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

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ABSTRACT: *The need for corporate training is growing day by day as technology advances. Organizations have not realised the need to incorporate corporate training into their system hence leading to stunted firms' performance. Other factors such as increased cost associated with corporate training, lack of management commitment have been among common challenges in non-governmental organizations. The aim of this study was to the effect of corporate training on firms' performance in international non-governmental organizations (INGOs) in Kenya. The study sought to identify the effect of corporate coaching and management training on performance of international non- governmental organizations in Kenya. The study literature was based on identical element theory and trans-theoretical model of behaviour change which stipulates how training results to employee behaviourchange hence resulting to employee performance. The paper adopted descriptive research design targeting all the over 35 International NGOs. The sample size was the 84 the top, middle and lower level management staff drawn using a stratified random sampling design from 11 INGOs willing to participate in the study. Data was collected using a questionnaire. Data was analysed using Statistical Package for Social Sciences where descriptive and inferential statistics and diagnostic test such as correlation, linear regression, sensitivity and specificity were carried out. The results showed there is relationship between corporate coaching and firms' performance, managerial training and firms' performance at Sig P <0.05. The paper recommended that INGOs should review their policies to address corporate training, engage various stakeholders and set specific measurable attainable realistic and time frame objectives.*

KEYWORDS: corporate training, performance, non-governmental organisations, Kenya

INTRODUCTION

Corporate Training

Corporate Training involves planning and delivering customized training for business, government entities, or other organization, defined in a contractual agreement between the trainer and the client (Dougherty & Bakia, 2013). Corporate training has evolved rapidly in recent years to move beyond training just new hires, sales people, and leaders. Learning and Development Professionals and

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corporate trainers are strategic partners who are critical to the success of their business. Corporate training has mostly been adopted by large organizations' who intend to enhance firms' performance management through strategic partnership. This indicates that for companies to grow, they need to enhance employee training, retain the best talents they have trained and jointly conduct management development towards organizational growth (TTC, 2016).

Rouse (2015) state that in many instances, the need for corporate training is to help employees upgrade on the existing skills. Because of different and variety of needs from various employers, corporate training is customised to suit organizational needs. Corporate training keeps employees motivated and enhances their ability to remain the same pace with the changing industrial trend which are importance employees to stay competitive hence supporting the sustainability of organizational long-term objectives. Burillo and Joe (2017) states that in many instances, the need for corporate training is to help employees upgrade on the existing skills. Because of different and variety of needs from various employers, corporate training is customised to suit organizational needs. Corporate training keeps employees motivated and enhances their ability to maintain the same pace with the changing industrial trend which is important for employees to stay competitive hence supporting the sustainability of organizational long-term objectives. Likewise, a study conducted by Scheelke (2016) on the real impact of corporate training and development indicated that 90% of firms listed in fortune 500 companies practice effective corporate training. The study pointed out the need for organizations to adopt corporate training towards firms' performance such as; increased performance and increased knowledge retention and increasedperformance. The study also pointed out that failed implementation of corporate training and development has resulted to collapse of companies to attain more significant market share hence leading to poor performance and finally collapsing.

Firm Performance

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

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

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

International NGOs in Kenya

Haugen et al. (2010) states that International NGOs have the same scope as local NGOs. The only difference is the scope, mission and purpose. International NGOs deals with issues affecting the globe while local NGOs majorly concentrate on issues affecting a certain country or region of operation. Growths in a global crisis such as famine, drought, the eruption of diseases and global warming have been some of the major forces resulting to an increased number of INGO. Some of the famously known INGOs include but not limited to; UN, World Vision, USAID, Mercy Corps, ICRC, Care International, Oxfam, Amnesty International, HOPE Worldwide and IRC.

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

Statement of the Problem

Corporate training has recently evolved and it is eminent that corporate managers have not realised the need to incorporate this program into their organizations (Markos & Sridevi, 2010).

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Organizations are finding it difficult to incorporate the corporate program into their system because of fear of the high cost of involving strategic partners (corporate trainers), inability to relate corporate training to firms' performance, lack of management commitment and lack of sufficient corporate knowledge and capabilities. Studies such as those of Elnaga and Imra (2013); Wachira (2013); Githinji (2014) and Engatou, (2017) have ascertained that high cost associated with corporate training, integral management commitment and increased planning activities have forced majority of the firms to stick with the normal employee training programs which only focus on skills and knowledge development towards achievement of daily objectives. Studies also indicated that corporate training could be effective if properly implemented and at the same time it can contribute to organizations' downfall if not properly applied. Similarly, Agyemang and Ofei (2013) argued that corporate training has not been effectively implemented despite employee engagement and employee commitment and their determinants received a great deal of attention in the last decade in academic circles, the concepts remain new with relatively little academic research conducted on them especially in Sub-Saharan Africa. Locally based organizations were challenged on the effectiveness of corporate training due to lack of other organizations to benchmark with.

