EFFECTS OF EMPLOYEE DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF RIFT VALLEY MACHINERY SERVICES LIMITED

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ABSTRACT

Organizations operate in a very dynamic business environment occasioned by advancement in technology and globalization. These sudden changes have led to some organizations to underperform to the extent of even closing down. This has called for appropriate measures by organizations to enable them manage change effectively as it occurs. Despite the formulation of these strategies in response to change, some organizations still continue to perform dismally in terms of profitability and market share, necessitating the need to evaluate the effects of employee development on organizational performance in Rift Valley Machinery Services Limited. The study adopted a case design to answer questions in relation to the study. The target population was 180 respondents who are employees in Rift Valley Machinery Services Limited and 54 respondents were sampled randomly for the study representing 30% of the target population. The study was conducted between February 2019 and May 2019. The researcher acquired information from finance, ICT, security, Human Resources, procurement and production division. Questionnaires were employed to acquire pertinent information from respondents by the researcher. In addition, interviews were also administered to managers in selected departments who were sampled purposively using the same questionnaire. The data was then analyzed quantitively and qualitatively and presented using frequency distribution tables, bar graphs and pie-charts. The study established that compensation management and employee development were found to have greater positive effects on organizational performance. The study concluded employee development impacts on change management had varied effects on organization performance which means more than helping employees become continuous learners, regardless of the requirements of the organization, and that effective compensation management enhances employee commitment. The study recommends that

Key Words: *employee development, organizational performance, Rift Valley Machinery Services Limited*

INTRODUCTION

Organizational general performance is related to the progress of the management practices which make a commitment on management abilities and this in flip into an outstanding improvement for more upgrading inventiveness. According to Anantharaman (2013), organizations link the amplification of maximum performance with transformation of practices of management. Thus, because of concentrated challenge, globalization and unstable market situations associations search for more up to date sources of intensity; a standout amongst the most essential is being elective administration practices.

A number of studies have established that various reasons for the disappointment of many change activities can be found in protection from change (Maurer, 2010; Strebel, 2014; Waddell & Sohal

and collegue (2010). The change procedure is influenced by resistance, deferring or backing off its start, blocking or thwarting its performance, and expanding its expenses and for the most part decreasing authoritative execution (Ansoff, 2010). Then again, resistance is any direct endeavors to keep existing conditions, and along these lines maintain a strategic distance from change (Maurer, 2012; Rumelt, 2014).

Practicing good employee performance requires proficiency in certain competencies. Competencies are observable, measurable patterns of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. According to Huselid (2015), employee performance reminds people that being busy is not the same as producing results. It reminds us that training, strong commitment and lots of hard work alone are not results. The major contribution of performance management is its focus on achieving results -- useful products and services for customers inside and outside the organization. Performance management redirects our efforts away from busyness toward effectiveness.

Armstrong and Baron (2010) agree that work performance management for teams is inherently the same as for individuals. However, the difference between individual employee and team performance management lies in the actual measurement and reward approach. They base the ethos of performance and performance management on the assumption that if the performance levels of individuals can be raised somehow, better organizational performance will follow as a direct result. Organizational performance means that the organization has to achieve or accomplish its goal, which is ultimately to maximize the value of the organization and the success of any enterprise is marked by the level to which it achieves what it set out to do in the world (Glaser. 2012).

According to Armstrong and Baron (2013), performance management is about encouraging productive discretionary behaviour, and has as its goal to achieve human capital advantage. They continue to support the believe that people are the most important source of competitive advantage, and recognize that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organizations. Robbins (2013), states that self-evaluation is consistent with values such as self-management and empowerment. He argues that despite the fact that employees tend to inflate their own ratings, self-evaluation lessens their defensiveness about the appraisal process, and it serves very effectively to stimulate job performance discussions between employees and their superiors.

