on routine basis. Al-Awlaqi et al., 2018 stated that, effective training has the potential to provide a range of benefit for a business like higher quality, Better productivity, improved motivation through greater empowerment, more flexibility through better skills, less supervision, better recruitment and employee retention and easier to implement change in the business.

Employee retention and Employee Performance

Huziej (2022) found that, hiring and retaining top talent are probably two of the main challenges for organizations. Employers surveyed in research conducted by Ipsos MORI for the British Business Bank discovered that recruiting and retaining skilled staff was considered "likely to be an issue" by 77% of respondents and a "significant obstacle" by 6% of respondents. With record low unemployment rates in the UK, this concern is heightening. At a time of spiralling inflation and escalating costs, staff turnover is an expense many employers cannot afford to spare. Therefore, employee retention becomes a top priority for many employers across all sectors, especially as competition to attract highly qualified candidates grows fierce. It is essential for employers to retain positive and motivated employees because high employee turnover increases expenses whilst also having a negative effect on the organization as a whole. Employers with high employee loyalty that leads to high retention levels have more engaged employees, and when employees are engaged with their employer and the work that they are doing, they are generally more productive and motivated. A low retention rate can have a demotivating effect on the workplace, which causes other employees to question whether they want to remain with the employer or to look for a new opportunity. High levels of employee retention have the effect of encouraging retention.

Each time an employee leaves, this affects productivity. It takes time for a new employee to reach proficiency and optimal productivity. In addition, the change situation can also affect the productivity of established staff, as they may have to take on additional tasks, leading to lower quality output. The longer that an employee has worked for an organization, the more knowledgeable, skillful and experienced they are. They have developed positive and valuable working relationships with work colleagues, customers and/or service users, so the loss of valuable and experienced employees often can result in some form of financial loss to the organization in the value that that employee may have delivered. Employee retention is not only about making savings on recruitment, as it can also increase revenue and make savings in other areas of an organization. Experienced talent is generally more productive in an organization, providing a better customer/service user experience, which can generate customer/service user loyalty, support organizational development and minimize complaint levels. High levels of employee retention help to develop the organizational culture in which employees have built effective communication channels with their managers, colleagues and external contacts. They understand the organization's vision at a deep level and know how to fulfil their roles expectations.

nhsemployers.org (2022) on improving staff retention stated that, improving staff retention should be led through an inspiring, forward-looking, and ambitious vision focused on offering high quality, compassionate care. Good leaders reiterate this at every level to ensure that everyone understands and acts on this commitment. Understanding how staff perceive culture

and want to be treated will help to create and implement a collective leadership strategy and to develop compassionate, fair and inclusive working environments where all staff can thrive. If we create positive, supportive environments for staff, where they share in local decision-making, they in turn create caring, supportive environments and deliver high-quality product.

Employee retention has been a significant area of study in organizational psychology and human resource management. Numerous studies have been conducted to understand the factors that influence employee retention and the strategies that organizations can implement to enhance it. Huselid,(2004) study explored the relationship between human resource practices and organizational performance. He stated that, it is importance to have an effective HR practices, which include but not limited to training, compensation, and performance appraisal, this will help in reducing turnover and improving overall organizational outcomes. Holtom et al., (2008), on the role of managerial behaviours in employee turnover, found that employees often leave due to poor relationships with their supervisors, he emphasized that organizations should play a role of effective leadership in retaining staff which is crucial in ensuring that employee retention is achieved. Mobley et al., (2009), identified other factors such as work environment, job satisfaction, and work-life balance as critical elements affecting employee retention in an organization.

RESEARCH METHODOLOGY

Research design

The researcher used descriptive design. As Cooper and Schindler (2003), it involves both qualitative and quantitative data.

Target population

The target population of this study was the employees of the Kenya Rural Roads Authority KeRRA, Kenya. The population consisted of Twenty Seven Directors, Sixty Seven Regional Directors, Eighty Deputy directors and Twenty six support staffs totalling to 200. Due to the number of population, the researcher employed sampling.

Stratified random sampling was used to represent the whole population. The population was divided into various strata on the basis of employee from there category. The sample size of 21% of the target population was picked for the study that translates to 42 respondents from Kenya Rural Roads Authority. Sampling design is a strategy used to select study participants or Respondents (Kothari, 2018).

