

**EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE IN TURKANA COUNTY
GOVERNMENT, KENYA**

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DECLARATION AND APPROVAL

I declare that this thesis is my original work and it has not been submitted to any other learning institution for the award of a degree or diploma.

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DEDICATION

I dedicate this thesis first and foremost to the Almighty God for the strength he has bestowed upon me in order to complete this work. Secondly, to my late mum Maria Agellan and my family for their support towards my learning endeavors.

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Am thankful to Almighty God for the life and excellent strength to accomplish this study. I express gratitude to the Turkana University College, the School of Business and Economics for considerable contributions to knowledge I gained during my studies. I sincerely appreciate Dr. David Kamar Imana and Dr. Henry Ongori, my supervisors, for their expert guidance throughout the period of undertaking this thesis. I appreciate my fellow students and friends for their unwavering support and inspiration in my studies, as well as for the interchange of ideas and encouragement. I honestly acknowledge respondents who took their time to answer the questionnaires and provide information the study sought.

ABSTRACT

Many public sector establishments participate in training of staff and have divisions, units and sectors responsible for training and development. County governments are expected to provide services to its citizens at the local level. As such, training is critical to achieving organizational goals and increase employee output. Training of employees at the county is aimed to increase service delivery, attainment of the county's goals and increase employee output. The county government concept is relatively new and the devolved units grapple engaging the newly recruited employees through numerous training programs in order to improve performance. Despite intensive training programs performed in the county, there still exist training gaps as indicated by employee performance appraisal reports. This study aimed at examining the effect of training on employee performance in Turkana county government, Kenya. The research objective sought to examine the effect of mentoring, job rotation, apprenticeship, and coaching on employee performance. The study used descriptive and correlational designs. The study's sample size was 321 employees, with 15 participants being interviewed and 306 receiving structured questionnaires. The 15 interviewees were purposively selected while the 306 respondents were chosen using simple random selection procedure. The study used both primary and secondary data sources. The main instrument of data collection was a questionnaire. Interview schedules for the managers were also administered as part of the study. The questionnaire was piloted with 30 objects. Determination of reliability of the questionnaire was by use of Cronbach's alpha test. A coefficient of 0.745 was obtained indicating that the instrument was dependable. Content analysis method was used to examine qualitative data and the findings presented in narrative form. Quantitative data was analyzed through descriptive statistics that involved measures of central tendency such as means and standard deviations and results presented using tables. The study used inferential analysis techniques such as correlation analysis and multiple regression to determine how variables related to one another. The study confirmed that; mentoring, job rotation, apprenticeship, and coaching positively and significantly affected Turkana county government's employee performance. The study found that mentoring assists mentee in succeeding by improving performance, increasing confidence, and addressing strengths and weaknesses and that job rotation is intended to expose employees to a wider range of operations and assists managers in realizing hidden talent. By retaining majority of apprentices, the county saves money on recruitment and training. Through coaching, employees gain confidence, expand their professional network and improve their communication skills. The study concludes that mentoring programs help mentees prevail by refining performance, expand certainty, and tend to qualities and shortcomings and that job rotation is desired to expose workers to broad extent of tasks in order to aid superiors in discovering their secret ability. By holding most apprentices, the county benefits considerably from low staffing and training costs. The study concludes that coaching gives workers direction on the most proficient method to augment their capacity to accomplish their career goals. The study recommends that the county ought to mentor its employees to increase knowledge sharing to advance and encourage leadership. County administration should establish precise training times and then schedule accordingly the program's duration to ensure every team member on the teams where employees rotate understands the program. Also, the county should assume a central part in developing apprenticeship programs, and give continuous obligation to help the preparation and training interaction of employees. Finally, the county administration should work on developing a coaching culture in which employees trust one another, have the ability to question the status quo, and are willing to collaborate regardless of their position within the organization.

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LIST OF ABBREVIATIONS AND ACRONYMS

CIDP	County Integrated Development Plan
HCT	Human Capital Theory
IFMIS	Integrated Financial Management Information System
KCB	Kenya Commercial Bank
NACOSTI	National Council of Science, Technology and Innovation
SOS	Save Our Souls
SPSS	Statistical Package for Social Sciences
TCPSB	Turkana County Public Service Board
UNESCO	The United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

Since employee productivity directly affects an organization's ability to succeed as a whole, employers require workers who can get the job done. For organizational leadership to create consistent and objective approaches to enhance their future within the organization, it is necessary to comprehend the main advantages of employee performance (Ismajli, Zekiri, Qosja & Krasniqi, 2018). Kuruppu, Kavirathne and Karunarathna (2021) observe that every firm strives to put in place systems for the internal progression and development of competent and talented people as well as to expand the pool of qualified workers available to fill open critical positions inside the organization. In order to increase employee quality, dedication, and organizational integration, human resource management practices (HRM) must be implemented.

The achievement of goals is one of the most crucial elements in employee performance. Successful workers complete tasks on time, generate income, and enhance the brand through satisfying encounters with clients (Sharma, Sharma & Agarwal, 2016). Deadrick and Gardner (2019) observe Employee Performance is the secret to success in every organization. Each employee is required to contribute to the company's vision and objectives. In addition, measuring employee performance can assist organizational managers in finding potential issues with their employee training program and provide guidance in formulating improvement strategies.

Kleiner (2020) observe that employee training programs that result in improved performance can cut maintenance costs by lowering equipment malfunctions and staff turnover, as well as customer complaints. According to Herrenkohl, Judson and Heffner (2021), employees who are

motivated by performance are individuals who have predetermined goals to reach in order to have others favorably judge their competence for the accomplishment of individual and organizational objectives, including worker performance. Therefore, Training is a motivating component that improves an employee's knowledge hence improves on their performance.

Improving performance and the organizational complexity changes in employee desire for better opportunities have necessitated the need for more and better talent management, requiring firms to respond by expanding their workforce's range of educational opportunities in order to improve their performance (Hartenstein, 2015). A qualified employee at any given time will gain ability in accepting their work responsibilities and will be more dedicated and enthusiastic on organizational objectives, Aguinis (2016). Further, Aguinis (2016) also suggests that training is the most important factor in today's business world because it improves both staff and the bottom line the organization's productivity and effectiveness.

Organizations around the world have tried to focus on enhanced skilled workers' abilities, experience, and capacity to a source of competitive advantage (ShuRung & ChunChieh, 2017). Managers in charge of human resource training create numerous training programs in order to increase employees' desired skills, knowledge and ability to position them accomplish their obligations (Lakra, 2018). These training sessions are designed to help staff become more comfortable with their responsibilities, but also to enable them cultivate a greater dedication to their work.

Employees who are competent, professional, and experienced are critical to a company's success. As a result, firms must value continual staff training and development in order to maintain profitability (Nishtha & Amit, 2016). Because abilities deteriorate and become redundant over

time and must be supplied, training is required at all organizational levels. Satterfield and Hughes (2017) argued that training changes workers' actions and working capacity, resulting in enhanced efficiency and favorable outcomes for employees. Training is the most effective tool for an organization to inspire and retain high-quality human resources.

According to Al-Mzary, Al-rifai, and Al-Momany (2015), training courses are only moderately related to employee training needs, and there are numerous parameters that decide who is eligible for training at Jordanian universities. Elnaga and Imran (2013) discussed that, a variety of training approaches can be employed to further develop worker work execution, which thusly works on the general execution of the association. As a result, training techniques may be the most important aspect in a company's success. As a result, it can be argued that an organization's training programs should be ongoing rather than only when the organization is experiencing challenges.

Nigerian training dates back to 1960, when it was realized that the majority of high government and commercial posts were held by foreigners. However, the approach and process used by some human resource departments in determining which staff requires training are concerning (Olalere & Adesoji, 2015). Training has proven invaluable in enhancing the productivity of firms in Nigeria, according to Ethelmary, Chizoba, and Maria (2019), and workers view of preparing have a more grounded sway on the performance of any organization. As a result, if employees are happy with the company's training practices, it will have a beneficial impact on the company's performance.

Odhiambo (2018) established that training content had a substantial impact on Safaricom public limited company employee performance since the company adopted training content that was in

line with the company's training needs. Furthermore, Odhiambo (2018) states those firms wishing to improve their workforce performance and productivity must engage in staff training and retraining. This indicates that personnel who are well-trained and equipped can push for the organization's agenda and achieve the strategic objectives. As a result, training is considered as a significant instrument and an interest in the association that assists with raising employee enthusiasm, dedication and effectiveness while also improving profitability and lowering operating expenses.

Training is a consistent course of learning new capacities, a staff's ability and expertise. The implementation of training programs takes into account the required methods of skills and knowledge creation to achieve the set target and objectives (Kearney, 2015). Aguinis and Kraiger (2018), observe that training in human resources aims at enhancing the capacity of workers and recognizing the various training needs of each individual worker and improving the knowledge, skills and procedures of employees and more operational organizations.

Workplace training offers individual employees abilities, information and comprehension of the organization and its objectives. It improves employee knowledge and skills thus enhancing their confidence, capabilities and competence at workplace. Shaw (2011) recommends that employee training is one of the crucial tools that help advance efficient organizational performance while at the same time facilitating to foster organizations stability index. Prepared staff empowers the association to confront rivalry from rival associations. Employers use workplace training to improve individual employees' effectiveness in order to fill voids and assume roles of departing employees.

Employee training takes various forms that an organization may choose from. They include; on-the job training and off-the job training methods. On-the job training entails undertaking the

training at the actual work site. The methods include; job rotation, mentoring, coaching, delegation, apprenticeship and simulated training. Off-the job training on the other hand entails training individuals away from work site in a designated facility. Off-the job training methods include; lectures, case studies, role-plays, conferences and discussions. In this study, training was evaluated in terms of mentoring, job rotation, apprenticeship and coaching.

Mentoring is a relationship between the senior and the junior employee that encourages employees in sharing their individual professions, skills and expertisms at the same time acquiring learning and improvements (Ismail & Arokiasamy, 2015). Sarason, Piece, Shearin and Sayers (2015), note that mentoring programs help workers feel that they are respected by the organization and that they are involved in their self-improvement, prompting further developed efficiency and a decrease in turnover. County employee mentoring is an unavoidable criterion that has a positive effect on the counties in the immediate future as adequate training of the newly employed individuals enhances performance.

