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Abstract

Revenue mobilization practices have been adopted globally with the aim of enhancing development at all levels. Despite revenue being collected all the time. Available studies show that not all practices have contributed effectively in mobilizing the available revenues for performance for socio economic development. In Kenya the advent of devolution has implied that counties will have to device appropriate ways of enhancing resource avenues for socio economic development, Instead of over dependence on the exchequer. The objective of the study was to determine the effect of training on organizational performance in Nairobi County. The study was guided by the resource based theory, expenditure theory and the economic theory. The research adopted a descriptive research design. Target population comprised 819.The population of this study comprised chief officers, directors, accountants and revenue officers. A sample size of 382 was used. The study used stratified random sampling and simple random sampling techniques. Data was collected using questionnaires. The validity of the research instrument was verified by researchers' supervisors. To test internal consistency, Cronbach's Alpha coefficient of 0.7 and above was used to meet the threshold. The collected data was analyzed by help of SPSS version 22. Descriptive analysis including mean, standard deviation, percentages and frequencies was used while inferential analysis which included Pearson's Product Moment Correlation Coefficient and simple regression to test the relationship between independent variables and dependent variables. Data was presented using tables and figures. The findings indicated that training, had a positive and significant effect in Nairobi county organizational performance. The study concluded that training contribute significantly to the organizational performance of Nairobi county in Kenya. From the results, the study recommended that the county management should ensure that they conduct regular trainings on revenue collection.

Key Words: *Training, Revenue Mobilization and Organizational Performance.*

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1.0 Introduction

County governments were established to work with the federal government in the growth of the country, and as such, they are responsible for providing administrative, fiscal, and other public services and amenities to people (Adu-Gyamfi, 2014). In practice, county government units are responsible for providing services as outlined in the constitution and the statutes establishing these government units. The provision of these services necessitates appropriate financial resources, making revenue mobilization a vital priority for county governments. While highlighting the relevance of revenue mobilization in decentralized units, Oates (1998) contends that, in addition to producing revenues, localized revenue mobilization has the potential to build political and administrative responsibility through empowering communities.

According to Baumann (2000), successful decentralization requires providing scope and resources for all players to contribute to growth. Similarly, according to Oyugi (2000), decentralized governments serve as a tier of government in many nations, requiring enough funding to cope with a variety of developmental activities under their authority. Local governments must have a stable income structure in order for fiscal decentralization to succeed. According to Akpa (2008), income is a crucial instrument for the efficient operation of any government machinery and ensures the existence of government organizations. Bhatia (2009), on the other hand, claims that tax is a mandatory charge for which taxpayers must pay regardless of any equivalent return of services or products. Thies (2010) and Salami (2011) agree with Akpa that taxation is the principal

Training is an essential component of help to developing countries' revenue mobilization efforts, and it is almost always included in aid packages. It might be granted in cash or as a loan for tax enterprises and programs. The main goal of this effort is to untangle limiting imperatives inside general society organizations while also revealing government strategy, facilitating data exchange across nations, and reviving level-headed debate on tax concerns (IMF, 2013).

Organizational Performance of County Governments in Kenya

Organizational performance is the difference between an organization's actual output and its anticipated outputs (or goals and objectives). Defining organizational objectives, tracking progress toward those objectives, and implementing changes to achieve those objectives more effective and efficient manner are all elements of organizational effectiveness (Richard, Devinney, George & Johnson, 2009).

Organizational performance demonstrates an organization's growth and development. This is accomplished by comparing inputs and outputs to pre-determined objectives and goals. The amount to which a company's performance has improved over a specific period of time is referred to as its performance. Organizational performance serves as a barometer of the company's success. It enables proper coordination inside the organization by developing effective communication, scheduling, and task management channels (Protogerou, Caloghirou, & Lioukas, 2011).