According to Kothari (2008), the formula for calculating the proportional allocations under which the population sample sizes from the various strata are kept and maintained

Proportional to the strata sizes is as follows:

$$N_1/N_1 \square_1 = N_2/N_2 \square_2 = \text{---------} N_K/N_K \square_K$$

Where, $\square_K$ and $\square_2$, $\square_1$ ……denotes the k strata standard deviation of the N_1 , N_2 …., N_K denotes the k strata sizes while N_1 , N_2 …., N_K denotes the K strata sample size.

Therefore, the desired sample of size n=42, that is to be selected from the study population of size N=200, which is then divided into four strata sizes N_1 =27, N_2 =67, N_3 =80, N_4 =26.

Applying formular for proportional allocation, the following sample size for different strata is arrived at:

For strata with N_1 =27, we will get P_1 =27/200, and therefore:

n_1 = n. P_1 =42(27/200)=5.67
For Strata with N_2 =67, will get
n_2 = n. P_2= 42(67/200)=14.07
For strata N_3=80, will get
n_3=n. P_3= 42(80/200)=16.8
For strata N_4=26, will get
n_3=n. P_4=42(26/200= 5.46

Data Collection instrument

The study used questionnaires to gather primary data from the target population within the Authority. A pilot study is a small-scale preliminary research project conducted before the main study to test and refine research methods, procedures, and data collection instruments.

Data analysis and presentation

The researcher used Statistical Package for Social Sciences (SPSS) then findings presented in form of graphs, tables, pie charts and figures. The research was guide by the following model:

$$Y=Bo+B_1x_1+B_2x_2+€$$

Where, Y= Employee Performance, B_0= Constant, X_1= Employee Training, X_2= Employee retention, € = Error Term.

FINDINGS AND DISCUSSIONS

Descriptive Statistics Analysis

Employee Training and Employee Performance

The first specific objective of the study was to establish the influence of employee training on employee performance in KeRRA, Kenya. The respondents were requested to indicate their level of agreement on statements relating to employee training and employee performance in KeRRA, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that the training programs provided by KeRRA effectively enhance employees' skills and knowledge relevant to their roles. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.926 (std. dv = 0.850), the respondents agreed that employees feel that the training opportunities offered by KeRRA contribute to their professional development. Further, the respondents agreed that the organization has a systematic approach to identifying and addressing skill gaps through targeted training. This is shown by a mean of 3.911 (std. dv = 0.914).

The respondents also agreed that employees have access to regular and up-to-date training sessions that align with the evolving needs of the road development and maintenance sector. This is shown by a mean of 3.896 (std. dv = 0.947). With a mean of 3.889 (std. dv = 0.856), the respondents agreed that the training programs at KeRRA adequately cover both technical skills and soft skills essential for effective job performance. The respondents agreed that training initiatives effectively contribute to the overall competence and expertise of employees in road development and maintenance. This is supported by a mean of 3.876 (std. dv = 0.694). In addition, as shown by a mean of 3.764 (std. dv = 0.892), the respondents agreed that employees feel confident in utilizing the skills acquired through training to meet job requirements.

Table 1: Employee Training and Employee Performance

	Mean	Std. Deviation
The training programs provided by KeRRA effectively enhance employees' skills and knowledge relevant to their roles.	3.943	0.981
Employees feel that the training opportunities offered by KeRRA contribute to their professional development.	3.926	0.850
The organization has a systematic approach to identifying and addressing skill gaps through targeted training.	3.911	0.914
Employees have access to regular and up-to-date training sessions that align with the evolving needs of the road development and maintenance sector.	3.896	0.947
The training programs at KeRRA adequately cover both technical skills and soft skills essential for effective job performance.	3.889	0.856
Training initiatives effectively contribute to the overall competence and expertise of employees in road development and maintenance.	3.876	0.694
Employees feel confident in utilizing the skills acquired through training to meet job requirements.	3.764	0.892
Aggregate	**3.898**	**0.873**

Employee Retention and Employee Performance

The fourth specific objective of the study was to establish the influence of employee retention on employee performance in KeRRA, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to employee retention and employee performance in KeRRA, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the organization has effective strategies in place to retain key talent. This is supported by a mean of 3.968 (std. dv = 0.905). In addition, as shown by a mean of 3.859 (std. dv = 0.885), the respondents agreed that the turnover rate at their organization is within an acceptable range for their industry. Further, the respondents agreed that employees are aware of the opportunities for career advancement within the organization. This is shown by a mean of 3.840 (std. dv = 0.605). With a mean of 3.835 (std. dv = 0.981), the respondents agreed that the organization actively seeks feedback from employees to understand and address factors that may contribute to turnover. From the results, the respondents agreed that there are clear communication channels through which employees can express concerns about potential turnover. This is supported by a mean of 3.815 (std. dv = 0.876). In addition, as shown by a mean of 3.800 (std. dv = 0.875), the respondents agreed that the organization's retention efforts have a positive impact on overall employee morale and job satisfaction. Further, the respondents agreed that high levels of employee retention contribute to a more stable and experienced workforce. This is shown by a mean of 3.789 (std. dv = 0.912).