Obstruction has likewise been considered as a source of data; being helpful in figuring out how to build up an increasingly effective change process consequently it is anything but a negative idea as it could indicate change managers certain viewpoints that are not legitimately considered in the change procedure (Waddell & Sohal, 2012), Robertson and Seneviratne (2014) further clarified

that adjustments in innovation and physical setting to the manners in which change can be practiced, which they amass with association courses of action and social elements into a classification they mark authoritative work setting. Others associated with this dialog would stress that the intercession system should be driven by vision and technique (Beckhard & Harris, 2010), and that the bolts connecting the segments ought to be twofold headed, reflecting the intelligent idea of the parts in the change procedure.

According to Richard and colleague (2010), the components such benefit, consumer loyalty, and improved profitability, piece of the pie development, improved administration conveyance, and deals can be used to authoritative execution. Organization performance is along these lines influenced by an assortment of people, gathering, and assignment, innovative, basic, administrative and natural components. Richard also established management cannot change without a bit of data such as to performance data in premise period and, in a perfect world, a focused on exhibition in a future period.

There are various examinations (Huselid, 2012; Appelbaum, 2010; Schuler & Jackson, 2012; Wright, 2014) concentrating on the change of business organization managers on account of the global economy commitment. The journey for change the executives has for quite some time been a focal precept of the field of key administration (Armstrong, 2012). Inside this field, the configurationally hypothesis has developed as a promising new structure for dissecting the sources and manageability of the executives of progress in the cutting edge world. In Change Management, inward fit and outside fit are the two fundamental research streams. Association qualities, natural attributes additionally fundamentally impact firm performance.

The vital determinants of firm performance outside ecological qualities include client requests and nature of market competitiveness. These associations need to react to more noteworthy worldwide goals and difficulties to contend adequately in neighborhood and worldwide markets. This investigation concentrated on determining the effects of change management on organizational performance with the following specific objectives: to evaluate the effects of employee development on organizational performance, to access the effects of compensation management on organizational performance and to determine how organizational citizen behavior affects organizational performance.

STATEMENT OF THE PROBLEM

Change in organizations is evident as is sweeping across all organizations occasioned by technological, globalization among other factors. This is affirmed by Bernstein (2010) who argued that some type of change is experienced in all organizations which have forced organizations to respond through implementation of change management programs such as culture change, business process engineering, employee development, compensation management and total quality to foster performance. In spite of the implementation of change management programs, overall performance of organizations continues to raise eye brows among scholars and

other stakeholders. For instance, Tumushabe, and others (2010), argued that "despite of increased employment of systems to strengthen the operations of the private firms, productivity has continued to deteriorate both in service delivery and quality services". Thus, there was, a need to study the effects of employee development on organizational performance of Rift Valley machinery Services Ltd.

GENERAL OBJECTIVE

The research sought to determine the effects of employee development on organizational performance.

THEORETICAL LITERATURE

Stakeholder Theory

The stakeholder theory by Freeman (2014) is a theory of organizational management and business ethics that addresses morals and values in managing an organization. A stakeholder approach identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. In the traditional view of a company, the shareholder view, only the owners or shareholders (stockholders) of the company are important, and the company has a binding fiduciary duty to put their needs first, to increase value for them.

Stakeholder theory instead argues that there are other parties involved including employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, and trade unions. Even competitors are sometimes counted as stakeholders their status being derived from their capacity to affect the firm and its stakeholders. The nature of what is a stakeholder is highly contested (Miles, 2012). The stakeholder view of strategy integrates both a resource-based view and a market-based view, and adds a socio-political level. One common version of stakeholder theory seeks to define the specific stakeholders of a company and then examine the conditions under which managers treat these parties as stakeholders; the descriptive theory of stakeholder (David, 2010).

The stakeholder theory dictates that to enhance performance, an organization must consider the expectations of its influential stakeholders and strive to meet those expectations. Though in trying to meet stakeholders' expectations the organization will take time to make decisions and incur huge costs; stakeholders remain the main drivers of an organization. The theory therefore predicts that an organization that not only considers its stakeholders needs in their strategic management process but also meets their expectations is likely to enhance its performance. However, a balance needs to be made to ensure that stakeholders' expectations are in line with the organizations vision, mission and objectives.