Personal, team, and organizational performance may all be thought of as a measure of their effectiveness. On a personal level, it relates to professional fulfillment, objectives achieved, and personal adjustment. It has to do with group morale, cohesion, efficiency, and productivity, as well as profit, effectiveness, economic output, levels of absenteeism, churn rate, and flexibility. (Ivancevich, 1977). (Tseng and Lee, 2014) Furthermore, Borman and Motowidlo (1993) define

OP as "any behaviors connected to organizational objectives that are dependent on individual participation levels" (Tseng and Lee, 2014). Any manager in every organization is concerned about the growth of OP. To effectively build OP, a thorough measuring index is a critical tool for organizations to offer clear instructions and goals to managers and employees (Tseng and Lee, 2014)

1.1 Statement of the Problem

The county's final performance is determined by the successful adoption of revenue mobilization techniques (Kagwiria, 2014, Hrebiniak & Joyce 2016). Organizational performance is positively influenced by revenue mobilization techniques (Ojwaka & Deya, 2018). Revenue mobilization techniques lay out a strategy for boosting revenue collection (Matthews and Scot, 2015). County governments may use revenue mobilization strategies to evaluate where they might increase revenue collection. Given the County's growing financial and service delivery demands, local money is an essential revenue stream (IEA, 2017).

Nairobi County lacks the necessary tax collection employees, which is exacerbated by a poor enforcement mechanism and a disjointed revenue structure (Mutua,2017). As a result, income mobilization is hampered, and the county government has struggled to keep up with the ability to supply services and, as a result, enhance the welfare of its citizens in the face of rising urbanization and other socioeconomic changes. Nairobi County lacks an up-to-date database of tax bases, making income forecasting and monitoring difficult. Furthermore, the income systems of municipal governments are generally complex, opaque, and costly to run (Fjelstad and Semboja, 2000 and Bardhan and Mookherjee, 2002). In 2018/19, Nairobi County earned Ksh 9.14 billion, which fell to Ksh 8.6 billion in 2019/20. This was followed by a Ksh 9.94 billion rise in 2020/21. The overall revenue from own sources fell 50.32 percent short of the aim. The underperformance was mostly related to the impact of COVID-19 on the economy, which had a significant impact on enterprises that are a major source of revenue for the county.

Several local studies have sought to establish a relationship between income mobilization strategies and performance (Torome, 2013; Mogwambo et al, 2016, Kamolo; 2014). However, because they did not investigate how revenue mobilization strategies affected organizational performance in Nairobi County government, Kenya, these studies were conducted in various geographical settings, resulting in a lack of research in the subject. Considering the significance resource mobilization for decentralized gov'ts whose main objective would be to provide improved services to the citizens, as well as the issues raised in the preceding paragraphs, the purpose of this study is to test the influence of training on the organizational performance in Nairobi County, with the goal of enhancing revenue collection.

2.0 Theoretical Literature

Resource Based View Theory

The research will focus on Wemerfelt's (1984) Resource-based Theory of Competitive Edge, which asserts that an institution's assets comprise, among other things, assets, capabilities, activities, institution features, information or data, and awareness. Later on, Robert M. Grant (2001) attempted to describe resource mobilization techniques for development. According to his idea, "practices" are the comparisons made by a corporation between its internal revenue and

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capacities and the possibilities and threats offered by its external environment. The county government might be seen as a revenue-generating organization that should be appropriately and efficiently employed to recognize success in the present study. As per the resource-based Theory, effective revenue mobilization methods must be established to accomplish this. On the other hand, might be regarded of as a "inside-out" method to creation.

The concept is on devising a strategy for channelizing, such as money. According to this theory, in order for the strategic approach to be finished on time, the firm's revenues and talents must be capable of providing a sustained competitive advantage. County governments should use suitable income mobilization tools to acknowledge progress. The concept goes on to state that the most profitable techniques or methods are those that cut costs while boosting output and effectiveness. According to Grant (2001), concentrating on even the most analytically important income and competences limits a company's strategy range to businesses where it has perfect competitive advantages. To gain a competitive advantage, counties should identify and invest more in more lucrative revenues. As a consequence, the study's goal was to look at the effect of money mobilization tactics in Nairobi County while also considering the context. The study's conclusions are meant to assist in determining the most effective revenue mobilization tactics for delivery of services.