Job rotation is defined by Ho, Chang, Shih, and Liang (2014) as placing employees at various work roles alternatively that are rated based on a range of employees' particular experience, talents, and capacities. Work rotation's main goal is to move employees starting with one work then onto the next consistently to increase their morale and excitement. Campion, Cheraskin and Stevens (2015) note that the primary purpose of work rotation is to provide a good forum for equality and justice, to provide a challenging atmosphere and to enhance the performance of employees. Job rotation thus emboldens workers to experience multiple job kinds and inspires them to excel at each level of job replacement.

Apprenticeship is a training assistance provided by an organization to enhance their staff to achieve the required knowledge necessary or to own the technical knowledge required in line

with the organization requirements (Lave, 2017). Apprenticeship school, according to Gospel (2015), allows workers to strengthen their abilities, which is of long lasting benefit to the company. Apprenticeships assist workers with survey their work as a calling and to remain with the organization for expanded timeframes, bringing down recruitment costs. It can also be argued that apprenticeship lets newly employed staff to acquire more skills based on their area of profession thus build their expertise consistent to their line of duty.

Human resource coaching entails a way of development whereby a manager assists staff by providing instructions and encouragement to achieve a particular professional objective (Kilburg, 2016). Ellinger and Bostrom (2014) suggest that more duties are needed for a newly qualified employee, and performance and coaching can also enable these people to achieve these changes. Furthermore, Ellinger and Bostrom (2014) note that the main purpose of coaching is enabling employee to work together by addressing performance difficulties, improving work team, and department's work. Coaching is also crucial to enhancing the performance of whole teams, since it is one of the powerful methods for improving and pass learning.

Employee performance is estimated by the results and achievements made at work. It similarly shows the representative's monetary and non-monetary achievements that make a direct correlation with an organization's output as well as its progress (Anitha, 2014). Hameed and Waheed (2014) noted that performance is seen as a force that drives employees towards achieving company's sustainability. In addition, it is recognized that workers who perform well contribute to the organization's productivity and performance. Therefore, as a result of good employee efficiency, the overall effectiveness and competitiveness of the processes of a company is.

Employee performance is seen as how the employee is productive in relation to the description of his or her job towards contributing to the achievement of the goals of the organization. In the current situation, every company's most valuable asset is its employees as they play spirited role towards a company's achievement (Elnaga & Imran, 2013). Zahargier and Balasundaram (2016) argue that an effective and highly efficient organization can be accomplished by involving workers in improving their efficiency. Therefore, to retain the upper hand, laborers ought to have the option to exhibit outright obligation to the expected presentation levels.

Employees are highly treasured assets of any company, and it is easy to achieve a sustainable and successful business by actively engaging employees in the performance management cycle (Baral & Bhargava, 2015). The effect can be much stronger if the employees are handled well with a lot of efficiency, accordingly expanding the confidence of employees. Deery and Jago (2015) delineate that success in the work environment is how well an individual meets their work needs. Elevated degrees of progress in this way emanate from the right conduct and the productive utilization of involvement, aptitude and information. In this research, the output of employees in terms of target achievement, quality service and creativity will be evaluated.

The Kenyan Constitution of 2010 was a watershed moment in the country's history, as it shifted the balance of power away from the central government and toward county governments. The national government and the county government are the two layers of governance that have been established. The new Constitution resulted in the formation of 47 county governments. Kenya's County government structure, serving as the main bodies of the County governments (Constitution of Kenya, 2010).

Turkana County is among the 47 devolved units. It is a county in the former Rift Valley Province located in Kenya's North-Western area. It is bordered on the West by Uganda, on the North West

by South Sudan, and on the North East by Ethiopia. The County borders West Pokot, Baringo, Samburu and Marsabit counties. Lodwar town is its capital. Turkana has seven (7) sub counties with thirty (30) wards. County employees are deployed both at the Headquarters and within the 7 Sub Counties in order to dispense necessary services at the grassroots level. For instance, Sub County and Ward Administrators are deployed at the Sub Counties and Ward levels respectively to enhance service delivery. In order to boost employee productivity and enhance continued service delivery, Turkana County government administration supports employee training through mentoring, job rotation, apprenticeship and coaching.

In a serial number of engaging the stakeholders throughout, Turkana county government came up with a County Integrated Development Plan (CIDP), which is the main policy document that supports strategies and initiatives to boost county economic growth and development (Turkana County Integrated Development Plan, 2013-2017).

According to UNESCO (2020), Kenya's adult literacy rate is 81.53 percent, with male literacy at 84.99 percent and female literacy at 78.19 percent. Turkana County lags behind with literacy level at 82%. This indicates that unemployment rate is high pointing out that the County is undeveloped since illiteracy dampens economic potential of a people.

1.1 Statement of the Problem

Training is essential for reaching organizational goals in establishments like county governments. This is as a result of the fact that such a government structure provides essential local services to the general populace (Pollitt, 2017). But a number of factors, such as the absence of a detailed program for the timing and manner of training, have impeded this activity. According to Wright and Snell (2019), arranging training is one of the most challenging tasks a human resources department may face. Many employers are reluctant to permit employees to

take a sizable amount of time off from work for training. Additionally, workers may be reluctant to attend trainings that are located away from their workstations since they may feel committed to their existing responsibilities.

According to Nwachukwu and Chladkova (2017), it may be challenging to properly prepare training content and provide training before employees need information and new skills. This is because technology, corporate efforts, and programs are changing quickly. The constantly evolving workplace necessitates a continuous training approach, which most organizations might not be able to finance. The Turkana county government has launched a number of programs intended to motivate and train its staff in order to increase performance, as stated in the county's (2018-2022) Kenya Strategic Plan. The county offers employee training in an effort to enhance service delivery and achieve its goals. However, staff performance appraisal reports show that there are still several training gaps despite the county's comprehensive training initiatives. This study sought to determine the effect of training on employee performance in Turkana county government, Kenya.

1.2 Objectives of the Study

1.2.1 General Objective

The purpose of this study was to investigate the effect of training on employee performance in Turkana county government, Kenya.

1.2.2 Specific Objective

This research sought to achieve the following objectives:

- i. To examine the effect of mentoring on employee performance in Turkana county government, Kenya.

- ii. To determine the effect of job rotation on employee performance in Turkana county government, Kenya.
- iii. To investigate the effect of apprenticeship on employee performance in Turkana county government, Kenya.
- iv. To determine the effect of coaching on employee performance in Turkana county government, Kenya

1.3 Hypotheses of the Study

The following research hypotheses guided the study.

H₀₁: There is no statistically significant relationship between mentoring and employee performance in Turkana county government, Kenya

H₀₂: Job rotation has no significant effect on employee performance in Turkana county government, Kenya

H₀₃: There is no statistical significance between apprenticeship and employee performance in Turkana county government, Kenya

H₀₄: Coaching has no significant effect on employee performance in Turkana county government, Kenya

1.4 Significance of the Study

The study findings would be of significance to; the Turkana county government executives in embracing human resource training so as to enhance staff performance and also encourage knowledge sharing to fill knowledge gaps. The findings could guide county human resource managers to examine training effects on employee productivity and what improvements could be made to better prepare and inspire staff to improve their performance. The national government and policy makers would benefit from the study findings in formulating policies that would

guide in improving the performance of employees working with the County governments through developing training programs that would see employees develop their careers and enhance leadership development. The study in addition would be significant to future scholars interested in further research in the same topic as it would provide material for reference.

1.5 Scope of the Study

The research was carried out in Turkana county government in Kenya. Training was evaluated in terms of mentoring, job rotation, apprenticeship and coaching as these are the common training methods in the county. Turkana county government was chosen as the study area because it is one of the devolved units and that the training approaches; mentoring, job rotation, apprenticeship and coaching do apply to other devolved units in Kenya therefore, the findings from the study would be applicable to other counties. The respondents were human resource managers, middle and lower level managers. Questionnaires were used in collecting primary data. Performance of employees was measured based on the past 5 years (2016 – 2020).

1.6 Study Limitations

Respondents' unwillingness to reveal data related to the organization could limit the study's scope. But, the respondents were assured that any data given is treated with utmost secrecy and would not be shared with third parties. Respondents' hectic schedules could have an impact on the data collection process. To address this, questionnaires were emailed to respondents, who were asked to return them to the researcher's email address once they have completed them.

1.7 Assumptions of the Study

The study assumed that without fear of being victimized, the respondents would be able to provide the correct data and that training programs applied to Turkana county government employees had not yielded to improved performance of employees. The study also assumed that

that there was need for the implementation of mentoring, job rotation, apprenticeships and coaching programs towards improving the performance of employees in Turkana county government.

1.8 Operational Definition of Key Terms

Apprenticeship	A technique of delivering skills to the employees who have just joined the organization either through classroom work, hands-on experience of qualification.
Coaching	A kind of structured employee training aimed at improving professional abilities, individual needs, job content, and personal efficiency.
County Government	An agency that represents a metropolitan area greater than cities and towns, but a region smaller than states. It is formed by the state government and usually operates under the provisions of the state constitution.
Devolution	Transferring of authority to local or regional authorities from a centralized government. It is the constitutional delegation of powers from central government to the local administration.
Employee performance	Refers to how an individual fulfils their job obligations and effectively and efficiently completes their necessary tasks.
Job Rotation	Activity carried out within the company by switching workers from work accountability to another in order to boost their jobs.
Mentoring	A method of teaching freshly hired employee new skills in order to develop personal abilities, technical experience and social skills.

Training

A formal and rational change of behaviour through discovering that happens because of schooling, guidance, advancement and arranged insight. The basic point of preparing is to help an association accomplish its goal through increasing the value of its workers.

Effect

Refer to a training adjustment that could have a favourable or bad impact on an employee's performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails a review of literature on the study variables as conducted previously by other scholars. The section illustrates the gaps and how the current study aimed to fill them. The chapter also covers theoretical foundations of the study and also conceptual outline that indicates the link between the study variables. The chapter concludes with a recap of the literature review.