Resource Advantage Theory

The theory was created by (Hunt & Morgan, 1995) as referred to Loretta (2016) who contended that, the key determinant of benefit depends on the view that predominant execution and a manageable aggressive position depends basically on the assets of the firm. The key test for managers is to change essential assets into center abilities, which structure the establishment of prevalent aggressive positions explicit market portions (Hunt & Morgan, 1995).

Note that center capabilities upgrade with use, and are less circumstance to devaluation, making them a wellspring of reasonable upper hand. Asset Advantage theory has expanding significance as the level of item separation will increments also the dimension of rivalry strengthens under requirements of separated items and divided interest. This hypothesis was direct for this examination as it tries to give clarification on how effective usage of assets prompts significant yields. It is important to note that core competencies improve with use, and are less subject to depreciation, making them a source of sustainable competitive advantage. At the extreme, the most effective barrier to imitation is when competitors do not understand the competencies on which the advantage is based. Termed causal ambiguity. this reflects the ambiguity between the causal connections between actions and results. Resources that are likely to form the foundations of core competencies are generally related to the learning capacity of the organisation. These include culture and the management of internal and external relationships. Comments such as "the ability to learn faster than your competitors may be the only sustainable competitive advantage", reflect the importance of organisational culture and climate within a marketing orientation.

The RBV has been used to explain firm diversification and corporate financial performance (Robins and Wiersema, 2014). A RB analysis of relatedness between different business units of a multi-business firm provided superior explanation to a concentric index and an entry index from IO economics. In a similar study Markides and Williamson (2014) found that resource based strategic relatedness is superior to market relatedness in predicting the performance of diversified firms.

Lewin's Three-step Model

Lewin's three-step Model outlines the impacts of powers that either advance or repress change (Robins, 2003). The hypothesis supports the way that driving practices encourage change since they push the workers to the correct heading while at the same time controlling powers thwart change since they push the representatives to the contrary course (Lewin, 1951). The three stages incorporate unfreezing, development and refreezing. The initial step requires changing the conduct by unfreezing the current circumstance which is considered as the balance express; this empowers the arrangement of gatherings and expels singular opposition. It likewise includes the decrease of the controlling powers that are fit for shortening development from the current harmony.

To make this initial step fruitful, a blend of unfreezing and reduction of controlling powers must be accomplished. The second step in the development of the objective framework to another dimension of balance which can benefit from outside assistance by convincing representatives to concur that the present state of affairs isn't helpful to them (Kritsonis, 2005) and urging them to see the issue from a new point of view, cooperate, and interface with amazing pioneers that likewise bolster the change (Robins, 2003).

The third step is refreezing which is normally finished after change has taken region to support it over the long haul. Kurt Lewin three-advance change demonstrate/hypothesis is able to become familiar with this investigation because of the accompanying; Lewin sees conduct as a dynamic security of powers working in contradicting headings. Main thrusts encourage change since they push workers in the ideal course (Gioia & Chittipeddi, 1991). Kritsonis (2005) contends that, limiting powers avert due to the reality they push representatives the other way.

In this way, these powers must be broke down and Lewins three-advance model can help move the equalization toward the arranged change However, the commentators of Lewin's hypothesis have it that it is extremely normal, objective and plan situated without considering individual factors that influence change (Kritsonis, 2004). Moreover, it is being founded on little scale tests, and all the more critically the way that it depends on the suppositions that can be taken into associations act under consistent conditions and that associations work with no political impedance and association powers (Barnard & Stoll, 2010; Burnes, 2004)

Lewin's Phases of Change Theory

Because of the way that Lewin's Three-Step Change Theory did never again consider private component factors that influence change, Lippitt's Phases of Change Theory was created to connect this hole. Lippitt, Watson, and Westley (1958) expanded Lewin's Three-Step Change Theory by growing seven-advance hypothesis that centers more prominent around the situation of the change specialists than the development of progress itself.