2.1 Empirical Literature Review

Training of Revenue mobilization on Organizational Performance.

Ramaswami and Singh (2013) investigated the association between tax collecting employee training and the tax department in China. The findings demonstrated that extrinsic factors such as the fairness of current training processes and the opportunity to learn directly influenced job performance in the tax collecting industry and revenue collection. Despite the recognition of pay valence for employees, employee surveys revealed a high level of dissatisfaction with training initiatives.

Kimutai, Mulongo, and Omboto (2017) investigated the impact of income mobilization training on county socio-economic growth in the north rift area. The study used a descriptive survey research approach and was guided by Resource Based Theory. A total of 321 respondents were chosen at random from a population of 1640 workers in revenue and planning departments throughout six counties in the North Rift area. According to the results of the regression study, training has a considerable impact on socioeconomic growth. As a result, the research concluded that it is critical for County staff to have some type of revenue collection training.

Staff competences were shown to be one of the criteria that influenced optimum revenue collection in the county by Ngugi and Kagiri (2016). Staff competencies were assessed in this research using the skills and capacities of the employees. The research showed that effective training increased county employee productivity. Staff members that have received tax training are more knowledgeable about the law. This would enable these employees to charge the exact tax amount to merchants, resulting in increased revenue collection effectiveness and efficiency. Okiro (2016) found that employee competences had a direct impact on revenue collection. According to the survey, employees who were unfamiliar with technology found it difficult to collect income. The research discovered that training improved staff expertise, resulting in optimum, effective, and efficient revenue collection in counties.

Employees' possession of revenue returns analytical abilities, tax administration skills, and grasp of tax rules and structure, according to Gatimu (2017), influenced the quantity of revenues collected and their management. According to the research, revenue collectors and administrators were able to precisely calculate real tax rates, payment amounts, and penalties collected in arrears thanks to the mentioned skills and knowledge gained during training. According to the report, counties should provide ongoing and periodic trainings for both new and current employees to ensure that all employees are doing their jobs in accordance with the county vision and working to acceptable standards.

Training refers to a planned activity aimed at helping employees grasp a certain degree of understanding or competence via the dissemination of information. Forgas (2009). Furthermore, Armstrong (2009) defines training as the use of a systematic procedure to develop knowledge and skills that are critical to achieving high output levels. It is the process of an employee's knowledge and abilities being enhanced in order to do a job more efficiently. Specialized assistance and training are key components of revenue mobilization support in developing nations, and they are almost always included into aid programs. They will be offered a kind or finance income program whose primary goal is to relax restricting imperatives inside the general society organization.

Many developing nations' training programs are struggling to come up with solutions to improve their efficiency and effectiveness. While there are many key aspects to such a plan, one of the most significant is how to fund training. An adequate finance strategy should assure both the consistency of funding required to build policy implementation capability as well as the volume of investment required to enhance training results (World Bank, 1991). Millvier (2005) conducted an empirical research on the impact of revenue mobilization training in monetary collection on performance in various UK towns. The study's findings demonstrated that better training boosted tax collection. This is because properly trained employees are more motivated in their task, assuring revenue collection.

Griffin (200) investigated the impact of revenue mobilization training on job performance in tax collecting. The findings revealed that essential components of pay have an influence on important outcomes such as job satisfaction, attractiveness, retention, execution, skill development, cooperation, inspiration, and turnover expectations among employees who are used to aid with revenue accumulation.

This study intends to investigate one of the most often utilized in training revenue collecting in Kenya. Several nations have enacted payroll taxes on businesses, which have become a major source of funding for skills training in both specialized training institutions and businesses (Middleton, Ziderman and Adams, 1993). The essential premise behind such systems is "who benefits pays" — according to Becker's (1964) human capital model, although learners should bear the whole cost of generic training, employers should share firm-specific training expenditures.

