INFLUENCE OF TRAINING AND DEVELOPMENT ON SUSTAINABILITY OF FAMILY OWNED SMALL ENTERPRISES IN KENYA

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ABSTRACT
The study aimed at finding out the relationship between training and development and sustainability of the family owned small business enterprises in Kenya. Family owned enterprises play a key role in economic development through employment creation and availing of products and services to the end users. Some major family owned businesses in Kenya include the Tuskys Supermarkets, Bidco ltd, Brookside dairy ltd among others. The firms have significantly transformed the face of corporate sector with massive expansion across the country and in East Africa. However, despite the merit that surrounds the family owned businesses, their performance has been at the threat of decline with many of them ending up closing their doors as a result of increased mismanagement as well as succession chaos. These challenges, combined with the normal business environment challenges posse a big threat to the firms’ sustainability. On the other hand, human resource management practices have been argued to be the central enablers of firm performance and sustainability. Through well-tailored employee management practices and ensuring that the human capital is well taken care of, competitiveness of a firm is enhanced. However, there has been little research on the relationship between human resource management practices and sustainability of family owned businesses hence the subject of the study. The study adopted descriptive research design which involves both qualitative and quantitative research methodologies. The design was considered appropriate based on its ability to give more generalized results and enhance the practicability of the variables. The study targeted family owned small business enterprises in Nairobi County which are approximately 16285. Nairobi was chosen since over 90% of the FBEs are located in the area and therefore can act as a representative of Kenya. Stratified random sampling was applied to come up with a study sample of 375 respondents who were obtained from the FBEs in Nairobi County and grouped
in manufacturing, trading and service sectors. Questionnaires were used to collect data from the respondents. The data was afterwards be analysed using SPSS software and presented in form of tables, figures and graphs. The study established that training and development significantly and positively enhanced sustainability of family owned enterprises in Kenya. The study recommended that managers of family owned enterprises should embrace training and development to promote performance of the enterprises.

**Key Words:** Training and Development, Family owned enterprises

**1.0 INTRODUCTION**

**1.1 Background of the Study**

Human resource management practices is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement (Rothwell, 2000; and Sandhya & Kumar, 2011). Tettey (2016) states that Human resource management practices process is most effective when it is done in a systematic effort that is deliberately planned and is driven by a written, organization-wide statement of purpose and a policy. There are several views that endorse the value of Human resource management practices in today’s modern organization. Senior leaders are keenly aware that “the continued sustainability of the organization depends on having the right people in the right places at the right time (Waleed, 2011).

According to Ruthwell (2005), Human resource management practices and employee satisfaction form part of action HR planning which is concerned with staffing and both have a direct impact on reducing staff turnover. Manzoor (2012) explained the need for Human resource management practices among small manufacturing firms in Lagos and stated that most of the firms relied on few experts who are required to give instructions to the other workers on how and what to do.

Globally, two thirds of all enterprises are said to be family owned and/or managed (Phillips, 2012). Kochachathu (2011) holds the view that family is an inseparable term in family business because essential family functions determine the business functions and vice versa. According to Abouzaid (2011), in Spain, 75% of the businesses are family-owned and contribute to 65% of the country’s GDP on average and in Latin America family businesses contribute to about 60% of the aggregate GDP. Some of the best performing family businesses across the globe include; Salvatore Ferragamo, Benetton, and Fiat Group in Italy; L’Oreal, Carrefour Group, LVMH, and Michelin in France; Samsung, Hyundai Motor, and LG Group in South Korea; BMW, and Siemens in Germany; Kikkoman, and Ito-Yokado in Japan; and Ford Motors Co, and Wal-Mart Stores in the United States.