At the point when change progresses toward becoming period of the association, the change operator relentless pulls back his/her job. Lippitt, Watson and Westley (1958), further indicate that for changes to be some way or another steady, the executives needs to guarantee that such change is similarly assigned to the neighboring frameworks or to subparts of the framework which will encounter the impact.Lippitt's theory is applicable to this study since it concentrates more on the job and responsibility of the change specialist who are the private firms' workers than on the development of the change itself. Correspondingly, since the firm work as frameworks and subparts, Lippitt's hypothesis calls attention to that change are bound to be steady on the off chance that they spread to neighboring frameworks or to subparts of the framework quickly influenced. There are many change hypotheses and probably the most broadly perceived have been outlined in this hypothetical foundation. The hypotheses fill in as a declaration to the way that Change is a genuine wonder (Kritsonis, 2005). Change management happens   from

conclusion of the issue until the change operator pulls back the helping relationship (Kritsonis, 2005).

EMPIRICAL LITERATURE REVIEW

According to Swanson (2001) as cited in Hassan (2007) suggests that employees" development is a procedure of developing or let loose expertise via organization development, training and development for the intention of enhancing their performance. The basis trust of the employees" development is the organizations are the human-made units that depend on human capability for the sake of constituting and accomplishing their objectives and that professionals are advocated of person and group, work procedure and organizational trustworthiness (Hassan, 2007). In order to reinforce the organization,,s competitive advantages in their market, training promotes raised of employer investment in their employee knowledge and skills.

Employee development relies on speculation in human capital. The employees,,development system needs to be a long-standing, organized and aim-oriented process, coordinated with the present and future demands of work. The aims of the employees,, development system need to be connected to the repetitive expert, personal and working development of every employee. Apart from the optimization and aggiornamento of work procedures and courses, the development and allotment of employee,,s competency, insuring that they can construct their anticipated involving to the work process is important as well (Alexandru & Silviu, 2010).

The capacities of an individual representative and organization is build up by employee development which comprises of individual or worker and generally speaking development of the representative as when workers of the organization would build up the organization, association would be more prospered and the expansion of representative execution (Elena, 2000). Subsequently, there is an immediate connection between Employee Development and Employee Performance. As when representatives would be increasingly created, they would be progressively happy with the activity, progressively dedicated with the activity and the execution would be expanded. At the point when worker execution would build, this will prompt the association adequacy (Champathes, 2006).

Employee development exercises are essential for the representatives, as the exercises are performed, it shows that organization thinks about their workers and needs them to create (Elena, 2000). Employee development is among the areas where many organizations are investing in. On the factor when associations are contributing towards the worker advancement exercises, the representatives buckle down; use their complete aptitudes and endeavors to perform the objectives of the institutions.

Hoobler (2006) note that having appropriate preparing and devices to achieve an organization errand appear good judgment, however usually neglected or thought little of by managers. It is basic that managers see how to distinguish aptitude and instrument inadequacies. It is

additionally basic to keep your own ability levels comparable to the consistently changing universe of innovation and pattern. Administrators ought to dependably urge their specialists to have contribution on preparing. Administrators have a commitment to set gauges, yet ought to be responsive to new thoughts. Moreover, managers must guarantee that subordinates keep up responsibility for organization devices and recognize insufficiencies to you as the director (Burton, 2006).

Bloom and LaFleur„s study (2010) as cited in (Horn & Fichtner, 2013) suggests that the organizations that provide employee training will cause the improvement in products and services, decrease of production wastage, better employee retention and employee-management relations. In addition, the training can improve employees‟ capability which can enhance their performance and organization„s satisfaction. Schaufeli and Bakker„s study (2010) as cited in (Sardar, Rehman, Yousaf & Aijaz, 2011) suggests that the performances of employees cause the organization towards customer satisfaction. Hence, it will lead the organization obtains profitability in the business.

According to Proctor and Doukakis (2013), there is positive relationship between the employees„ development and employees„ performance. Anne (2012) says that during the time of organizational change, management attention normally diverted by the day-to-day demands which employee development gets forced into a subordinate position as cited in Proctor and colleague (2013). According to Hameed and Wahid (2011) employee development defined as develop the abilities of an individual employee and organization as a whole. Therefore, employee development consist overall growth of the employee which means when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase.