3.0 Research Methodology

This inquiry took the form of a descriptive survey. A descriptive study has a well-defined topic and well-defined variables. A descriptive study gives a descriptive examination of a specified population or sample, as well as general research topics, in qualitative, quantitative, or a mix of both forms of data. The study approach also enables the researcher to collect vast volumes of data from a broad population utilizing questionnaires in a very effective, simple, and cost-efficient way. (2013, Saunders).

The population of interest in the study consisted of staff of selected in different departments in Nairobi County, which comprised of chief officer, directors, finance officers, revenue collection officers and planning officers from whom the data was gathered.

The sample size of the specific groups of persons were calculated using Yamane (1967) formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where, n = corrected sample size, N = population size, and e = Margin of error (MoE)

e = 0.05 based on the research condition.

$$n = \frac{819}{1 + 819(0.05)^2}$$

n =268

30 percent of the projected sample size was added to the primary sample to account for non-responses during data collection. Kerlinger (1986) suggests that in social science research, a sample size of not less than 10 percent of the population is appropriate.

The total sample size targeted in this study was**= 382**

Table 1: Sample Size

Categories	**Population**	**Sample Size**
Chief Officer	6	3
Directors	18	8
Accountants	57	27
Revenue Officers	738	344
Total	**819**	**382**

The research used structured questionnaires to acquire primary data. Data was analyzed using descriptive statistical techniques and given in the form of table frequencies, percentages, means, and standard deviation. The intensity and direction of link between the dependent and independent variables were also determined using Pearson's correlation coefficient. The overall direct impact was measured using simple linear regression. Tables and figures were used to present the findings.

4.0 Research Findings

Respondents Characteristics

The researcher handed out 382 questionnaires to Nairobi County employees. Notably, out of the total of 384 questionnaires sent, 382 were completed and returned. This accounts for 79.58 percent of all surveys sent out. However, 31 of the 304 questionnaires returned were incomplete, accounting for 8.12 percent of the total. As a result, 273 surveys were adequately completed. As a result, the study's response rate was at 71.47 percent.

The findings showed that 150 (54.9%) of the respondents were male and 123 (45.1%) were female, indicating that although the majority of the respondents were male, females made up more than one-third of the sample population.

The study results further revealed that majority of the staff had undergraduate level of education, with a proportion of 44%, followed by diploma at 43.6%, those with master's degree at 8.4% while those who have certificates were 4 %.

The study also indicated that 5.9% of the respondents had worked for less than 1 year, 34.4% had an experience of between 1 and 5 years, 23.8% had between 6 to 10 years of work experience. Those who had work experience of more than 10 years were 35.9%.

The study findings showed that 50.55% of the respondents were from the finance and economic planning department, 9.16% worked at the land, roads and public works department, 12.09% were from the department of agriculture, livestock and development. The health services department had a representation of 14.65%, 4.76% were from education, youth and culture department and 8.79% worked at the Water, Environment and Natural Resources department.

Descriptive Statistics on Effectiveness of Training

The study's primary goal was to see how successful revenue mobilization training is in improving performance in Nairobi County. Table 2 shows the results of calculating the means and standard deviations.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The county train their employee on revenue collection techniques	273	1.00	5.00	4.1685	.84941
Community training on importance of revenue collection is done regularly	273	1.00	5.00	4.0220	.96609
The county takes responsibility to provide relevant training to meet the needs and circumstances of staff	273	1.00	5.00	4.2051	.84129
The county provides induction to new employees before they are assigned duties	273	1.00	5.00	4.3114	.89224
Average Mean				**4.18**	**0.887**

The findings presented in Table 2 established that most respondents agreed that the county train their employee on revenue collection techniques (mean = 4.17, SD = .849). Further, most respondents agreed that community training on importance of revenue collection is done regularly (mean = 4.02, SD = .966). Majority of respondents also agreed to the statement 'county takes responsibility to provide relevant training to meet the needs and circumstances of staff' (mean = 4.21, SD = .841). The results further showed that the county provides induction to new employees before they are assigned duties, as indicated by (mean = 4.31, SD = .892). Overall, the items on effectiveness of training realized an average mean of 4.18 and a standard deviation of 0.887 suggesting that the county government initiative of training its employees on revenue collection was bearing fruit.