Bandi (2011) also noted that there are limited studies locally in relation to effects of corporate training on firms' performance. It is evident that there is limited statistical evidence locally in relation to effectiveness of corporate training. Prevailing studies only focused on establishing that corporate training isn't effectively conducted locally with limited statistical evidence on effects of corporate training. Equally, Wachira (2013) found out that limited availability of resources affects effective implementation of corporate training in private institutions while Otuko et al. (2013) focused on top firms' which are associated with implementation of corporate training programs with limited focus on effects of corporate training. There are very few studies which have been conducted to address effects of corporate training on firms' performance in International Non-Governmental Organizations based in Kenya hence making the field remain neglected for decades. The current study bridged this gap through a clear presentation of effects of corporate training on firms' performance in International Non- Governmental Organizations (INGOs).

Research Objectives

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

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

(ii). To examine the effect of managerial training on firms' performance in International Non-Governmental Organizations in Kenya.

LITERATURE REVIEW

This paper is guided by the identical element theory and the trans-theoretical model of behaviour change. The empirical review will revolve around Corporate Coaching and Firms' performance and Managerial Training and Firms' performance.

Identical element theory is one of the classical theories of learning, training and development which, were introduced by Edward Thorndike and Robert S. Woodworth in 1900s. In their research, they stated that the level of corporate training transfer depends on the level of similarity between corporate training and performance environments. The theory stipulates that there is positive relationship between employee training and the environment to which they are exposed to. The theory suggests corporate trainers to use identical elements such as simulators towards impacting effective employee skills and knowledge. Changing technology in the current corporate world requires more of simulation training. Provision of identical elements such as simulators helps employees in training to relate between the actual, virtual environment and expected environment. Identical element theory has been one of the most adopted theories in the modern world since the theory has effectively proven to be of benefit towards effective enhancement of employees' skills. As Per Edward Thorndike and Robert, experimental training serves more chances of employees to understand concepts than classroom training where employees only get the concepts with minimal experience (Al-Araimi, 2011). In relation to the prevailing study, identical element theory has contributed a lot towards effective delivery of corporate training. Through identical element theory employees can be able to adapt and attain positive behaviour towards performances. For example, International Non- Governmental Organizations are more involved in cross-cultural awareness training arranging role-playing games where individuals must interact with the representatives of various cultural backgrounds in typical working environments would have a positive contribution to the levels of training transfer hence serving the need for integration and use of identical element theory towards effective corporate training.

On the other hand, the trans-theoretical model of behaviour change stipulates that training can be conducted through on the job training, off the job training, job rotation and through apprenticeship (Prochaska, 2004). It is considered that corporate training isn't a one-time activity but a staged approach which must be taken cautiously. In relation to corporate training, the model stipulates stages which individual in corporate level go through towards effective employee performance hence resulting to firms' performance. The model Stage 1: Pre-contemplation (Not Ready) **-** This is the first stage of the model and it is a point in which employees do not understand the need of organizational culture, they are not ready to change or adopt the new methods of training. The second stage is contemplation (Getting Ready) at which stage, corporate trainers are intending to start the healthy behavior within the next few months. This is the level at which corporate trainers communicate to the management the pros and cons of changing employee's behavior such as resulting to enhanced performance and employee retention in future. The third stage is preparation (Ready) where trainees feel they are ready to adopt the new methods of service delivery as taught. Trainees start even bringing out ideas on how to improve on the learned behavior. This is the stage where job rotation takes place, such that the new trained employees can learn from co-workers and new friends made in the organization (Prochaska et al., 2008). Fourth is action stage where the corporate trainer can implement performance management plan to ensure that the newly trained employees can cope with knowledge application in the work place. The final stage is the maintenance point of training and new trainees are now allocated to their departments firmly with the departmental head as their mentor. Trainees are given the right to interact with other employees to capture more on new experience in job hence creating quality service delivery to customers and produce (Prochaska et al., 2008). Successful completion of this stage indicates that employees are fully trained and employee appraisal can start immediately once they have been attached to their new job. Corporate trainers are expected to produce report either in a years' time with aim of improving on employee's skills towards firms' performance.