2.2 Empirical Literature

This segment presents the relevant empirical literature that explores significant ideas on the current study namely; mentoring, job rotation, apprenticeship, and coaching and their effect on employee performance. They are discussed as follows;

2.2.1 Mentoring and Employee Performance

Ofobrukun and Nwakoby (2015) study assessed how mentorship affected employee performance in selected family companies in Abuja, Nigeria. The building sector in Abuja was the study population whereby 737 respondents were selected. The review's discoveries uncovered that mentorship well affected representative execution, with profession support having a more prominent effect than psychosocial support. The review, on the other hand, relied on random sampling which could have a limitation on getting a good representative number of the sample. However, the study presented a contextual gap since it was carried out in Nigeria.

Mundia and Iravo (2014) explored the role of mentoring programs in organizations in terms of employee success where a number of universities were considered through a survey research design. Top university administration, middle management, academic and non-academic workers were the target population. The findings revealed that mentorship activities acts a crucial part in

improving the performance of the employee and are improved by knowledge transfer, advice on career growth and strengthening of mentoring skills. However, the study survey research design presenting a methodological gap.

Nyamori (2015) research on the impact of workplace mentoring on employee performance in SOS Children's Villages where 160 employees were part of the study population, revealed that newly employed individuals who had undergone mentoring were able to set and achieve their goals and that mentorship helps to improve the willingness of workers to work. The findings further revealed that job encouragement are the main roles of mentoring. However, the respondents were selected using convenience sampling method that could have led to non-representativeness of respondents presenting a methodological gap.

Onyemaechi and Ikpeazu's (2019) study investigated the effect of mentoring practice on employee performance. To accomplish the objectives, a review research configuration was utilized. The information was broke down utilizing engaging measurements and the spearman rank relationship coefficient. The discoveries uncovered a solid and huge connection between information move mentorship and junior instructors' vocation advancement. It was likewise found that there is a positive and critical connection between a guide's psychosocial capacities and the profession change of more youthful lecturers. However, the study used secondary data that is time bound.

Chatterjee, Dey, and Chaturvedi (2021) conducted a quantitative study on the impact of mentorship on job performance among Indian millennials. The review utilized a quantitative approach to deal with and evaluate apparent degrees of tutoring and work accomplishment among a huge sample of Indian recent college alumni. Multistage testing was utilized to choose

an example that was illustrative of the objective populace. Information was accumulated utilizing a 23-thing self-report survey. The study discovered a link between mentorship and employee performance. However, the study focused on only young employees.

2.2.2 Job Rotation and Employee Performance

Mohsan, Nawaz, and Khan (2012) investigated the impact of work rotation on employee engagement, devotion, and job involvement in Pakistan's banking sector. Bankers from seven major provincial capital banks contributed 285 valid responses. The study found that most respondents spent a large amount of time employed within the industry of banking and had followed rotation within their occupations at different occasions. However, the study focused on banking industry in Pakistan.

Adjei (2012) research work focused on how productivity of employees in Utrak Financial Services Limited was influenced by job rotation. Questionnaires were distributed to the employees from the operations, customer service and accounting divisions at the head office. Job rotation, according to the study, is a successful method for encouraging employees to learn new abilities, enhance productivity, form new company-wide relationships and acquire the needed skills to develop their careers in the future. However, the study focused on financial institutions.

Charity (2015) investigated the effects of work rotation on employee efficiency at KCB branches in Kenya's northern rift region. The analysis was performed in the North Rift region at 6 KCB branches. Employment of a case study research design was done. A census of 6 branches in the North Rift Region of the Kenya Commercial Bank was done. Data analysis was carried out by qualitative and quantitative methods for this study. It was observed that a large number of the respondents agreed that their performance was influenced by work rotation. The study, however,

the respondents were purposively selected which could highly lead to biasness. However, the study context was Kenya Commercial Bank.

Employee perceptions on the impact of activity rotation on productivity and organizational performance, and activity safety have been investigated through the works of Dhanraj and Parumasur (2017) that took a look at the operations of a fabric enterprise in KwaZulu-Natal, South Africa. The populace includes seventy seven full-time shift personnel within the organization, and because of the small size of the populace, consensus sampling was utilized. Data become accrued by use of questionnaires. The facts from the study were analyzed by the use of descriptive and inferential statistics. Employees trust that activity rotation has excessive stage of useful effect on personnel, productivity, activity safety, and the business, according to the data. However, the study focused on fabric enterprise in KwaZulu-Natal, South Africa.

Taiwo, Olalakan, and Obiodun (2019) investigated the impact of job rotation on employee performance in Nigerian banks. The population for the study was 3,011 Skye Bank Nigeria Plc. employees in Southwest, Nigeria, as per the bank's yearly report for 2015. The multi-stage sampling technique was used. The study's data were investigated using logistic regression analysis. As per the results, job rotation had a significant impact on performance through staff development and versatility, as well as on the job. According to the study, rotating employees on the job will improve their abilities on the job, making them more adaptable, with an impact on performance. However, the study focused on Nigerian banks.

2.2.3 Apprenticeship and Employee Performance

Owusu (2015) investigated performance relationship between human resource employees/apprentices. The analysis used a descriptive design and a sample of one hundred and fifty-three (153) respondents was drawn from employees. The results showed that education and

training were substantially related to increased productivity and improved employee performance and efficiency in the work place. Furthermore, the study found out that employee knowledge and skills were strongly linked to the overall performance factor. The study however used cluster sampling which is more susceptible to sampling mistake to draw respondents. However, the respondents were purposively selected.

Ekoja, Ugba, Peterside and Ani (2017) evaluated how apprenticeship influences the performance of employees in SMEs from Benue State in Nigeria. A total of 215 employees was sampled through simple random sampling technique. Data was gathered using questionnaires, and the collected data was analyzed using linear regression analysis and Pearson product moment. The study revealed that apprenticeship and employee performance had a significant relationship. The study, however, did not cover how to keep workforces performing at a high level. However, the study focused on SMEs industry.

The study by Olubisi (2018) examined the influence of apprenticeship training on artisan performance. To select trainees for the analysis, a proportionate stratified sampling technique was adopted where 35 tailors were supplied with questionnaires. For the data analysis, the investigator used frequency distribution, mean and chi-square statistics. The research showed that preparation for apprenticeships increased the performance of artisans. The study, however, was a Tailors Case Study in Ibadan North Local Government. However, the respondents were purposively selected.

Horn (2014) investigated the effectiveness of apprenticeship schooling in Hungary predominantly based on paintings, school, and vocational schooling. The study took a look at contrasted apprenticeship getting ready understudies with non-apprentices in the instructive tune

making use of a wealthy database and a one-of-a-type association of great person measurement traits in addition to community paintings put it up for sale settled influences to manipulate for the capability preference inclination. The findings demonstrated that there aren't any huge variations in commercial enterprise dangers among understudies and non-disciples inside a year of graduation. However, the study focused on educational institutions.

2.2.4 Coaching and Employee Performance

Muriithi (2016) investigated how coaching influences the performance of commercial bank workers. The study utilized descriptive survey design. Sampling of respondents was done through systematic random sampling and out of 200 respondents, a sample of 140 respondents was drawn to represent the whole population. In data gathering, questionnaires were utilized. A coaching atmosphere was discovered to significantly influence execution of responsibilities. It was concluded that it is crucial for participants to learn while coaching as an organization feedback is an approach that can be taken on in guaranteeing that customers are satisfied, build trust within the work relations, boost staff productivity and cultivate partnership within individual and professionalism. The study however, focused on the productivity of commercial bank workers.

Bwengi (2015) investigated the impact of training on worker overall performance on the Kenyan Co-operative Bank. The study was descriptive in nature, with primary together with secondary information included. Questionnaires had been dispensed electronically to the respondents while secondary sources of data included firm financial reports and organizational website, and review of the bank' employee performance. It was discovered that coaching services had a positive impact on workers and have promoted behavioral improvements in some primary leadership

competencies. The research, however, used a convenience sampling technique, which is a non-probabilistic method of sampling.

Achi and Sleilati (2016) assessed how coaching affects employee performance within the industry of banking in Lebanon. The study provides a comprehensive and a proper structured analysis of how coaching had an impact on staff efficiency in Lebanon's banking sector. The study's findings suggest performance of employees working with the banking industry in Lebanon was highly influenced by coaching methods employed, but various techniques were seen to critically influence successfully how coaching was implemented leading to the achievement of the expected outcomes. However, because the study used qualitative data with a limited sample size, it cannot be generalized.

Raza, Ali, Ahmed, and Moueed (2017) studied the effect of managerial education on worker overall performance and organizational citizenship behavior: the position of thriving at work as an intervening factor. Using self-designed questionnaires, data was collected from 280 employees in Pakistan's pharmaceutical sector. The hierarchical regression evaluation suggests that managerial training at once and not directly promotes process performance, as well as organizational citizenship behavior toward individuals and organizations, via the mediating function of thriving at work.

Taruru *et al.* (2015) investigated the implications of training applications on worker performance in Nairobi City County's business process outsourcing sub-sector. Respondents were chosen using a stratified sampling approach, and qualitative research was used to provide an in-depth account of the participants' experiences and impressions of the four coaching programs. The employees of Direct Channel Simbitech Kenya Limited and Kencall Kenya Limited were

sampled. The qualitative statistics changed into assessing the use of content material analysis, whilst the quantitative statistics changed into investigating the use of quantitative statistics. According to the study's findings, government education and commercial enterprise education lessen common worker performance.

2.3 Theoretical Framework

The researcher reviewed specific theoretical foundations that attempt to explain the effect of training on employee performance. The theories discussed include; Social Learning Theory, Human Capital Theory and Herzberg's Two Factor Theory or the Theory of Motivation.

2.3.1 Social Learning Theory

Social Learning Theory was developed in the year 1976 by Albert Bandura. Learning, as described by Bandura can be hard or destructive, if individuals only depend on concerns of their personal actions in teaching others what to do. Lucky enough, learning in a large portion of the behavior of human is through observation and simulation: By seeing others, one can gain knowledge of how new actions are carried out and this coded knowledge presents as a guiding factor on later occasions. The theory of Social Learning is a common approach to understanding the acquisition of capabilities inside people. The theorist emphasized the role models play in communicating specific actions, behaviors and emotional reactions in different contexts, implying that much more needs to be learned than classical or operational conditioning by role modeling.