Organizational Performance

The study also analyzed the descriptive statistics for county performance using minimum, maximum, mean and standard deviation. Table 3 highlights the findings.

Table 3: Descriptive Statistics on County Performance

	N	Minimum	Maximum	Mean	Std. Deviation
The county meets its local revenue targets	273	1.00	5.00	3.3846	1.00480
There is transparency and accountability in financial management of the county	273	1.00	5.00	3.5311	1.07098
The county absorption rate for development funds is high	273	1.00	5.00	3.6484	.89984
The audit queries for the county have reduced significantly	273	1.00	5.00	3.5788	.92067
The county financial reports are prepared in an accurate and timely manner	273	1.00	5.00	3.8388	.95661
The county litigations related to late payments to suppliers have reduced	273	1.00	5.00	3.4652	.92339
There is financial efficiency in the county	273	1.00	5.00	3.6337	1.13334
The county pending bills are minimal	273	1.00	5.00	3.3297	1.21318
Average Mean				**3.55**	**1.014**

Basing on the findings Table 3, respondents were indifferent regarding whether the county meets its local revenue targets (mean = 3.38, SD = 1.004). In the same breath respondents had divergent opinion as to whether there is transparency and accountability in financial management of the county (mean = 3.53, SD = 1.07). Further, the county absorption rate for development funds is high (mean = 3.65, SD = 0.89). In addition, the audit queries for the county have reduced significantly (mean = 3.58, SD = .921). Respondents were in agreement that county financial reports are prepared in an accurate and timely manner (mean = 3.84, SD = 0.957) .Respondents also noted that there is financial efficiency in the county(mean = 3.63, SD = 1.13) .However, respondents did not agree that the county litigations related to late payments to suppliers have reduced(mean = 3.47, SD = 0.923).Respondents also failed to agree that the county pending bills are minimal(mean = 3.33, SD = 1.213).With an overall mean of Mean = 3.55 and a standard deviation of 1.014, the findings showed that county performance would improve if revenue mobilization is enhanced.

Correlation Analysis

To demonstrate a correlation between the research variables, the researchers used the Pearson product moment correlation coefficient (r). The magnitude and direction of the relationship between the study variables was represented by the correlation coefficient.

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Table 4: Correlation Analysis

		Training
Training	Pearson Correlation	1
	Sig. (2-tailed)	
	N	273
Organizational Performance	Pearson Correlation	.454**
	Sig. (2-tailed)	.000
	N	273

The study findings showed that there is a moderate, positive and significant relationship between county performance and effect of training ($r = 0.454$, $p < 0.01$). Therefore, an increase in training will lead to an increase in the performance of Nairobi County.

Regression Analysis

The findings of hypothesis testing and quantitative analysis, as well as the interpretation of correlations among the variable under research are presented.

Effectiveness of Training and Performance of Nairobi County Government

The study's primary goal was to see how successful revenue mobilization training was in improving performance in Nairobi County. According to the theory,

H_{01}: Effective training in revenue mobilization has no significant influence on Organizational performance in Nairobi County

Simple regression analysis was used as shown below.

$$Y = \beta o + \beta_1 X_1 + \varepsilon \;\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \textbf{(i)}$$

The results were presented in the tables below.

Table 5: Model summary on Training

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.454[a]	.207	.204	.73869

a. Predictors: (Constant), Training

Results in Table 5 showed that effectiveness on training explain 20.7% of the changes in the county performance.

The ANOVA results were presented as indicated below.