Corporate Coaching and Firms' Performance

Corporate coaching is not a tool but a way of being for many organizations. Corporate coaching is gaining momentum globally with UK, America and Asia firms taking major stake in the level of adoption of corporate coaching. The Charter Institute of Personnel Development (2014) indicated that 80% of organizations which have adopted corporate coaching have witnessed its effectiveness in the first year of implementation which 20% have witnessed effectiveness of corporate coaching in after 2-3 years. This way of life has helped employees take ownership and take responsibilities for their actions hence leading to self-development. Effectiveness of corporate coaching in a workplace shows that the need to conduct corporate coaching is to ensure that employees at corporate level are equipped with relevant skills, staffs are motivated and employee retention has been enhanced towards employee performance (Arnold, 2011). The study which was conducted in UK private sector found out that ordinary organizational training only contributed to 20% of company productivity while corporate coaching contributed to over 40% of firms' performance hence indicating the effectiveness of corporate coaching on achievement of corporate goals. Per the study, it was identified that employees who have undergone through corporate coaching required less supervision compared to employees who have undergone through normal training program and that employees were more effective on service delivery.

Moen (2009) found out that out 60% of the total executives who have undergone corporate training for over 2 years' period indicated improvement in self –efficacy, improved goal setting ability and

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enhanced causal attributes and this was witnessed to have positive impact on firms' performance. The study also identified that corporate coaching enhanced employee's self-determination self-organizing hence impacting those who have not undergone through corporate training hence contributing direct to their performance towards achievement of organizational goals. Business Success Coach Organization (2017) established that employee training contributes to at least 18% retention rate while corporate coaching has contributed to over 45% employee retention rate. The study recommended the need for organizations to conduct corporate training in small groups because it is easier for corporate trainers to identify problems that are time wasting, resources wasting than identifying in a larger group. The prevailing studies clearly presented statistical evidence that corporate coaching affects firms' performance. The studies have however failed to establish at what level an organization should adopt corporate coaching considering that corporate training is limited to cost, decision making, planning and coordination.

Managerial Training and Firms' Performance

There seems to be a relationship between managerial training and firm performance, although the available researches do not fully agree on this. According to Engatou, (2017) training and development affects a firm's performance but that the success of any organization depends deeply on the level of preparedness of the organizational leadership to deliver. Equipping the management with sufficient skills, knowledge and abilities contributes directly to employee motivation and commitment hence having a positive impact on firms' performance. Obi-Abikel and Ekwe (2014) found out that training and development influences organizational effectiveness noting that, there is positive relationship between management training and organizational effectiveness. The study showed that career development training contributed over 43% of organizational effectiveness in Nigeria oil producing companies. The study adds that managerial training does not necessarily equip employees with relevant skills and knowledge but also helps managers to link their goals with those of the organization hence resulting to future enhanced performance. Another significant aspect identified by the study was that managerial training contributes a lot to development of organizational leadership.

Irene (2013) found out that training and development impacted on worker performance and productivity in the public-sector organizations found out that the level of worker performance in the public sector was 25% lower than the level of performance in the private sector. This was because of poor management training in the public sector compared to private sector. Managerial training and development is majorly pegged on organizational need for strong leadership, increased value placed on management training, need to retain best skilled employees and organizational efficiency (Wurim, 2012). Although the prevailing studies have proven that

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

METHODOLOGY

This paper employed in is descriptive research design which is a scientific method involving observing and describing the behaviour of a subject without influencing it in any way. Kothari, (2012) and Mcnabb (2008) recommended on the need to adopt descriptive research design because in descriptive research design, the researcher has minimal influence on the study population and this can result to reliable information hence resulting to analysable data.

Target Population

The target population in this paper is the over 35 INGOs (Commonwealth Governance Kenya, 2018) operating in Kenya. The study used multi-stage sampling design in which the first step was sampling the 10 INGOs willingness to participate in the survey. The 10 are; UN, World Vision, USAID, Mercy Corps, ICRC, Care International, Oxfam, Amnesty International, HOPE Worldwide and IRC. The second stage of sampling was to select management level staff of all 10 INGOs willing to participate, giving a total of 108 managers. The management level forms the individuals who have the capability of providing relevant information in relation to how training has affected their performance. The table below indicates the sampling procedure.

Table1- Population Disribution

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

Source: HR Staffing Records

The population of managers was further sampled using stratified sampling method (see formula below) resulting in 85 respondents.