In Kenya, family owned businesses constitute up to 60% of the businesses, and accounts for over 50% of all people employed in the country every year (Kimunge & Were, 2014; and Nduati, 2016). Family businesses in Kenya range from small and medium-sized companies to large conglomerates that operate in multiple industries and countries. Some of the well-known family businesses in Kenya include: Nakumatt Holdings Limited, Tuskys supermarket, Chandaria Group among others. However, these firms have in some occasions experienced performance challenges most of which has been brought by succession misunderstandings and mismanagement as a result of succession by incompetent individuals (Mensah, 2014).
1.2 Statement of the Problem
Family owned enterprises in Kenya play a very important role in the economy through provision of employment and contribution to the GDP. However, despite their significance in the economy, sustainability of family owned enterprises has been a challenge over a long period of time with many of the firms not surviving under more than one generation (RoK, 2017; and Kirema, 2016). On average, the lifespan of family owned enterprises has been argued to be only 3 generations with 12% of the enterprises making it to that far (Kwenin, 2013). According to Neville (2011), over 40% of family owned enterprises collapse after the exit of the initiators with most of them ending up in disputes and misunderstanding among the family members. Data available from the Ministry of trade (2016), several companies including Tuskys Limited and Jacaranda hotel Limited have faced succession wrangles among the siblings over the succession of the businesses (Association of Family Business Enterprises (AFBE), 2015). Such disputes have eventually landed in law courts leading the family businesses in chaotic situations.

Empirical studies from across the globe have found lack of Human resource management practices especially planning and mentoring to be among the causes of organizational underperformance (Lynn, 2011; Robert, Matthew & Sonfield, 2012; and Giambatista, 2014). In his study Lynn (2011) established that most of the state corporations in the country faced performance and sustainability issues after exit of directors due to unpreparedness and succession of other employees. Other studies however, have argued that there is little or no link between Human resource management practices and firm sustainability. For instance, Huang (2011) in his study on relationship between Human resource management practices and sustainability of foreign firms in North-East of China, argued that lack of Human resource management practices did not contribute to firm unsustainability but firms failed to sustain themselves out of other factors such as competency and management strategies, competition and poor production methods.

Based on the information from the background it is revealed that human resource management practices can be viewed as important aspects in ensuring firm sustainability. However, it is not clear whether human resource management practices contribute to sustainability of family owned businesses since no study has focused on this study. Also, there are conflicting arguments on the relationship between Human resource management practices and firm sustainability with some studies arguing there is a relationship others arguing there is no relationship. The current study aimed at establishing the role of training and development on sustainability of family owned enterprises.

1.3 Objective of the Study
The aim of the study was to find out the relationship between training and development and sustainability of family owned small enterprises in Kenya.

1.4 Research Hypothesis
H1: Training and development has a positive relationship with sustainability of family owned small enterprises in Kenya

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Social Learning Theory

Social learning theory plays an important role in training and development. The theory was developed by Bandura (1971) in an attempt to bring out a clear understanding on the need for employee training. According to social learning theory, employees acquire new skills and knowledge by observing other members of staff whom they have confidence in and
as well believe to be credible and more knowledgeable (Shuck, Rocco & Albornoz, 2011; and Stephens, 2010). The theory posited that training and learning is influenced by person’s self-efficacy and his ability to successfully learn new skills which can be influenced by encouragement, oral persuasion, logical confirmation, observation of others. The manager, by becoming a role model for his/her co-workers, can improve their behaviour. In fact employees are more likely to imitate their superiors than their peers because of their status, experience and reward power. Modelling has a considerable role to play in implementing a self-managed approach through self-observation and self-monitoring (Hassan, Mehmet & Demet, 2011). To improve the effectiveness of training, a vicarious or modelling principle has been proposed to be used in four stages, namely, 1) presentation of models displaying the desired behaviours, 2) imitation or rehearsal by the observer of the modelling behaviours; 3) social reinforcement or favourable recognition for adoption of the modelled behaviors by the observer; and 4) transfer of training to encourage the use of learned behaviours back on the job (Earle, 2013; and Sutherland, 2014). Because of the importance in human interaction in management, social learning theory (particularly modelling and role-playing) provides general framework for many aspects of management education. Coaching and monitoring are commonly used management development techniques that attempt to harness social learning in the work place (Wells & Thelen, 2009).