Mentoring, apprenticeship and coaching are teaching techniques that adhere to the concepts of social learning theory. For instance, the function of mentoring psychosocial role model part is in support of the claim of the theorist that modeling is a kind of social learning guiding individuals' behavior and makes learning easier. This theory gives reasons as to why through observational

learning, individuals learn new behaviour, implying that if a person experiences fun, beneficial outcomes or effects in the behavior observed, they most likely mimic and follow the behaviour themselves. Therefore, many behavioral patterns are learned from observing other people's actions.

The theory observes that individual learning of actions is based on the environment through observations. Individuals learn social behavior through observing, imitating behaviour of others and through modeling. Training staff through mentoring and coaching encourages them to gain personal skills and expertise and be inspired to work in the organization. Mentoring, apprenticeship and coaching entails learning through observation and imitating others. Therefore, this theory is essential for the study.

2.3.2 Human Capital Theory

This research was anchored on Theodore Schultz's Human Capital Theory (HCT) developed in 1961 which proposes that adding value to individuals inside an organization improves the performance of firm personnel. The theory considers individuals as assets and not as costs within an organization. The human component in the association is human resources; the consolidated keenness, capacities and information that gives the organization its specific character (Bontis, 2007). The hypothesis stresses on organization's added value that employees can contribute to. This state, according to Boxall (1996), confers the value of human resources. Human capital is an intangible asset that cannot be measured; the company that hires it does not own it. Companies may and do benefit from high levels of employee training, despite the lack of organized ownership of human resources and employee awareness by techniques such as developing organizational cultures of learning.

HCT stresses the notion that training is greatly instrumental in increasing a individuals' useful limit Human capital scholars fight that an accomplished populace is a useful populace. Subsequently, the hypothesis underscores how preparing further develops representative execution and proficiency by expanding the mental load of monetarily useful human capacity, which is a result of natural capacities and interest in people. Workers' training and marketable talents are two examples of how people might increase their abilities to obtain expertise and earn greater wages. Every aspect of human capital is crucial and in total all types makes up a complete human capital.

Human capital is viewed as a significant component in increasing an organization's assets, hence this notion is important to the research as the theorist proposes that adding value to individuals through training enhances productivity. Therefore, an enterprise needs effective human resource management internally to identify and maintain the most desirable and productive individuals who can improve efficiency and as global competition has become more intense. The theory is applicable to the study since the theory is based on premise that structured training is instrumental in enhancing employee productivity.

2.3.3 Herzberg's Two Factor Theory

The two factor theory also referred as the theory of Motivation was founded by Fredrick Herzberg in the year 1957 while in the process of enquiring what could be the causes of employee satisfaction and dissatisfaction in the workplace. In that case, Herzberg came up with a model of two factors comprising of satisfiers and dissatisfiers. Consideration of individuals was based on their capability of being accurate in giving factors that led them satisfied or dissatisfied in their work place. The theory categorizes motivation and job satisfaction into two namely; motivational factors and hygiene factors. The motivational factors or motivators encourage

employees to work harder. They include; success, appreciation, work itself, transparency, development, and growth potential. The hygiene factors if present cause individuals to become motivated. They include; policies, security, salary, work environment, compensation, individual life, employee relationship, job status and supervision (Ruthankoon, 2003).

The Theory is relevant in the workplace when the employer or the management of the organization intends to maximize job satisfaction and efficiency, the management need to discuss and adjust the two factors – motivators and hygiene factors in order to influence one's job contentment. Giving motivation and appreciation to the employee gives them a sense of accomplishment and accountability, as well as a sense of respect inside the firm. According to Herzberg, the greatest approach to motivate a worker is to provide him or her challenging job in which he or she will accept responsibility.

The theory is relevant to the concentrate as it proposes that in some random association, the management needs to adjust the two factors to influence inspiration in work place as motivators inspire employees to work harder while hygiene factors cause employees to become motivated in the workplace. Satisfaction and frustration are also mutually exclusive; one does not automatically rise when the other lowers. For instance, in a case where additional job happiness is required, organizational management is tasked with offering little work dissatisfaction (giving dissatisfiers/hygiene factors). This theory defines the learning variables consistent in the present study in terms of classroom work, hands-on experience and job qualifications that improve the organization's effectiveness.

2.4 Conceptual Framework

A conceptual framework is a version or visible illustration of the predicted courting among structured and impartial variables in a study. According to the study, employee performance in

Turkana county government was conceptualized as being dependent on mentoring, job rotation, apprenticeship and coaching.

Figure 2.1 presents the conceptual framework of the effect of training on employee performance in Turkana county government. The framework indicates the relationship between study variables consisting of independent and dependent variables. The independent variables include; mentoring, job rotation, apprenticeship and coaching while the dependent variable is represented by employee performance. The study introduced intervening variable since it has negligible significance to independent and dependent variable as used by the study. The intervening variable for this study was policies. The study perceived that policies within the Turkana county government, to some degree, determines how the independent variables (mentoring, job rotation, apprenticeship and coaching) will influence employee performance in Turkana county government in the sense that without appropriate policies, county administrators may not be able to avail training programs to employees appropriately.

Mentorship programs benefits mentees, mentors, supervisors, and the business for which they work on as the programs are critical for employee retention and happiness. Job rotation leads to enhanced employee awareness of corporate processes, reduced employee boredom, and increased employee innovation. Apprenticeship develops customizable training decisions that guarantee laborers get the vital abilities while limiting obligation costs through specialist training. Coaching empowers people to set and achieve goals, become more self-sufficient, and contribute more effectively to the team and the organization.

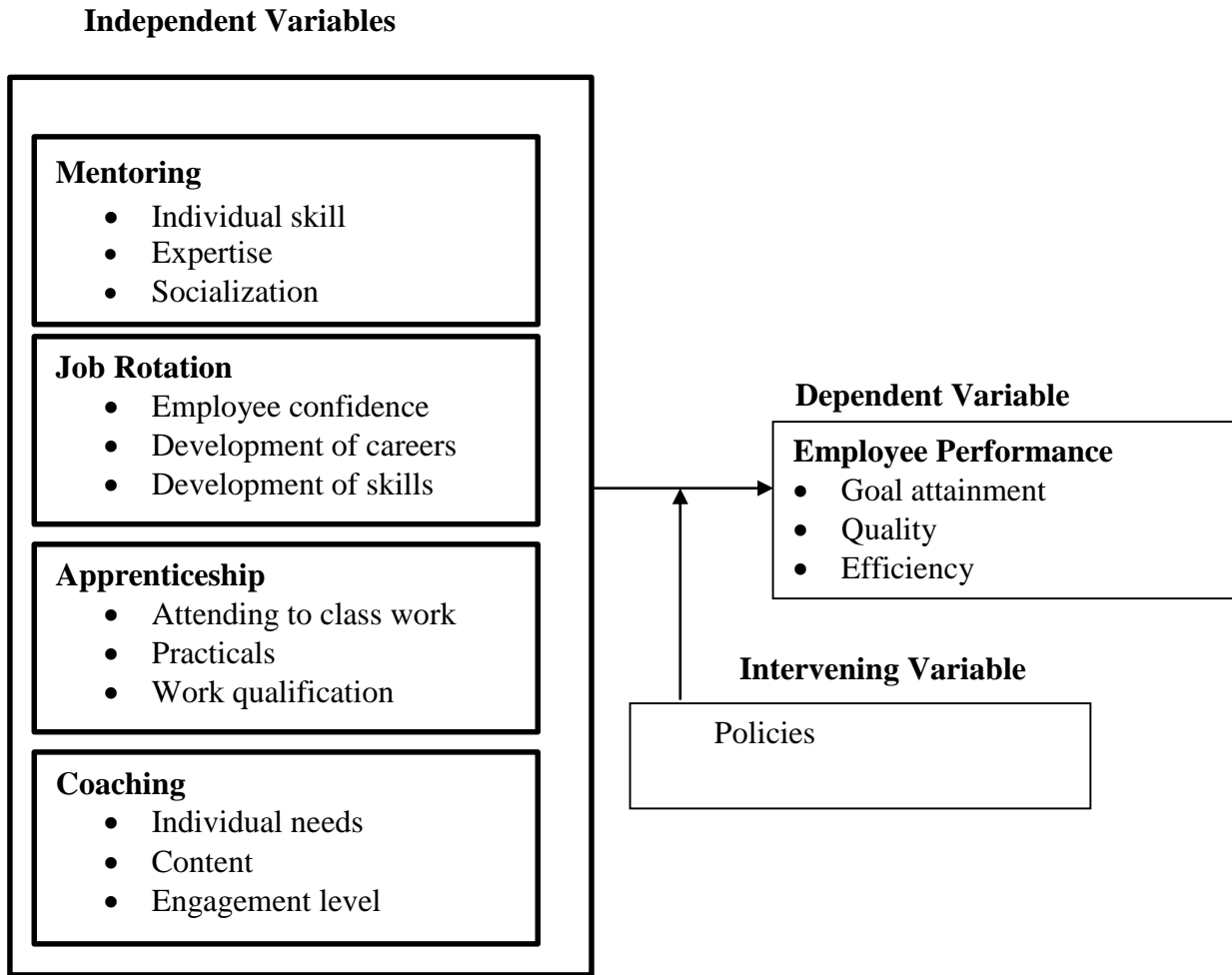


Figure 2.1: Conceptual Framework

Source: Researcher (2021)

2.5 Recap of the Literature Review

This chapter reviewed the empirical literature that focused on studies based on effect of training on employee performance that other researchers have performed, critiqued and presented the research gaps. From the reviewed literature, the researcher found out that, majority of the studies that looked on the effect of training on employee performance were found to be inconclusive, and were mostly conducted in developed countries and a few African countries. As a result, the current study attempted to fill this gap by investigating the effect of training on employee performance in Turkana county government, Kenya. In addition, most of the studies conducted

had a limited sample size as their key limitation and therefore, to overcome this limitation, the study sought sufficient sample size to gather adequate data in order to minimize margin of error.