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

Where:
n= sample size
Z=standard deviation at 95% confidence level (1.96)
d= precision level 0.05
N=Total number of population =108

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

Table 3.2 Sample Size

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

Instrumentation and Data Collection

This paper adopted structured questionnaires and interview questions which were only limited to top management. The structured questionnaire comprised of both open ended and closed ended questions which were open for the respondents to express their opinion and limited opinion respectively. In interview, the researcher formulated interview questions which were directed to the general directors of the selected NGOs. Mugenda and Mugenda (2008) states that questionnaires are costeffective, they are practical and enhance user anonymity which enhances the ability of the respondents to provide response based on their own understanding. The questionnaire was developed into six parts where the first part of the questionnaire addressed biographic data, the second part addressed the first objective of the study, the third part addressed the second objective, the fourth part addressed the third objective, and the fifth part addressed the fourth objective while the sixth part addressed the independent variable of the study. Part one of the study tested descriptive statistics while part two- six tested descriptive and inferential statistics.

Validity and Reliability

Study reliability is used towards understanding the stability of the research instrument when subjected to different levels or different time span to the same study group or random individuals selected from a study sample (Campell & Fiske, 2009). Reliability is internal consistency which was determined using Cronbach alpha (Michael, 2014). In Cronbach α (alpha) can be viewed as the expected correlation of two tests that measure the same construct. This simply means that the average correlation of items is an accurate estimate of the average correlation of all items that pertain to a certain construct. Cronbach alpha is represented by;

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

Where:

α - Represents the alpha

N-Number of items

Mean r –is the mean interterm of correlation. The analysis of reliability produced an alpha of 0.7 and above

Validity is a measure which determines whether study instrument measures what it purports to measure. It is quite often that an instrument can be reliable and invalid at the same time. Instrument validity proceeds when instrument reliability has been confirmed. There are two types of measures to prove instrument validity which were adopted by the study. These are content validity and criterion related validity. Content validity-content validity is used to determine if item developed to address the study problem measures what it is supposed to measure (Schwarz, 2009). Content validity does not involve statistical data because the observer or expertise is concerned with the content only. The prevailing study used supervisors' judgement towards determination of content validity. Criterion-related validity- this type of validity is used to determine correlation between previously tested scores of the same measure and current scores of the same measures. The study also tested reliability to determine correlation of the items hence proofing instrument validity.

Data Analysis and Presentation

The paper conducted three types of analysis which are descriptive, inferential and diagnostic tests. In descriptive statistics, the researcher used frequency and percentage tables where appropriate means and standard deviations were presented as measures of central tendency towards effective presentation of effects of corporate training on firms' performance. In inferential statistics, the researcher focused on Pearson correlation analysis and regression analysis. Pearson correlation is a bivariate correlation which measures relationship between X and Y variables where X variable represents independent variables (corporate coaching, management training, retention training and quality training) while Y variables are represented by independent variable. Correlation analysis

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uses Significance level and the P value towards determination of relationship. If Sig $P<0.05$, then relationship between variables exists. Data coding was conducted whereby categories of responses were identified, classified and then recorded on a prepared sheet as per research questions or objectives of study. Regression analysis on the other hand is used to determine whether the independent variables are related to dependent variable (Bowling, 2009). In restricted circumstances, regression analysis can be used to infer causal relationships between the independent and dependent variables. Regression analysis was determined through level of variation, significance level through ANOVA table and coefficients which generate linear regression equation as presented below where data presentation was conducted through tables drawn from the study.

$Y= \mathbf{a+\beta_1X_1+\beta_2X_2+\varepsilon}$
Y=Firms' performance.
a=Constant coefficient
β= Beta of respective variables
X_1=Corporate coaching
X_2= Managerial training

The last section of analysis involved diagnostics test which determines the extent to which test used to identify specific condition of a study or problem are related. The prevailing study proposed that implementation of corporate training has been affected by corporate coaching, managerial training, retention training and quality training (Carvajal & Rowe, 2010). There are various measures towards determination of study problem/condition. These include but not limited to: - gold standard test, validity, sensitivity, specificity, positive predictive value, negative predictive value, pre-test probability and Bayes rule method. The prevailing study adopted Sensitive and specificity analysis.