2.2 Conceptual Framework

2.2.1 Training and Development

Training is particularly useful for developing improved job performance and involves day-to-day discussions and giving of instructions. Kochachathu (2011) observed that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance. The availability for all employees having access to training and development programs is critical in facilitating organizational growth, particularly with performance and technological improvements. Classroom training, lectures, computer-based learning and e-learning are all examples of formal training. Formal training is typically used to introduce a new concept or theory or to explain the importance of a particular topic. This type of training is most effective when coupled with experience sharing and role-playing (Neville, 2011). Moreover, training can be applied for many purposes to correct deficiencies in performance or to build skills. It is important for sustainability of a business enterprise and management because it can be an important tool in grooming prospective successors for the future. Effective training and development can have a positive impact on an organization. It can produce improved relationships and teamwork between staff at different levels. Organizational training and mentoring can help to align individual performance with team and organizational objectives, maximize strengths, enhance communication between managers and teams, help individuals take ownership and responsibility for their behaviours and actions, and encourage individuals to stretch beyond their assumed constraints (Leonard, 2012).
2.2.2 Sustainability of Family Owned Enterprises

Firm sustainability can be narrowly thought of not only as the management of environmental, social, and governance issues, but more broadly as a business approach or paradigm that seeks to enhance long-term shareholder value by addressing opportunities and managing the associated risks that derive from the economic, environmental and social developments facing the modern corporation (Mensah, 2014). At the heart of current corporate sustainability movement, is the claim that it increases long-term shareholder value i.e., maximizes stock price. It is hypothesized that the companies which are ranked as the leaders in sustainability should demonstrate superior financial performance coupled with favourable risk/return profiles. It is posited that firm sustainability leaders should be able to achieve superior financial performance by focusing their sustainability strategies to develop sustainability products and services by successfully either avoiding or decreasing key sustainability costs and risks to the firm.

2.3 Empirical Review

2.3.1 Training and Development

Hassan, Mehmet and Demet (2013) conducted a study on the effects of employee training and development on performance of commercial banks. The study was located in Qatar and targeted licenced commercial banks in the country. The study used a descriptive research design and had a sample of 52 respondents. The study According to Hassan et al., (2013), established that training is one of the most important factors in retaining employees in organizations while making them more effective to the organization. According to Hassan et al., (2013) training of employees makes them ready to develop and acquire more skills which they use in promoting their capabilities and productivity in the organization.

Chen (2014) did a study on the relationship between employee training and organizational sustainability and performance. The study aimed at establishing the role of skills attained by employees during training on continuity of the organization. The study was located in Pakistan and employed an exploratory research design. The sample size for the study was 119 respondents from manufacturing firms in Pakistan. Chen (2014) established that training of employees equipped them with important and essential skills that promote their ability to handle issues and be more compatible with organizational issues. According to Chen (2014), employees have the capability to handle organizational matters but to make them more capable there is need to train them time to time for enhanced performance.

2.3.2 Sustainability of Family Owned Businesses

A number of studies have focused on the sustainability of family owned business across the globe. For instance, Darren (2013) did a study on the sustainability of the family owned businesses in a global perspective. The study adopted a survey design and had a sample of 114 respondents. The findings established that most of the family owned businesses enhanced their performance through integrated investments and expansion the firm branches. According to Darren (2013) family owned businesses depend on the efforts made by the family members who are mainly the directors of the businesses to invest more and build stronger foundations to have the businesses sustained for a longer period of time.
Elsewhere, Shilder (2010) did a study on the factors influencing sustainability of family owned enterprises. The study aimed at establishing the role of succession planning, stakeholder involvement, and family issue management. The study adopted a descriptive survey research design and had a sample of 215 respondents. Shilder (2010) established that among the major factors that enhanced sustainability of family owned enterprises was the succession planning whereby the founder of the firm identified the successor and ensured that proper measures are carried out to make him or her capable of carrying on with the business.

3.0 RESEARCH METHODOLOGY

3.1 Research Design

A descriptive research design was used in this study. The research design was both quantitative and qualitative with the aim of determining the relationship between the Human resource management practices (independent variables) and sustainability of family owned enterprises (dependent variables).