Table 2: Employee Retention and Employee Performance

	Mean	Std. Deviation
The organization has effective strategies in place to retain key talent	3.968	0.905
The turnover rate at our organization is within an acceptable range for our industry.	3.859	0.885
Employees are aware of the opportunities for career advancement within the organization.	3.840	0.605
The organization actively seeks feedback from employees to understand and address factors that may contribute to turnover.	3.835	0.981
There are clear communication channels through which employees can express concerns about potential turnover.	3.815	0.876
The organization's retention efforts have a positive impact on overall employee morale and job satisfaction.	3.800	0.875
High levels of employee retention contribute to a more stable and experienced workforce.	3.789	0.912
Aggregate	**3.819**	**0.867**

Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (employee training and employee retention) and the dependent variable employee performance in KeRRA, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 3: Correlation Coefficients

		Employee Performance	Employee Training	Employee Retention
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	35		
Employee Training	Pearson Correlation	.836**	1	
	Sig. (2-tailed)	.002		
	N	35	35	
Employee Retention	Pearson Correlation	.856**	.185	1
	Sig. (2-tailed)	.000	.078	
	N	35	35	35

From the results, there was a very strong relationship between employee training and employee performance in KeRRA, Kenya (r = 0.836, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the

findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between employee training and employee performance.

The results also revealed that there was a very strong relationship between employee retention and employee performance in KeRRA, Kenya (r = 0.856, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Zimmermann, *et al* (2015) who revealed that there is a very strong relationship between employee retention and employee performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (employee training and employee retention) and the dependent variable (employee performance in KeRRA, Kenya)

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940	.884	.885	.582

a. Predictors: (Constant), employee training and employee retention

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (employee performance in KeRRA, Kenya) could be explained by independent variables (employee training and employee retention).

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.027	2	6.027	28.7	.000[b]
	Residual	6.568	32	.21		
	Total	18.595	34			

a. Dependent Variable: Employee performance in KeRRA, Kenya

b. Predictors: (Constant), Employee training and employee retention

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 28.7 while the F critical was 2.690. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of employee training and employee retention on employee performance in KeRRA, Kenya.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.311	0.082		3.793	0.003
	Employee Training	0.387	0.091	0.388	3.593	0.003
	Employee Retention	0.392	0.102	0.393	3.843	0.001

a Dependent Variable: Employee Performance

The regression model was as follows:

$Y = 0.311 + 0.387X_1 + 0.392X_2 + \varepsilon$

According to the results, employee training has a significant effect on employee performance in KeRRA, Kenya β_1=0.387, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between employee training and employee performance.

In addition, the results revealed that employee retention has significant effect on employee performance in KeRRA, Kenya β1=0.392, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Zimmermann, *et al* (2015) who revealed that there is a very strong relationship between employee retention and employee performance.

Conclusions

The study concludes that employee training has a positive and significant effect on employee performance in KeRRA, Kenya. Findings revealed that course Completion, post training assessment result and job performance impacts influence employee performance in KeRRA, Kenya

The study also concludes that employee retention has a positive and significant effect on employee performance in KeRRA, Kenya. Findings revealed that average employee tenure, employee retention rate and flight risk influence employee performance in KeRRA, Kenya.

Recommendations

This study therefore recommends implementing regular training sessions, workshops, and seminars to enhance employees' skills and knowledge base. This ensures that employees stay updated with the latest industry trends, technologies, and best practices relevant to their roles within KeRRA.

Offering competitive compensation and benefits packages is crucial to attracting and retaining top talent. Moreover, providing opportunities for career development and advancement within the organization can foster employee loyalty and engagement.

Suggestions for Further Studies

The study found that the independent variables (employee training and employee retention) could only explain 88.4% of employee performance in KeRRA, Kenya. This study therefore suggests research on other factors affecting employee performance in KeRRA, Kenya.

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