Table 6: ANOVA[a] results on Training

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.490	1	38.490	70.538	.000[b]
	Residual	147.874	271	.546		
	Total	186.364	272			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Training

Source: Researcher, (2021)

Given the $F_{critical}$= 6.90(1,271) and the $F_{critical}$ = 6.90, (1,271). Then F> F crucial is less than α 0.05. This clearly shows that training efficacy is a strong predictor of county success in Nairobi, Kenya. As a result, H01 is rejected. According to the results of Kimutai, Mulongo, and Omboto (2017), it is critical for county personnel to have some type of training on revenue collecting methods. Similarly, Ngugi and Kagiri (2016) discovered that training provided personnel with awareness of tax regulations. This would enable these employees to charge the exact tax amount to merchants, resulting in increased revenue collection effectiveness and efficiency. Similarly, Gatimu (2017) found that counties required to provide ongoing and periodic trainings for both new and current employees to ensure that all employees were doing their jobs in accordance with the county vision and working to acceptable levels. The outcomes of the study back with previous research showing training improves Nairobi County's performance.

Table 7: Coefficients[a] on Training

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.277	.281		4.539	.000
	Training	.557	.066	.454	8.399	.000

a. Dependent Variable: Organizational Performance

Source: Researcher, (2021)

The regression coefficients in Table 7 established the mean change in Nairobi county performance for one unit of change in the effectiveness in training. Findings showed that effectiveness in training had coefficient of estimate which was significant basing on β_1 = 0.454 (p-value = 0.000 which is less than α = 0.05). This suggested that for every unit increase in effectiveness in training there is an increase by 0.454Nairobi county performance.

The effect of training was more than 8 times the effect attributed to the error; this was indicated by the t-test value = 8.399. Based on the above results the results derived the following simple linear regression model as shown below.

$$Y = 1.277 + 0.557\,X_1$$

5.0 Conclusions and Recommendations

The study objective of the study was to determine the effectiveness of training in revenue mobilization on performance in Nairobi County. Majority of the respondents agreed that the county train their employee on revenue collection techniques, community training on importance of revenue collection is done regularly, the county takes responsibility to provide relevant training to meet the needs and circumstances of staff, and the county provides induction to new employees before they are assigned duties. The efficacy of training and performance in Nairobi County are positively and significantly associated, according to a correlation analysis. Regression analysis also revealed that training efficacy has a positive and significant impact on Nairobi county performance. Effective revenue mobilization training and Nairobi county performance are substantially associated, according to the hypothesis' results.

Conclusion

The research indicated that effective training has a good and substantial impact on Nairobi county performance based on the data. The null hypothesis of no significant influence of training on revenue mobilization and organizational performance in Nairobi County was rejected based on the regression findings.

Recommendations

Based on the findings, the study recommended the need for Nairobi County to strengthen their employee training by fostering better customer service, efficiency and engage in community training. The strengthening of these aspects will result to improved performance in Nairobi County.

Contribution to Theory, Policy and Practice

This research is intended to make a significant contribution to county leadership theory, policy, and practice. The research adds to the body of information on the link between revenue mobilization strategies and county performance from a theoretical standpoint. Furthermore, the research supports the theoretical framework and the many hypotheses that were utilized to explain the variables. In terms of policy, the research advises policymakers such as county administration and the national government on how to enhance or adjust revenue mobilization policies. Particular attention should be paid to the efficacy of training, which has been demonstrated to have a strong predictive capacity in predicting county success. In practice, the research provides guidance to county authorities on how to improve income collection procedures in order to improve Nairobi's performance.

Areas for Further Research

The goal of the research was to see how income collection strategies affected the performance of Nairobi County in Kenya. More research may be done on revenue collection techniques in other counties, particularly in governmental organizations. Other factors, such as revenue mobilization strategies, might be included by future researchers to affect improved service delivery in the counties. Environment considerations, national government influence, and natural county resources are all possible influences.

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