3.2 Research Philosophy

The study employed a positivist research philosophy since it deals with quantitative data which is precise and therefore can be easily compared thus generating reliable evidence from the responses collected through use of questionnaires (Bryman, 2011).

3.3 Target Population

The target population of this study comprised of the family owned businesses in Nairobi Kenya. According to Mulei (2015), there are 23273 registered family owned enterprises in Nairobi County. The firms consist of manufacturing, services and trading (AFBE, 2016). The study specifically targeted the owners or managers of these firms. The table below shows the distribution of the target population as highlighted by AFBE (2016) and Migera (2014).

3.4 Sampling

The study used Kothari (2004) formulae to determine the sample size as shown below;

\[ n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2(N - 1) + z^2 \cdot p \cdot q} \]

Where:
- \( n \) = sample size
- \( N \) is the total population
- \( e^2 \) = acceptable error (the precision level at 0.05)
- \( p \) = the proportion in the target population that assumes the characteristics being sought. In this study, a = 50:50 basis is assumed which is a probability of 50 percent (0.5).
- \( q \) = The balance from \( p \) to add up to 100 percent. That is 1-\( P \) (1 - 0.5), which in this case is 100 - 50 percent (0.5)
- \( z^2 \) = number of standard deviation units of the sampling distribution corresponding to the desired confidence level of 95% which is 1.96.

Kura (2012) recommended that if there are no estimates in the target population assumed to have interest, 50% should be used as the proportion of the target population with characteristics being measured. At 95% confidence level and a 5% level of significance, the sample size (n) will be as follows:
\[ n = (1.96^2 \times 0.5^2) \times 23273 \\
= (0.05^2 \times 0.05^2) \times 23273 + (1.96 \times 0.5 \times 0.5) \]
\[ n = 375 \]

3.5 Data Collection Instruments

During this research, primary data was used for this study and was collected using questionnaires. The questionnaires included both closed and open ended questions.

3.6 Data Collection Procedures

The study used the primary data that was collected using questionnaires. The questionnaires were administered individually by the researcher to all respondents. Care and control was exercised to ensure that most of the questionnaires issued to the respondents are received. The questionnaire were administered using a drop and pick later method to the sampled respondents.

3.7 Data Analysis and Presentation

After data collection data analysis was done. This process is important as it makes data sensible. Data analysis tool used is dependent on the type of data to be analysed depending on whether the data is qualitative or quantitative.

The regression model was adopted to establish the relationship between dependent and the independent variables as follows:

\[ Y = \beta_0 + \beta_1 X_1 + \epsilon \]
Where:
Y = Sustainability of family owned enterprises
\( \beta_0 \) = Constant Term
\( \beta_1 \) = Beta coefficient
\( X_1 \) = Training and Development
\( \epsilon \) = Error term

4.0 FINDINGS

4.1 Response Rate
The study sought to find out the rate at which the targeted respondents participated in the study. This would therefore help to determine whether the study attained a reliable number of respondents to make conclusions and recommendations. The study had a sample of 375 respondents who were surveyed using a structured questionnaire. A response rate of 78.93% (296 respondents) was achieved and the data used for analysis. This therefore makes the collected data relevant for making conclusions and recommendations since according to Creswell (2005) and Kingslay (2012) a response rate of 30-60% in a study is adequate for making conclusions and recommendations. The non-response was 21.07% which means only 79 respondents did not give back their questionnaires for analysis. The response rate and non-response rate are as shown in table 4.5 where they are presented in form of the nature of the enterprise.
### Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Sample size</th>
<th>Response</th>
<th>Non-Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>149</td>
<td>113</td>
<td>75.84</td>
</tr>
<tr>
<td>Trade</td>
<td>172</td>
<td>134</td>
<td>77.91</td>
</tr>
<tr>
<td>Service Firms</td>
<td>54</td>
<td>49</td>
<td>90.74</td>
</tr>
<tr>
<td>Total</td>
<td>375</td>
<td>296</td>
<td>78.93</td>
</tr>
</tbody>
</table>

### 4.2 Training and development

The second objective of the study was to find out the influence of training and development on sustainability of family owned enterprises. The respondents were asked specific questions based on the measures of training and development. The measures included; job rotation, workshops, study leaves, seminars and conferences. The findings are as systematically presented herein.