The chapter also reviewed various theories related to issues of training and employee performance as used by the study. The theories include; Social Learning theory pioneered by Albert Bandura, Human capital theory by Schultz and Herzberg's Two Factor Theory or the Motivation theory. Social Learning theory is applicable to the study in that social behavior is learned by observing and imitating behavior of others. This theory is applicable to the study since mentoring, coaching and apprenticeship are training approaches that entail observation. Human Capital theory is applicable to the study as it offers a view that value added to individuals within an enterprise leads to their improved performance. The theory is regarded as a key element in maximizing an organization's properties as it relates to the value attached to individuals that improves their efficiency. The theory supporters that an enterprise needs effective human resource management internally to identify and maintain the most appropriate and productive individuals who can improve efficiency and face intensified global competition. Herzberg's Two Factor theory or the theory of motivation suggests that two factors; motivation and hygiene need to be looked into in the workplace in order to maximize job satisfaction and efficiency as individuals are highly motivated.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises the research design and methodology used by the study. It includes; design, location, population, sampling procedures and size, instruments, validity test, reliability test, methods of collecting data, data analysis method and ethical consideration.

3.2 Research Design

Research design is the thread that holds the various parts of research fabric together. It entails systematized conditions for collating and scrutiny of data with view to combine the goal of the research while keeping the economy in mind. The study used descriptive research design and correlational research design. According to Dulock (2014), descriptive research design is a method that deals with the observation and description of subject behavior scientifically without interfering with any alterations. The design is preoccupied with determining the how, who, when, and where of a phenomenon in order to create a profile. On the other hand, correlational design permits a researcher to simultaneously measure a large number of study variables and their inter-relationships.

Descriptive and correlational designs guided the study as data from a wider population of county employees was acquired allowing in-depth analysis of data in qualitative and quantitative form.

3.3 Location of the study

The study was carried out in Turkana County. The county lies in the North-Western part of Kenya. The administrative parts of the County include; 7 sub-counties (Turkana South, Turkana East, Turkana Central, Loima, Turkana West, Turkana North and Kibish), 30 wards, 56 locations which are further sub-divided into 156 village units (Kenya Gazette Supplement No.13, 2019).

The researcher chose Turkana county government as the study area because it is one of the devolved units and that the training approaches; mentoring, job rotation, apprenticeship and coaching do apply to other decentralized units in Kenya. Additionally, due to proximity of the location to the researcher, Turkana county government was an ideal location to conduct the study. The study findings will therefore be applicable to other counties as Turkana is a representative of the devolved system.

3.4 Target Population

According to Ayala and Elder (2011), the population of a study is made up of all the cases within the study area that are to be studied. Turkana county government, Kenya, was the research unit. The study targeted 1315 employees drawn from the county ministries, the county public service board, the county Assembly and the office of governor. The observation unit was therefore 1315 respondents, consisting of 15 human resources managers and 1300 middle/lower level managers that include directors and other officers in Job group J and R.

Table 3.1: Target Population

Category	Population
HR Managers	15
Middle/Lower level managers	1300
Total	1315

Source: TCPSB (2020)

3.5 Sampling Procedures and Techniques

Gorospe, Donahue, and Karl (2015), note that the aim of getting a representative sample from a population is to permit the researcher to accumulate data, examine it primarily based totally on sample size, and generalize the consequences to the whole populace. Due to the large number of target population (middle and lower level employees), Taro Yamane's 1967 formula for determining a representative sample size, which assumes a 5% error, was used.

$$n = \frac{N}{1 + N(e)^2} = \frac{1300}{1 + 1300 * (0.05)^2} = 306$$

A sample of 306 middle/lower level managers was obtained using the formula and these respondents were picked using a simple random sampling technique. As a result, the sample size comprised of 321 respondents as indicated in Table 3.2. The human resource managers were purposively selected while the middle and lower level managers were selected using simple random sampling technique.

Table 3.2: Representation of sample size

Category	Population	Sample size
HR managers	15	15
Middle/lower level managers	1300	306
Total	1315	321

3.6 Research Instruments

The research incorporated primary and secondary data. To acquire primary data on the subject, a questionnaire was utilized to gather information from middle and lower level workers, and interview plans were employed to gather information from the selected Human Resource Managers. According to Kealy and Turner (2013), using a questionnaire as a data collection instrument takes into account additional coordinated reactions from respondents, making it simpler to code and measurably break down their reactions. The questionnaire encompassed both open-ended and closed-ended questions. It was divided into six sections, with part one collecting demographic information from respondents, and part two through six collecting information about the mentoring, job rotation, apprenticeship, coaching and employee performance, respectively. The questions were graded within Five-Point Likert scale, allowing respondents show their agreement on the questionnaire items.

Interview schedules for the human resource managers were administered as part of the study. Lindlof and Taylor (2015) argued that, interview schedules improves reliability and integrity of data collected and further enables interviewers to acquire more information by allowing them to ask follow-up questions or clarifications to the questions they have prepared. The human resource managers were critical in understanding in gathering data sought by the study as they are delegated in designing training programs and are involved in performance appraisals for other employees.

3.7 Pilot Study

The pilot study preceded the main study in order to establish any weaknesses in the questionnaire and also check respondents understanding of terms as used in the questionnaire. According to Machin, Campbell, Beng and Huey (2018), a flat rule of the thumb is a single number that is suggested for every situation, giving '30' participants as a popular number. The questionnaire was piloted with 30 objects from Turkana county government. The participants were excluded from the last examination.

3.7.1 Validity of the Instruments

Cooper and Schindler (2011) outline validity as the level to which instruments determine the constructs underneath consideration. The idea of content validity, which suggests how well respondents recognize the questionnaire items, was used. It was assessed through inclusion of the questions within the questionnaire and score them primarily based totally on how applicable and representative they had been in the area of study, as determined through a studies specialist. Therefore, the supervisor was engaged in determining the content validity of the instruments. The criterion validity of a degree refers to how efficiently it predicts the final results of any other

degree. Criterion validity was exploited in this situation to decide whether a test precisely replicated a specific set of skills.

3.7.2 Reliability of the Instruments

The consistency of items within the research instrument determines measurement reliability. According to Ranjit (2015), reliability is the level to which similar instruments of data collection produce related outcomes in a variety of situations whilst using the same procedure when examined. Cronbach's alpha reliability coefficient was used to evaluate the questionnaire's reliability. Furthermore, Morse, Barrett, Mayan, Olson, and Spiers (2012) contend that a dependable instrument ought to deliver a coefficient equivalent to or greater than 0.7. Therefore, based on this account, this review was conducted and achieved a correlation coefficient of 0.745 that enhanced generalisation of collected data to represent the effects of training on employee performance in Turkana county government. Reliability test results of the questionnaire items are shown in Table 3.3.

Table 3.3: Reliability Test Results

Variable	Questionnaire Items	Cronbach's Alpha Value	Conclusion
Mentoring	6	0.734	Acceptable
Job rotation	6	0.707	Acceptable
Apprenticeship	6	0.812	Acceptable
Coaching	6	0.728	Acceptable
Average Score	6	0.745	Acceptable

Source: Pilot data (2021)

The result as provided in Table 3.3 shows that the reliability of each variable was given as follows; mentoring, job rotation, apprenticeship and coaching using SPSS 21.0, the Cronbach alpha values were 0.734, 0.707, 0.812, and 0.728, respectively. The coefficient for individual variables was way above 0.7. The average alpha coefficient for the variables turned above 0.7,

confirming Mugenda and Mugenda (2003)'s assertion that an alpha coefficient rating of above 0.7 suggests that the tools are incredibly reliable. According to Hazzi and Maldaon (2015), an alpha coefficient of 0.7 to 1.0 is reliable and thus recommended for obtaining the results. As a result, the average Cronbach's Alpha Index value of 0.745 gotten was acceptable on the grounds that it was within the range.

3.8 Data Collection Procedures

Prior to commencement of the study, an introduction letter from Turkana University College was obtained to process a research permit from the National Council of Science and Technology (NACOSTI). A visit was made to the county administration to obtain permission to conduct the study. The researcher booked appointment with the respondents where questionnaires were administered using a 'drop and pick' method. The respondents were requested to attend to the questionnaires within 2 weeks period in order to enhance response rate. The researcher thereafter collected the filled in questionnaires for data cleaning and analysis.

3.9 Data Analysis Techniques

In order to analyze the collected data, the study used a mixed method that included both qualitative and quantitative techniques. The content analysis method, which allows researchers to organize and elicit meaning from qualitative data and draw realistic conclusions was used, and the findings were presented in narrative form. To analyze quantitative data, descriptive statistics were used and it involved measures of central tendency and dispersion. Quantitative data results were presented through tables which were attained in terms of means, percentages and standard deviations. As a data analysis tool, the Statistical Package for Social Sciences (SPSS) software was used to generate charts, tables, and figures to present quantitative data. The study used

inferential analysis techniques such as correlation analysis and multiple regressions to determine how variables related to one another.

The order in which the regression equation was is describe below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4+ \varepsilon$$

Whereby Y= Employee performance

X₁= Mentoring

X₂= Job rotation

X₃= Apprenticeship

X₄ = Coaching

$\beta_1, \beta_2, \beta_3$ and β_4 are coefficients of determination

ε is the error term

3.10 Ethical Considerations

The researcher ensured that the study adhered to all ethical standards by ensuring issues concerning confidentiality, honesty were observed. The researcher obtained authorization letter from the University and a research permit from NACOSTI that was used during introduction to respondents who agreed that the study's goal was purely academic. Additionally, a self-introductory letter by the researcher was attached to each questionnaire, clarifying the purpose of the study and what respondents should expect from it. During field work, neither of the participants was compelled to take part in the study, nor was any allowed to indicate his/her personal details in the questionnaire.

CHAPTER FOUR
RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.0 Introduction

This chapter presents data analysis, results and discussion of the study findings of the data gathered using questionnaires and the interviews. Analysis of results include; the response rate, reliability results, characteristics of the observed sample and inferences made about the population, descriptive analysis results, and inferential statistics results. The data obtained was first checked for completeness, accurateness and later coded for analysis. This chapter also provides a comparison of the results to the literature reviewed in chapter two.

4.1 Response Rate

The researcher analyzed the response rate to determine the actual number of respondents who returned questionnaires for data analysis purposes. A total of 306 questionnaires were self-administered to the sampled respondents, who included middle and lower level Turkana county government employees. The response rate results are shown in Table 4.1.