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

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

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

Source: (Carvajal & Rowe, 2010)

KEY
Sensitivity=TP/ (TP+FN)
Specificity=TN/ (TN+FP)
PPV=TP/ (TP+FP)
NPV=TN/ (FN+TN)

Data presentation was conducted through tables drawn from data analysis. This includes appropriate frequencies, percentages and means and standard deviations where appropriate. The study used inferential measure (Significance level) towards presenting effectiveness of proposed study variables. This included description quantitative statistics to qualitative information to enhance easy understanding.

FINDINGS AND DISCUSSION

Response rate

This section presents total response and response rate.

Table4.1Response Rate

Department	Sample size(s)	Response	Response Rate
United Nations	12	10	12
World Vision	9	7	8.25
USAID	9	7	8.25
Mercy Corps	7	6	7
ICRC	8	7	8.25
Care International	7	6	7
Oxfam	7	5	6
Amnesty International	9	6	7
HOPE Worldwide	8	6	7
IRC	9	7	8.27
Totals	**85**	**67**	**79**

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

Demographic Information

This section presents respondents' demographic information in relation to gender, age, period of work and whether NGOs conduct corporate training. Results show that 37(55%) of respondents were male employees in respective NGOs while 30(45%) of the respondents were female employees. This clearly indicated that both male and female gender was represented in the study. The table below indicates the age brackets of the respondents

Table 4.2 Age group

CATEGORY	FREQUENCY	PERCENTAGE
20-25 years' old	3	5
26-30 years' old	11	16
31-35 years' old	13	19
36-40 years' old	27	40
40-45 years' old	9	14
Above 46 years' old	4	6
Totals	**67**	**100**

The results indicate that response comprised of individuals from different age groups.

Period of work

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

Table 4.3 Period of Work

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

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Findings in table 4.3 indicated that 28(42%) respondents pointed out that they have worked with their NGO for 6-10 years while 21(31%) respondents also indicated that they have worked with respective NGOs for 2-5 years. Per the results, it was identified that 13(19%) respondents have worked with respective NGO for over 10 years with only 5(8%) of the respondents agreeing to have worked with their NGOs for less than 1 year.

Whether NGOs conduct corporate training

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

Corporate coaching and Firm Performance

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

Table 4.4 Corporate coaching

Corporate training	**SD**	**D**	**U**	**A**	**SA**	**Mean**	**Stdv**
Effective corporate training affects firms' performance International Non-Governmental organisations in Kenya.	-	-	7	29	31	4.35	0.66
My NGO conducts employee behaviour coaching towards enhancing firms' performance	3	12	25	-	27	3.13	0.86
Through strategic coaching, upper level management can improve on conceptual skill hence resulting to firms' performance	-	-	-	41	26	4.38	0.49
Corporate coaching has helped executive reach high level of excellence.	-	-	11	33	23	4.17	0.69
Corporate coaching has transformed NGOs from mediocre to better performing organizations	-	7	18	20	22	3.85	1.00

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

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

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

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

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

Managerial Training

The purpose of this section is to present results in relation to the effects of management training on firms' performance.

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Table 4.5 Managerial training

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

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

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

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

Similarly, in the second last statement, it was identified that 12 and 30 respondents agreed and strongly agreed respectively that better employee teamwork has been witnessed because of

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effective managerial training while 19 respondents disagreed with the statement respectively. Results identified that only 6 respondents were undecided with the data having moderate mean and standard deviation of 3.79 and 1.28 respectively.

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

Firms' performance
Table 4.6 Firms' performance

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

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

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

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

Correlation analysis
Correlation is part of inferential statistics and measures relationship between two variables. This is conducted through comparison of relationship between independent and dependent variable.

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That is, the study will focus on the relationship between corporate coaching and firms' performance, managerial training and firms' performance, retention training and firms' performance and finally quality training and firms' performance as presented in table 4.10 of the study. The study Used Pearson correlation significance level where relationship is determined if Sig P. <0.05 or the P value is less than 0.05.

Table 4.7 Correlation analyis

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

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

Table 4.9 presents organised row and column approach towards determination of relationship between two variables. Through running data collected from the study in SPSS, findings identified that at Sig P<0.05 (r= .895**), there is relationship between corporate coaching and firms' performance. Through testing results in the second variable of the study, the researcher also identified that at Sig P<0.05 (r=.768**), there is relationship between managerial training and firms' performance.