#### 4.2.1 Frequency of job rotation in your organization

The study sought to find out the frequency of job rotation among the employees in the organizations. The findings as presented on figure 4.1 revealed that most of the businesses conducted employee job rotation frequently as was shown by 55%. On the other hand, 30% of the businesses performed employee job rotation sometimes whereas 5% of the businesses did not conduct employee job rotation. The findings concur with those by Manzoor (2012) who found that as a strategy of developing an employee and making him or her grow as far as his or her career is concerned, it is worthwhile to rotate the employee from one position to another within the organization from time to time.

![Figure 4.1: Job rotation](image-url)
4.2.2 Frequency of holding up training seminars and conferences
The respondents’ views were sought on the frequency at which they held training seminars and conferences among their employees. The study established that majority of the businesses held training seminars and conferences twice in a year and on a monthly basis as shown by 35% each. Further, 20% of the businesses held training seminars and conferences once in a year. All employees agreed that seminars and conferences play a role in enhancing the knowledge of the employees. The findings compare to those by Kochachathu (2011) that training seminars and conferences should be held as frequently as possible for the purpose of promoting employee motivation and enhancing knowledge sharing among the employees.

![Figure 4.2: Holding up training seminars and conferences](image)

4.2.3 Employee response after training
The respondents’ views were sought on the response of the employees after they undergo training and development. The findings presented on table 4.2 revealed showing high level of leadership skills had a mean of 1.64 and a standard deviation of 1.06. Reporting to work earlier and being more punctual to their duties had a mean of 3.14 and standard deviation of 1.09. Adhering to the set rules and guidelines had a mean of 1.71 and a standard deviation of 1.05 whereas Showing high customer service values when serving customers had a mean of 1.51 and a standard deviation of 1.15. The findings compare with those by Manzoor (2012) and Freyermuth (2007) who found that most employees positively responded after training and development whereby they embrace earlier attendance to their duties, embracing better leadership skills as well as enhancing customer service and overall performance.

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Showing high level of leadership skills</td>
<td>1.64</td>
<td>1.06</td>
</tr>
<tr>
<td>Reporting to work earlier and being more punctual to their duties</td>
<td>3.14</td>
<td>1.09</td>
</tr>
<tr>
<td>Adhering to the set rules and guidelines</td>
<td>1.71</td>
<td>1.05</td>
</tr>
<tr>
<td>Showing high customer service values when serving customers</td>
<td>1.51</td>
<td>1.15</td>
</tr>
</tbody>
</table>
4.2.4 Training and development and Sustainability of Family owned enterprises

The study sought to find out the respondents’ views on the relationship between training and development and sustainability of family owned enterprises. The findings as depicted on figure 4.3 revealed that majority of the respondents highly related Training and development with the effectiveness of Human resource management practices management as was shown by 52% whilst 30% of the respondents moderately related Training and development with the effectiveness of Human resource management practices. The findings support the argument by Darren (2013) that the success and sustainability of a firm lies to the bigger extent on the skills and level of training that is possessed by the employees.

![Figure 4.3: Training and development and Family owned enterprises](image)

4.3 Sustainability of family owned small enterprises

The aim of the study was to find out the role of human resource management practices on sustainability of family owned enterprises in Kenya. The key theme in the study was therefore the sustainability of the family owned enterprises. The study therefore sought to find out the respondents’ views on the sustainability of these enterprises based on the key measures of sustainability which included; sales turnover, number of employees and capital reinvestment.