Table 4.1: Response Rate

Details	No. of Respondents	Percentage of Responses (%)
Questionnaires returned	305	99.7%
Questionnaires not returned	1	0.3%
Total	306	100

Source: Researcher (2021)

According to Table 4.1, the proportion of completed questionnaires for the purpose of analysis was 99.7 percent. On the other hand, respondents did not return 0.3 percent of the questionnaires. The response rate was sufficient for generalisation and conclusion on the problem sought by the

study. This was in tandem with Mugenda and Mugenda (2003) who recommend that a response rate of 70% or higher is ideal for data analysis. The study achieved higher response rate because the researcher took quality time to administer the questionnaires to the respondents in the County ministries, County Assembly, public service board and the office of Governor. Additionally, part of the research tool was interview, therefore it was mandatory to get the targeted personnel. This motivated fill and pick.

4.2 Background Information

The background information covers; respondents' gender, age, academic qualifications and years of experience at the Turkana county government. The findings are summarized as follows.

4.2.1 Respondent's Gender

The study considered gender as a parameter in order to evaluate whether the Turkana county government takes into consideration gender parity while employing staff. The results are presented in Figure 4.1.

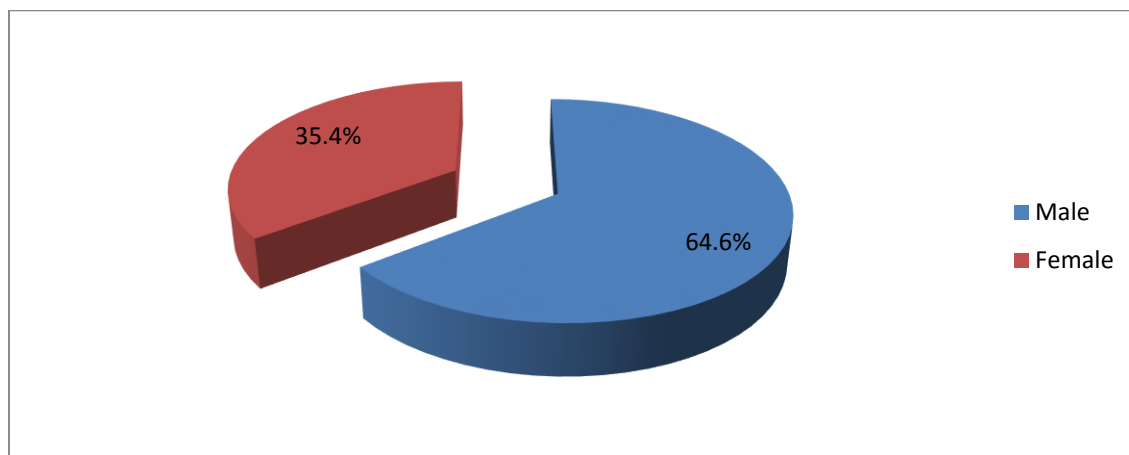


Figure 4.1: Respondent's Gender

Source: Researcher (2021)

According to Figure 4.1, the majority of respondents (64.6 percent) were male with 35.4% representing females. The findings indicate that the study involved both genders and therefore gender sensitivity was taken care of. This is because male and female employees have different perspectives on work; this indicates that the study took gender sensitivity into account as stipulated in the Kenyan Constitution 2010. The results imply that there are more male employees employed by the Turkana county government than females so far.

4.2.2 Age of Respondents

The researcher sought to establish age demographic of respondents to gain some valuable details concerning the kind of employees Turkana county government has employed. Additionally, this information was significant as age influences the understanding of training on employee performance. The findings are presented in Table 4.2.

Table 4.2: Age of Respondents

Years	Frequency	Percentage
Below 25	48	15.7
25 to 34	191	62.6
35 to 44	49	16.1
45 and more	17	5.6
Total	305	100

Results in Table 4.2 indicate that respondents aged 25 to 34 years accounted majority at 62.6%, those aged between 35 to 44 years accounted for 16.1%, 15.7% represented those respondents 5.6 percent were under the age of 25 and 5.6 percent were over the age of 45. This implies that respondents of all ages in the workplace were included in the study. The mix of young and old employees was important because they have different working styles, allowing the researcher to collect data from various angles. Such a diverse group of employees is capable of collaborating

in a team setting and solving a wide range of problems. In addition, Turkana county government has employed more youths between the ages of 25 and 35, and young adults between the ages of 36 and 45. This implies that the county has strong, energetic and vibrant staff translating to fast delivery of services and enhanced performance.

4.2.3 Academic Qualifications of Respondents

The research sought to establish how the academic qualification of the respondents was represented in order to ascertain how the respondents were informed on the effects of training on employee performance, as well as to determine whether they were equipped with the necessary knowledge and skills to perform their duties. The results are depicted in Figure 4.2.

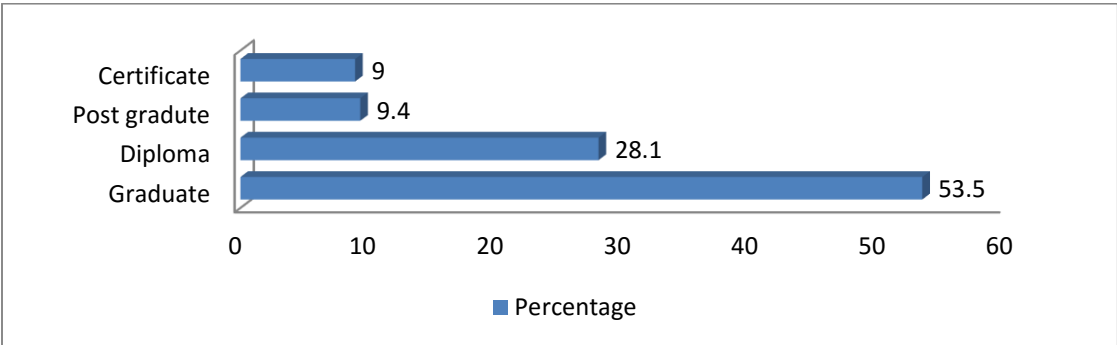


Figure 4.2: Academic Qualifications of Respondent's

The findings as presented in Figure 4.2 show that the graduates formed majority as the highest academic qualification as represented by 53.5%, this was followed by those respondents who had a diploma at 28.1%, 9.4% post graduate and 9.0% accounted for those who had a certificate as their highest academic qualification. This implied that the majority of respondents had earned the highest academic qualification. Academic qualification was an important factor in developing an individual's skill set, which would make the employee more productive at work.

4.2.4 Respondent's Years of Experience

The study sought to establish respondents' years of experience as it informs how well an individual understands aspects concerning training and employee performance in the Turkana county government. The findings are presented in Table 4.3.

Table 4.3: Respondent's Years of Experience

Years	Frequency	Percentage
Below 2	73	23.9
2 to 5	107	35.1
Above 5	125	41.0
Total	305	100

Table 4.3, indicates that most (41.0 %) of respondents had worked for the Turkana County government for more than 5 years, 35.1% between 2 to 5 years and 23.9% below 2 years. This suggests that the respondents involved in the study had abundant work experience and that they were rich in information that the researcher sought. The findings similarly illustrate employees who have worked with the county for between 2 to 5 years (35.1%) are young professionals who require constant refresher training in order to acquaint themselves with new skills to perform better on the job.

4.3 Results and Discussion

The presentation and discussion of results is influenced by the study's objectives; mentoring, job rotation, apprenticeship, and coaching and they affect employee performance. The study used a Five-Point Likert scale to rate respondent's discernments on the effect of training on employee performance in Turkana county government. Six statements that reflected the various aspects of training on employee performance were provided and respondents were expected to indicate

their sentiments on a score range of Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4) and Strongly Agree (5). The results for the variables are discussed as follows:

4.3.1 Mentoring

The study sought to find out the extent to which respondents agreed to a list of statements describing the effect of mentoring on employee performance in Turkana county government.

Table 4.4 presents the results.

Table 4.4: Examining the effect of Mentoring on employee performance

Statement	M	SD
Mentoring helps employees develop individual skill or competency	4.19	0.81
Mentoring helps the employee improve their social skills	4.27	0.73
Mentoring helps organization achieve their talent development goals and ensure solid leadership development	4.16	0.84
Employee turnover is reduced in a healthy work environment, and employees feel more loyal to their employer	3.83	1.17
Employees can take charge of their own personal and professional growth through mentorship programs	4.03	0.97
Mentorship programs serve to increase leadership diversity by allowing people to share their perspectives, knowledge, and ideas	4.26	0.74
Aggregate Score	4.12	0.88

Source: Researcher (2021)

The respondents agreed with the statements that; Mentoring helps the employee improve their social skills (M=4.27, SD=0.73) and that mentorship programs serve to increase leadership diversity by allowing people to share their perspectives, knowledge, and ideas (M=4.26, SD=0.74). Followed by mentoring helps employees develop individual skill or competency (M=4.19, SD=0.89), mentoring helps organization achieve their talent development goals and ensure solid leadership development (M=4.16, SD=0.84), employees can take charge of their own personal and professional growth through mentorship programs (M=4.03, SD=0.97) and

that employee turnover is reduced in a healthy work environment and employees feel more loyal to their employer (M=3.83, SD=1.17).

According to the findings in Table 4.4, respondents agreed that mentoring affects employee performance in Turkana county Government, as evidenced by an aggregate mean score of 4.12 and a standard deviation of 0.88. This finding is consistent with Ofobrukun and Nwakoby (2015) that mentorship further developed representative execution, with vocation support having a more noteworthy effect than psychosocial support. In addition, the findings concur with the results of Mundia and Iravo (2014) who explored the role of mentoring programs in organizations in terms of employee success and it was observed that mentorship activities acts a crucial part in improving the performance of the employee through knowledge transfer, advice on career growth and strengthening of mentoring skills. Finally, the findings also concur with Nyamori (2015) who argued that workplace mentoring helps to improve the willingness of workers to work and that job encouragements are the main roles of mentoring. He concluded that newly employed individuals who had undergone mentoring were able to set and achieve their goals.

From the interviews conducted on the human resource managers, it was established that, mentoring instills knowledge and skills to an individual thus he or she is able to perform optimally, enhances confidence in an individual, brings the sense of belonging to the new individual and enhances socialization process within the workplace. Mentoring boosts self-confidence in an individual as employees are able to undertake their duties effectively. Mentoring reduces turnover as employees get to appreciate their work and the organizational environment. Mentoring enhance the employees to understand their roles and responsibilities. Mentoring improves leadership skills through sharing of ideas and knowledge. Mentoring is very

crucial as it helps employees to grow in such a manner that service delivery is put at fore front and that ethics prevail.