Administrators ought to value the significance of setting up their subordinates to develop expertly. Not all workers need to end up directors, however all representatives need some kind of headway. It could be pay-organized progression or advancement in title as it were. Be that as it may, it is essential to give them data on the best way to improve themselves in the organization. Likewise, it is critical that the data be in composed structure so that there is no vagueness. There is a vast and developing assemblage of writing that demonstrates a positive linkage between human asset advancement and organizational performance.

The accentuation on HR in associations mirrors the view that advertise esteem depends less on substantial assets, yet rather on impalpable ones, especially HR (Stiles & Kulvisaechana, 2015). Enrolling and holding the best workers, in any case, is just piece of the HR improvement structure. Associations likewise needs to use the abilities and capacities of its workers by empowering people learning and making a strong domain in which information can be made, shared and connected to accomplish corporate objectives of the association.

Expanding workers' aptitudes and capacities are relied upon to make future returns through expanded profitability and business execution (Shih, Chiang, & Hsu, 2016The procedures of resourcing and advancement went for expanding workers aptitudes directly affect their disposition for example inspiration, responsibility and fulfillment Wright and colleague (2013). In particular, a vast assortment of research views inspiration as a key determinant of worker execution (Hardre, 2013). Workers' frames of mind and practices by and large rely upon the HRD arrangements and systems the association is utilizing.

Bartlett (2010) watched a positive connection among preparing and authoritative responsibility and suggested that human asset improvement experts adjust new research techniques to exhibit to hierarchical chiefs that preparation and advancement adds to wanted working environment frames of mind which may thus impact practices, for example, truancy and turnover. Lee and Bruvold (2013) expressed that far reaching preparing exercises are decidedly connected with profitability; diminished staff aim to leave and authoritative viability. Raghuram (2014) contends that staffing and preparing lie at the core of the procedures went for building up the essential abilities for keeping up upper hand and authoritative execution.

Despite the fact that the facts confirm that the wellspring of upper hand alludes to the HR themselves and not to the strategies utilized to pull in, use and hold them, enrollment and determination might be viewed as a decent beginning stage for building a pool of prevalent representative assets and capacities. Individual and group preparing and advancement might be utilized to add new abilities to the current worker assets and capacities. Representatives' frames of mind impact their conduct which in this way impacts authoritative execution (Wright et al., 2013). It is contended that worker turnover is vigorously affected by occupation fulfillment, inspiration and authoritative responsibility (Hardre, 2013). It is likewise contended that fulfillment for the most part goes before hierarchical inspiration and duty while work fulfillment, authoritative inspiration and responsibility are firmly interrelated (Bartlett, 2011).

The human resource is the fundamental and the backbone of every organization and the primary asset of the organization. Utilization of human asset highly invested by many organizations expands the management of the organization. Execution is a noteworthy multidimensional build expected to accomplish results and has a solid connect to key objectives of an association (Mwita, 2010), found out that management is a major element to achieve the objectives of the association so to execution increment the viability and proficiency of the relationship that is important for the achievement of the ranked objectives.

It is miles crucial for the affiliation to plot the instruction all around carefully (Michael Armstrong, 2010). The shape of the preparation should accord the necessities of the workers (Ginsberg, 2010). The ones associations which build up a respectable making ready structure as indicated via the want of the workers just as to the association dependably get excellent consequences (Partlow, 2014; Tihanyi, 2010; Boudreau, 2001). It appears that training

configuration assumes a vital job within the consultant simply as hierarchical execution. A terrible making ready configuration is most effective the lack of time and cash (Tsaurand, 2014). As indicated by Becker, Randall, and Riegel (2010) the accomplishment of an association is incredibly subject to its HR. In spite of the fact that there were numerous different elements that assumed a key job, an organization must have powerful workers so as to remain monetarily dissolvable and aggressive. To keep up this profitable product, associations must know about the components that impact representative duty and maintenance (Shelton, 2010). Learning enables individuals to improve their general execution as opposed to simply upgrading their activity abilities (Gerbman, 2010). As per Cunniff (2010), "learning is capital, for both the individual specialist and the organization" Organizations and people should esteem information as they do cash, in light of the fact that in the present market they go inseparably. People must esteem learning as much as the association.