4.3.1 Re-investment

The respondents’ views were sought on whether they invested back the capital raised from the firms. The findings as presented on figure 4.4 revealed that most businesses frequently reinvested as was shown by 48%. On the other hand, 26% of the respondents occasionally reinvested while 14% re-invested sometimes. Moreover, 10% of the respondents indicated that they rarely re invested their capital back into the businesses. The findings imply that as much as the majority of the respondents invested their capital back into the business, there rate at which they invested was still below the mark.
4.3.2 Number of years the business has been in operation

The study sought to find out the number of years that the businesses had been in operation so as to establish their probability of getting sustained in future. The results as indicated on table 4.3 showed that most of the businesses had been in operation for 7-10 years as was shown by 34% 26% of the businesses had been in operation for 3 to 5 years while 17% had been in operation for 5 to 7 years. Only 4% of the businesses had been in operation for more than 11 years.

Table 4.3 Number of years the business has been in operation

<table>
<thead>
<tr>
<th>Description</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2 years</td>
<td>60</td>
<td>19</td>
</tr>
<tr>
<td>3-5 years</td>
<td>82</td>
<td>26</td>
</tr>
<tr>
<td>5-7 years</td>
<td>54</td>
<td>17</td>
</tr>
<tr>
<td>7-10 years</td>
<td>86</td>
<td>34</td>
</tr>
<tr>
<td>Above 11 years</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>296</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4 Inferential Statistics on Training and Development

Ha2: Training and development has a positive relationship with sustainability of family owned small enterprises in Kenya

To bring out a clear relationship between training and development and sustainability of family owned businesses, inferential statistics were carried out. This was through use of the model for the variable which was \( Y = \beta_0 + \beta_2 X_2 + \epsilon \). The results on the model summary as presented on table 4.4 revealed that the \( R \) value for the variable was 0.686 and the \( R^2 \) was 0.471. This implies that the model was fit and could explain up to 47.1% of the relationship between training and development and sustainability of family businesses.

Table 4.4: Model Summary (Training and Development)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.686*</td>
<td>.471</td>
<td>.469</td>
<td>.73715</td>
</tr>
</tbody>
</table>
a. Predictors: (Constant), Training and Development
b. Dependent Variable: Sustainability of Family Owned Businesses

ANOVA results were also presented and as shown in table 4.5, the results reveal that the P-value for the model was 0.000 which is less than the standard p-value of 0.05 thus implying that training and development is positively and significantly related to Sustainability of Family Owned Businesses.

Table 4.5: ANOVA Results (Training and Development)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>142.189</td>
<td>1</td>
<td>142.189</td>
<td>261.669</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>159.757</td>
<td>294</td>
<td>.543</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>301.946</td>
<td>295</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Sustainability of Family Owned Businesses
b. Predictors: (Constant), Training and Development

The regression coefficients for the variable indicated a positive relationship between the two variables whereas the P-value (0.000<0.05) indicated a significant relationship between Sustainability of Family Owned Businesses and training and development. The results are as indicated in table 4.6. The new model now becomes $Y = 0.623 + 0.791X_2 + 0.049$.

Table 4.6: Regression Coefficients (Training and Development)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.623</td>
<td>.186</td>
<td>3.358</td>
<td>.001</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>.791</td>
<td>.049</td>
<td>16.176</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Sustainability of family owned enterprises

To attest the relationship between training and development and sustainability of family owned enterprises further, a scatter plot was used. The plot as shown in figure 4.5 revealed that the model had positive gradients thus implying that training and development was positively and significantly related to sustainability of family owned enterprises.
CONCLUSION

The study concluded that among the main factors leading to sustainability of family owned businesses is training and development. Training of employees makes them ready to develop and acquire more skills which they use in promoting their capabilities and productivity in the organization. Training of employees equipped them with important and essential skills that promote their ability to handle issues and be more compatible with organizational issues. Employees have the capability to handle organizational matters but to make them more capable there is need to train them time to time for enhanced performance.

RECOMMENDATIONS

The management of the family businesses and other businesses as well should promote employee training and development as a strategy of enhancing growth and sustainability of their firms. Through job rotation, frequent seminars and conferences, study leaves as well as workshops employees are able to grow and develop their career which in turn enhances their capability to solve modern-day business problems. This makes them of more use to the organization thus enhancing firm sustainability and performance.

REFERENCES