4.3.2 Job Rotation

The study sought to find out the extent to which respondents agreed to a list of statements describing effect of job rotation on employee performance in Turkana county government. Table 4.5 presents the results.

Table 4.5: Determining the effect of Job Rotation on employee performance

Statement	M	SD
Job rotation improves employee confidence and helps them adapt faster to the job	3.97	1.03
Job rotation enhances employee develop their careers	4.09	0.91
Job rotation improves employee learning culture	3.97	1.03
Job rotation advances employee loyalty in the workplace	3.90	1.10
Job rotation improves skill development of employees	4.21	0.79
Job rotation assists managers in determining knowledge, abilities and attitudes of their subordinates	4.36	0.64
Aggregate Score	4.08	0.92

Source: Researcher (2021)

The findings the statements agreed as; job rotation assists managers in determining knowledge, abilities and attitudes of their subordinates (M=4.36, SD=0.64), Job rotation improves skill development of employees (M=4.21, 0.79), job rotation enhances employee develop their careers (M=4.09, SD=0.91), job rotation improves employee confidence and helps them adapt faster to the job (M=3.97, SD=1.03) and that job rotation advances employee loyalty in the workplace (M=3.90, SD=1.10).

According to the findings in Table 4.5, respondents agreed that job rotation affects employee performance in Turkana county government, as evidenced by an aggregate mean score of 4.08

and a standard deviation of 0.92. This finding correspond with Adjei (2012) who focused on how productivity of employees in Utrak Financial Services Limited was influenced by job rotation where job rotation was seen as a successful method for encouraging employees to learn new abilities, enhance productivity, form new company-wide relationships and acquire the needed skills to develop their careers in the future.

The findings also agree with the Charity (2015) research that examined the effects of work rotation on employee efficiency in the Northern rift region of Kenya at KCB branches where it was observed that performance was influenced by work rotation. Additionally, the findings relate with Mohsan *et al.* (2012) directed a review to explore the effect of work pivot on worker commitment, dedication, and occupation inclusion in Pakistan's financial sector where it was found that most respondents spent a large amount of time employed within the industry of banking and had followed rotation within their occupations at different occasions.

From the interviews conducted on human resource managers, it was established that, Job rotation empowers individuals in different areas within the workplace, improves execution as the staff can perform without close supervision, breaks boredom in the workplace thus increasing productivity and enhances smooth replacement process of an individual who retires or sacked. Job rotation helps in meeting new challenges in new working environments. However, job rotation affects service delivery when done before certain set objectives are met. Job rotation ensures that employees are always ready to work in different job environment without affecting their performance. Job rotation promotes team work among the workers through performance and promotions. Rotating people across jobs enables employees change work environments, learn new way of doing things, meet new friends and embrace challenges. Job rotation boosts confidence of new employees in discharge of duties and provides avenues for consultations.

4.3.3 Apprenticeship

The study sought to find out the effect of apprenticeship on employee performance in Turkana county government and the extent to which respondents agreed to a list of statements. Table 4.6 presents the results.

Table 4.6: Investigating the effect of Apprenticeship on employee performance

Statement	M	SD
Apprenticeship programs provide a systematic approach to training of employees	3.87	1.13
Apprenticeship provides a consistent and predictable pathway for the Development of qualified workers	4.07	0.93
Apprenticeship increases service levels by providing employees with vital skills	4.19	0.81
Apprenticeship Increase the capacity of the business to exceed consumer expectations	3.89	1.11
Apprenticeship programs provide professional and career development	4.16	0.84
Apprenticeships promote efficiency by motivating employees	4.12	0.88
Aggregate Score	4.05	0.95

Source: Researcher (2021)

The statements agreed by the respondents were that; apprenticeship increases service levels by providing employees with vital skills (M=4.19, SD=0.81), apprenticeship programs provide professional and career development (M=4.16, SD=0.84), apprenticeships promote efficiency by motivating employees (M=4.12, SD=0.88), Apprenticeship provides a consistent and predictable pathway for the development of qualified workers (M=4.07, SD=0.93), apprenticeship Increase the capacity of the business to exceed consumer expectations (M=3.89, SD=1.11) and that apprenticeship programs provide a systematic approach to training of employees (M=3.87, SD=1.13).

According to the findings in Table 4.6, respondents agreed that apprenticeship affects employee performance in Turkana county government, as evidenced by an aggregate mean score of 4.05

and a standard deviation of 0.95. The result agree with Ekoja, Ugba, Peterside and Ani (2017) who evaluated how apprenticeship influences the performance of employees in SMEs from Benue State in Nigeria and concluded that apprenticeship affects the employees' job performance positively, significantly and favourably in businesses. Their findings recommended that companies limit the hindrances to effective apprenticeship via good planning and constant follow up, in addition to regular training.

This finding concurs with Olubisi (2018) who examined the influence of apprenticeship training on artisan performance and the findings indicated that preparation for apprenticeships increased the performance of artisans. The findings also concur with Owusu's (2015) investigation into the performance relationship between human resource employees/apprentices and the results showed that education and training were substantially related to increased productivity and improved employee performance and efficiency. Furthermore, the study found that employee knowledge and skills were strongly linked to the overall performance factor.

From the interviews conducted, human resource managers indicated that, apprenticeship makes adaptable preparation choices that guarantee laborers foster the right abilities, limit risk costs through suitable preparation of laborers. Apprenticeship instills individuals with long term skills and knowledge to perform within a given organization, leads to a motivated individual who is loyal to the organization and improves employee retention as individuals are satisfied. Apprenticeship helps in maintaining talents, increases employee performance and reduces mistakes, helps employee learn from their employee on how things are done within the county, increases service level by providing employees with vital skills and promote efficiency by motivating employees. Apprenticeship enables one to learn under an expert thereby gaining on-the-job skills or training and experience necessary to take up the role fully. Apprenticeship

increases employee awareness about his work environment and understanding good ways of relating with the employer. Apprenticeship increases hands on experience on employees by having practical experience and skills. Through apprenticeship, individual capacity needs are identified. Knowledge and skills acquisition is enhanced through apprenticeship.

4.3.4 Coaching

The study sought to find out the extent to which respondents agreed to a list of statements on the effect of coaching on employee performance in Turkana county government. Table 4.7 presents the results.

Table 4.7: Determining the effect of Coaching on employee performance

Statement	M	SD
Employees' abilities are strengthened through coaching programs	4.01	0.99
Coaching improves employee engagement, which aids in enhancing productivity and retention rates for the company	4.27	0.73
Personal development and competencies can be aligned with corporate needs with the help of coaching	4.11	0.89
Managers can use coaching to support employees under them by identifying their strength, weakness and determine the best placement in the workplace	4.39	0.61
Coaching empowers individuals and encourages them to accept responsibilities	4.37	0.63
Coaching assists in identifying and developing employees	4.32	0.68
Aggregate Score	4.25	0.75

Source: Researcher (2021)

The respondents agreed on the statements that; managers can use coaching to support employees under them by identifying their strength, weakness and determine the best placement in the workplace (M=4.39, SD=0.61), coaching empowers individuals and encourages them to accept responsibilities (M=4.37, SD=0.63), coaching assists in identifying and developing employees (M=4.32, SD=0.68), coaching improves employee engagement, which aids in enhancing productivity and retention rates for the company (M=4.27, SD=0.73), personal development and

competencies can be aligned with corporate needs with the help of coaching ($M=4.11$, $SD=0.89$) and that employees' abilities are strengthened through coaching programs ($M=4.01$, $SD=0.99$).

According to the findings in Table 4.7, respondents agreed that coaching affects employee performance in Turkana county Government, as evidenced by an aggregate mean score of 4.25 and a standard deviation of 0.75. This finding is consistent with Muriithi (2016)'s investigation into how coaching influences the performance of commercial bank workers and the study concluded that it is crucial for participants to learn while coaching as an organization feedback is a method that can be taken on in it are fulfilled to ensure that clients, build trust within the work relations, boost staff productivity and cultivate partnership within individual and professionalism.

The findings also corresponds to results by Bwengi (2015) that evaluated how coaching influence representative execution at Cooperative Bank of Kenya where it was seen that training administrations affect laborers and had promoted behavioral improvements in some primary leadership competencies. Finally, the findings agree with Achi and Sleilati (2016) work that assessed how coaching affects employee performance within the industry of banking in Lebanon and the study's findings suggest performance of employees working with the banking industry in Lebanon was highly influenced by coaching methods employed, but various techniques were seen to critically influence successfully how coaching was implemented leading to the achievement of the expected results.

From the interviews conducted on human resource managers, the researcher revealed that, coaching helps in career growth. Coaching improves performance to some extent since the employee will be able to get experience from different coaches on various aspects of work.

Coaching results in well trained employees who can take up any level of assignment assigned to them. Coaching helps in rectifying mistakes done by employees and charting the way forward for production of professional employees. Coaching creates solid leadership and determination to the employee. Coaching empowers individuals and makes them work as a team. Coaching has enabled many interns in Turkana county government achieve a specific personal goal through guidance at the place of work. Through coaching, work culture and ethics are passed on to new employees. Coaching enables the employees to achieve the specific assignments or goals through an expert who understands the work environment and what is required in the field thus employees learn from the coach assigned to him/her. Coaching increases the level of engagement.

4.4 Results of Inferential Analysis

Inferential analysis permits researcher use data from samples drawn to make generalizations about a population. This section presents how study variables mentoring, job rotation, apprenticeship and coaching related to employee performance using correlation and regression analysis.

4.4.1 Correlation Analysis

The researcher conducted correlation analysis in order to assess the relationship between the independent and dependent variables as used in the study. Correlation analysis enables researcher to determine the level of change in one variable as a result of a change in the other. The researcher conducted the analysis to quantify the relationship between independent variables; mentoring, job rotation, apprenticeship and coaching on the dependent variable, employee performance. The analysis also permits researcher calculate the strength of the linear relationship between two variables. The relationship is indicated in Table 4.8.