Learning permits individuals to enhance their standard execution as opposed to simply upgrading their pastime aptitudes (Gerbman, 2010). As indicated by Cunniff (2010), "statistics is capital, for each the individual laborer and the business enterprise" organizations and those have to esteem learning as they do coins, in light of the reality that within the gift marketplace they pass linked at the hip. Human beings must esteem studying as tons because the association.

According to Dahlberg (2010), she says that that the change is not only for products and services that they provide, it also includes making changes at the organizational level such as continual equipment update, retraining employees, mergers and acquisition. Therefore, employee development is very important because it is a procedure of developing or let loose expertise via organization development, training and development for the intention of enhancing their performance (Swanson, 2010) as cited in (Hassan, 2007).

As a result, learning is very important to improve the employees performance during the change because they need new knowledge and skill to fit into the new requirement. When organization provides learning and training to employees, they tend to feel they are ready to accept the change and hence increase the level of employee‚s performance (McShane & Glinow, 2008). Nevertheless, according to Robbins and Judge (2009) when employee‚s fear and anxiety is high, it will lead to high risk of tolerance to change. Thus, new skills training, short paid leave of absence and employee‚s counseling may help the adjustment.

Furthermore, organizational change is a stressful experience, and it threatens self-esteem and creates uncertainties McShane and colleague. In order to potentially increase the employee‚s motivation and adapt to the change process, organization need to establish stress management practice to help employees cope with the changes. Employee improvement activities are extremely vital for the employees, as the activities indicate that the organization is concerned for the employees and wants them to develop even further in their jobs. Elena (2000). Numerous organizations are investing in employee development and giving towards the employee

development activities. Employees who work hard use their skills and efforts to accomplish the objectives of the organization. There are countless schools of thoughts when it comes to employee development. One school of thought believes that employee development should focus on self-development while another advocates for self-managed learning. As every individual employee wants to explore new things, one should explore the limits of one's career more and take part in related supplementary activities such as attend seminars, workshops and training sessions. This indeed leads to employee development, and results in improved employee performance.

Employees are a key element of the organization. The accomplishment or wreck of the organization relies on worker performance. Therefore, companies are investing huge amounts of money on employee self-development and career development. Current research has analyzed the hypothetical framework and models connected to employee self-development and its effect on employee performance (Lejeune, Mercuri, & Raemdonck, 2016). Key variables have been identified which are connected to employee development and performance. Researchers have developed a proposed Model that explains this connection amid employee development variables (employee exploration, skill development, self-managing, and employee attitude) and employee performance.

RESEARCH METHODOLOGY

Research Design

Research design is the structure of an enquiry that is not identified with a specific strategy for gathering information or a specific kind of information (De Vaus & de Vaus, 2001). It holds a study together (Trochim, 2006). The study adopted the case study design. A case study is a strategy that includes in-depth gathering of information and examination so as to depict the attributes of a given populace. It is a strategy used to limit an expansive field of examination into effectively researchable theme (Kothari, 2007). A case study is a perfect technique when a comprehensive, inside and out examination is required (Feagin, 1991). For this situation, case study was indispensable as it would uncover the link between change management and organizational performance: Rift Valley Machinery Services Ltd.

Target Population

Mbokane (2009) defines a population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. A population consists of individuals who possess certain characteristics or a set of features a study seeks to examine and analyze. According to Mugenda and Mugenda (2003), target population is a complete set of individuals, cases or objects of the study. From the records available in the Human Resources Managers office, there were one hundred and eighty (180) employees, ranging from the top management to junior staff. In this case, the target population was employees of Rift Valley Machinery Services Ltd.