Regression Analysis

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

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Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929[a]	.863	.854	.27484

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

b. Dependent Variable: firms' performance

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

Table 4.9ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.436	4	7.359	97.421	.000[b]
	Residual	4.683	62	.076		
	Total	34.119	66			

a. Dependent Variable: firms' performance

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

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

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Table 4.10 Coefficient Analysis

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	1.799	.395		4.556	.000
	Corporate coaching	.275	.048	.588	5.768	.000
	Managerial training	.233	.071	.222	3.267	.002

a. Dependent Variable: firms' performance

Results in table 4.12 were used to present coefficients in determination of linear regression. Based on the results, firms' performance is potentially affected by constant value of 1.799 and coefficient beta, where beta coefficients were used to determine level at which respective independent variables have effect on independent variable such as presented in linear regression equation:
$Y= 1.799+0.275X_1+0.233X_2$

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

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

Sensitivity analysis

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

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Table 4.11Sensitivity analysis

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

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

Model Fitting

The study output clearly identified that respondents agreed with statements in the first objective of the study which was meant to determine the effects of corporate coaching on firm's performance. Respondents clearly agreed that effective corporate coaching affects firms' performance. NGOs were also considered to conduct employee behaviour coaching. In relation to corporate coaching, NFGOs have enhanced strategic coaching in their operations which has resulted to delivery of quality services. In diagnostics test through correlation analysis, results identified that at Sig P<0.05, there is relationship between corporate coaching and firms' performance. These finding agrees with a study conducted by Charter Institute of Personnel Development (2014) which identified that corporate coaching has helped employees take ownership and take responsibilities for their actions hence leading to self-development. This indicates that management does not necessarily need to tell employees on what to do but requires listening keenly and reflecting on their ideas and planning towards firms' performance. The study also identified that corporate coaching has potentially contributed to growth of employees' conceptual skills and which has affected strategic decision making and management behaviour.

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

Findings in the third variable of the study which was meant to determine the effects of retention training on firms' performance identified that focusing on retention training encourages employee to be loyal to a company hence promoting the ability of employees to work with high motivation towards performance. Results also identified that retention training results to employee engagement and the resultant is enhanced employee performance. In diagnostic test, findings identified that there is relationship between retention training and organizational performance. The current study agrees with a study conducted by Bashir et al., (2009) who pointed out that through employee retention training, organizations benefit from employees' efficiency and effectiveness while the employees benefit from either foreseeable future with the organization and skills towards solving other related problems. The study identified that career opportunities, work life balance and work environment determine the need for retention training hence resulting to firms' performance.

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

CONCLUSION AND RECOMMENDATIONS

In the first objective of the study which was meant to determine the effects of corporate coaching on firms' performance in INGOs in Kenya, the study identified that corporate coaching and effective corporate coaching affects firms' performance since a total of sixty respondents agreed with the statement which was meant to determine whether corporate training affects firms' performance. Findings also identified that majority of the INGOs have been involved in conducting employee's behaviour coaching with aim of enhancing employee's behaviour change towards portraying positive motivation in work place which in turn results to employees improved performance because of positive attitude at work hence contributing to performance of international NGOs in Kenya. Findings collected from the study field also identified that

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respondents fully agreed that strategic coaching resulted too improved conceptual skills in the upper level management. Conceptual skills were the upper level management skills which aid activities such as decision making, goals setting and strategic management. Improvement of top management conceptual skills results to enhanced knowhow and proper understanding of organizations environment which in turn resulted to firms' performance in courtesy of management performance.

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

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

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

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non- governmental organizations identified that there is relationship between managerial training and firms' performance in International Non- Governmental Organizations in Kenya.

Conclusion

Corporate Coaching and Firm Performance

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

Managerial Training and Firm Performance

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

Recommendations

The study recommends that management of NGOs and the board in general should ensure that effective policies are implemented in support of corporate training. The policies should clearly address how corporate training should be conducted, under what basis should corporate be conducted, who should oversee the entire process, budget allocation, resources allocation and evaluation techniques to be engaged. The study also recommends that management should clearly set SMART long-term goals which will encompass the need of corporate training towards achievement of these goals. Training can't be effectively conducted without specific agenda and the agenda in this case should be achievement of the specified goals. It is also recommended that stakeholders' engagement should be enhanced effectively. Employees, management, various stakeholders in this case the donors, the government and the society at large should be engaged in decision making, policy formulation and financial planning.

Recommendations on future studies

It is quite clear that the current study only focused limited aspects of corporate training which includes corporate coaching, management training, retention training and quality training. The study recommends that future studies should concentrate on finding more variables in relation to corporate training. The researcher also recommends that the study should be expanded to capture the interest of public sector and profit making organization.

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