Sampling Technique

According to Cooper and Schindler (2008) sampling design is a part of the research plan that indicates how cases are to be selected for observation. The design maps out the procedure to be followed to draw the study sample. Shapiro (2008) indicates that it is a road map, that serves as the basis for the selection of a survey sample and provides the basic plan and methodology for selecting the sample (Shapiro, 2008). A sampling technique involves the procedure of selecting a sample from a population (Cooper & Schindler, 2008). Sampling is the way toward choosing a couple of cases from the objective populace so as to give data that can be utilized to make judgment about any longer number of cases. It is the genuine strategy for getting an agent test (Oso & Onen, 2006). Straightforward irregular testing procedure was embraced in the investigation. Basic arbitrary inspecting is the place the specialist gives respondents square with odds of investment in the examination (Oso & Onen 2006). In this study the sample size was selected on the 10-30 percent rule advocated by Kombo & Tromp (2006). Hence, out of 180 respondents, only 54 (30%) respondents were selected representing 30 percent.

Data Collection Procedure

The researcher proceeded to collect data from the selected respondents after receiving permission from the relevant authorities. The researcher visited the area of study before actual data collection for familiarization and acquaintance .During this visit, the researcher informed the firms „staff about the purpose of the study and booked appointments for data collection. After familiarization, data was collected using questionnaires. The completed instruments were dropped and picked later.

Data Collection Instruments

With the end goal of this study, the researcher utilized questionnaires to gather information from 49 sampled employees out of 54 respondents while the remaining 5 were interviewed using the same questionnaire to get in depth data regarding change management from supervisors in ICT, Finance, Security, HRM and Procurement and Production Departments. Data was collected personally by the researcher within the specified time frame.

Data Analysis

After collection of data, editing was done and then organized and coded. This was done by considering similar views and responses and grouping them together. The data was tabulated according to the research objectives. The data was analyzed using descriptive statistical methods of percentages. The results were presented in form of frequency distribution tables, pie-charts and bar graphs. In order to analyze the differences among group means and their associated procedures. Qualitative data was transcribed and analyzed using content analysis.

RESEARCH RESULTS

The findings indicate that Thirty two (32) respondents agreed that they do not complete their tasks on time representing 59.3% and this was attributed to lack of adequate skills and expertise to carry out their work against 17 respondents who were of contrary opinion representing 31.5%.

On employee participation in decision making, 9 respondents representing 16.7% agreed that they are involved in decision making process and these were deemed to be those occupying managerial positions and long serving experience in the organization. It is also worth to note that 35 respondents agreed that they were not engaged in the process of decision making representing 64.8% and these were employees in lower levels of management. In addition 10 respondents were undecided representing 18.5% and these were mainly new employees with minimum working experience.

In general, the established that the organization does not develop employees and this had hampered its performance greatly as 45 respondents attested to this fact representing 83.3% against 9 respondents who were of contrary opinion representing 16.7%. These findings were in agreement to earlier studies that established that employee development improves organizational performance. For instance we found out that expanding workers' aptitudes and capacities are relied upon to make future returns through expanded profitability and business execution.

In addition change is not only for products and services that they provide, it also includes making changes at the organizational level such as continual equipment update, retraining employees, mergers and acquisition. Therefore, employee development is very important because it is a procedure of developing or let loose expertise via organization development, training and development for the intention of enhancing their performance.

CONCLUSION

The study concluded employee development impacts on change management which in turn affects organizational performance. The study concluded that a fair number of respondents agreed that employee development had varied effects on organization performance which means more than helping employees become continuous learners, regardless of the requirements of the organization but to be beneficial for both individual employees, Organizations productivity and employees competence this will be used for doing present or future work to have greater positive effects on organizational performance

RECOMMENDATIONS

Employees are the most valuable assets and truly the backbone of an organization. Every employee in his own way contributes towards the success or failure of an organization. Without employees in an organization, even the most powerful machinery with the latest technology

would not function .The findings indicated that there exists significant effect between employees development and the performance of the organization for Employee development give the employee a greater understanding of their responsibilities within their role, and in turn build their confidence. This confidence will enhance their overall performance and this can only benefit the company. Employees who are competent and on top of changing industry standards help your company hold a position as a leader and strong competitor within the industry therefore the organization should input more on employee development in order to improve overall organization performance.

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