Table 4.8: Correlation Analysis of study variables

		Mentoring	Job rotation	Apprenticeship	Coaching	Employee performance
Employee performance	Pearson Correlation	.777**	.830*	.791	.664	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	305	305	305	305	305

The correlation coefficients for the various pairs of study variables based on the specific objectives are all positive, as shown in Table 4.8. Table 4.8 shows that all of the correlation coefficients are statistically significant at the 0.01 level of significance for the two-tailed test. Considering that the connection coefficient values are generally sure, clearly there is positive direct relationship between the sets of factors.

The correlation coefficient for mentoring and employee performance was 0.777, indicating a strong positive linear relationship between mentoring and employee performance in Turkana county government. The finding agrees with Onyemaechi and Ikpeazu's (2019) study which investigated the effect of mentoring practice on employee performance and found that there is a positive and critical connection between a guide's psychosocial capacities and the profession change of more youthful lecturers.

The correlation coefficient for job rotation and employee performance was found to be 0.830, indicating a very strong positive linear relationship between the two variables. The results are in line with Taiwo, Olalakan, and Obiodun (2019) study which investigated the impact of job rotation on employee performance in Nigerian banks. As per the results, job rotation had a significant impact on performance through staff development and versatility, as well as on the job.

The Pearson r value for apprenticeship was found to be 0.791. This value tends closer to 1. Therefore, it can be concluded that apprenticeship was strongly correlated to employee performance. Apprenticeship, according to Gospel (2015), allows workers to strengthen their abilities, which is of long lasting benefit to the company. Apprenticeships assist workers with survey their work as a calling and to remain with the organization for expanded timeframes while likewise bringing down recruitment costs. The results concur with Owusu (2015) who examined performance relationship between human resource employees/apprentices. The results showed that education and training were substantially related to increased productivity and improved employee performance and efficiency in the work place.

The Pearson r value for coaching was found to be 0.664. Therefore, it can be concluded that coaching was moderately associated with the employee performance in Turkana county government. The result is consistent with Muriithi (2016) study which investigated how coaching influences the performance of commercial bank workers. A coaching atmosphere was discovered to significantly influence execution of responsibilities.

4.4.2 Regression Analysis

The researcher employed regression analysis to ascertain the effect of training on employee performance in the Turkana county government. The analysis permitted the researcher to estimate the relationship between dependent (outcome) and independent variables (predictors). This was realized by regressing mentoring, job rotation, apprenticeship and coaching on employee performance. Tables 4.9, 4.10, and 4.11 show the results of the joint regression analysis models.

Table 4.9: Model Summary showing the relationship between study variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	
					R Square Change	F Change	df1		df2
1	.528 ^a	.679	.670	.760	.279	29.057	4	300	.000

The results in Table 4.9 show that 0.670 (67.0 percent) as the value of adjusted R square indicating the extent to which Turkana County Kenya employee performance was determined by the mentoring, job rotation, apprenticeship and coaching. As a result, the remaining percentage (33.0 percent) accounts for the variables that were not studied that affect employee performance in Turkana county government.

4.4.3 Correlation Analysis

Table 4.10: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.161	4	16.790	29.057	.000 ^b
	Residual	173.351	300	.578		
	Total	240.511	304			

The value 0.000^b in Table 4.10 indicates that the significance level is less than 0.05, demonstrating statistical implication of the model on how independent variables; mentoring, job rotation, apprenticeship, and coaching influenced the employee performance of Turkana county government in Kenya. At the 5% significance level, the F calculated value (29.057) is greater than the F tabulated value (16.790), confirming the model's significance.

4.4.4 Coefficients of Determination

Coefficients of determination explain how changes in the dependent variable (employee performance) in the study can be explained by variations in the independent variables; mentoring, job rotation, apprenticeship and coaching. The variation is explained in Table 4.11.

Table 4.11: Coefficients of determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.512	.269		1.903	.000
	Mentoring	.659	.059	.161	11.169	.000
	Job Rotation	.813	.045	.347	18.667	.000
	Apprenticeship	.573	.051	.085	11.235	.001
	Coaching	.754	.049	.183	15.388	.002

The findings in Table 4.11 revealed that a constant value at 0.512 represents the amount by which employee performance of Turkana county government changes when mentoring, job rotation, apprenticeship and coaching are maintained at a constant.

The resulting equation was as follows:

$$Y = 0.512 + 0.659X_1 + 0.813X_2 + 0.573X_3 + 0.754X_4 + \varepsilon$$

Where, Y = Employee Performance

X₁ = Mentoring

X₂ = Job rotation

X₃ = Apprenticeship

X₄ = Coaching

According to the findings of the study, a 0.659 represented the amount by which employee performance of Turkana county government changes when mentoring is changed by one unit keeping job rotation, apprenticeship and coaching constant. According to the t-value (t= 11.169, p 0.05), mentoring positively and significantly affected the employee performance. This finding is consistent with the findings of Ofobrukun and Nwakoby (2015), who investigated how mentorship affected employee performance in selected family businesses in Abuja, Nigeria, and

discovered that mentorship substantially affected worker execution, with career support having a more prominent effect than psychosocial support.

According to the findings of the study, a 0.813 represents the amount by which employee performance in Turkana county government changes when job rotation is changed by one unit keeping mentoring, apprenticeship and coaching constant. According to the study, job rotation positively and significantly affected employee performance, as evidenced by the t-value ($t=18.667$, $p 0.05$). This finding is in line with Adjei (2012) who focused on how productivity of employees is influenced by job rotation where job rotation is seen as a successful method for encouraging employees to learn new abilities, enhance productivity, form new company-wide relationships and acquire the needed skills to develop their careers in the future.

The findings reveal that a 0.573 represented the amount by which employee performance of Turkana county government changes when apprenticeship is changed by one unit keeping mentoring, job rotation and coaching constant. According to the results of the investigation, apprenticeship positively and significantly affected employee performance, as indicated by the t-value ($t= 11.235$, $p 0.05$). This finding agree with Ekoja, Ugba, Peterside and Ani (2017) who evaluated how apprenticeship influences the performance of employees in SMEs from Benue State in Nigeria and concluded that job rotation has a positive, significant, and favourable effect in businesses.

According to the findings, a 0.754 represented the amount by which employee performance of Turkana county government changes when coaching is changed by one unit keeping mentoring, job rotation and apprenticeship constant. According to the study's t-value ($t= 15.388$, $p 0.05$), coaching positively and significantly affected employee performance. This finding is consistent with Muriithi (2016) who investigated how coaching influences the performance of commercial

bank workers and the study concluded that it is crucial for participants to learn while coaching as an organization feedback is a method that can be adopted in making sure that clients are contented, build trust within the work relations, boost staff efficiency and cultivate partnership within individual and professionalism.

4.4.5 Hypothesis Testing

H₀₁: The first null hypothesis of the study stated that, “There is no statistically significant relationship between mentoring and employee performance in Turkana county government, Kenya”. The p-value for mentoring was found to be 0.00 (Table 4.11). Since this value is less than the critical value of 0.05, the null hypothesis is rejected and this leads to the conclusion that mentoring positively and significantly affect employee performance in Turkana county government.

H₀₂: The second null hypothesis indicated that, “Job rotation has no significant effect on employee performance in Turkana county government, Kenya”. The p-value (0.000) for job rotation obtained in Table 4.11 was less than the critical value of 0.05 and therefore the null hypothesis was rejected, leading to the conclusion that job rotation has a significant effect on the employee performance in Turkana county government.

H₀₃: The third null hypothesis was “there is no statistical significance between apprenticeship and employee performance in Turkana county government, Kenya”. Table 4.11 depicts, the p-value for apprenticeship (0.001) is less than the critical value (0.05), and hence the null hypothesis is rejected. This implies that apprenticeship significantly affect employee performance in Turkana county government.

H₀₄: The fourth hypothesis of the study was “coaching has no significant effect on employee performance in Turkana county government, Kenya”. The p-value for coaching was 0.002 (Table 4.11) which is less than the critical value of 0.05. The null hypothesis was rejected, leading to the conclusion that coaching has a significant influence on the employee performance in Turkana county government.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings, conclusions, recommendations for policy and practice and propositions for future research studies.

5.1 Summary of research findings

The study investigated the effect of training on employee performance in Turkana county government specifically examining the effect of mentoring, job rotation, apprenticeship and coaching on employee performance in Turkana county government. The study established that mentoring, job rotation, apprenticeship and coaching had a positive and significant effect on employee performance in Turkana county government. The summary of findings is presented as follows:

5.1.1 Mentoring

The study aimed at examining the effect of mentoring on employee performance in Turkana county government. According to the findings of the study, a 0.659 represents the amount by which employee performance in Turkana county government changes when mentoring is changed by one unit keeping job rotation, apprenticeship and coaching constant. According to the t-value ($t= 11.169$, $p 0.05$), mentoring significantly affected the employee performance. It was found that mentoring helps the employee improve their social skills, mentorship programs serve to increase leadership diversity by allowing people to share their perspectives, knowledge, and ideas and that mentoring helps employees develop individual skill or competency.

5.1.2 Job Rotation

The study focused on determining the effect of job rotation on employee performance in the Turkana county government. It was discovered that, a 0.813 represented the amount by which Turkana county government employee performance changes when job rotation is changed by one unit while mentoring, apprenticeship, and coaching remain constant. According to the findings, job rotation positively and significantly affected the employee performance, as evidenced by the t-value ($t= 18.667$, $p 0.05$). It was also established that job rotation assists managers in determining knowledge, abilities and attitudes of their subordinates, job rotation improves skill development of employees and that job rotation enhances employee develop their careers.

5.1.3 Apprenticeship

The study sought to investigate the effect of apprenticeship on employee performance in Turkana county government. It was established that, a 0.573 represented the amount by which employee performance of Turkana county government changes when apprenticeship is changed by one unit keeping mentoring, job rotation and coaching constant. Apprenticeship significantly affected the employee performance, as indicated by the t-value ($t= 11.235$, $p 0.05$) in the study. It was found that apprenticeship increases service levels by providing employees with vital skills, apprenticeship programs provide professional and career development and that apprenticeships promote efficiency by motivating employees.

5.1.4 Coaching

The study aimed at determining the effect of coaching on employee performance in Turkana county government. It was discovered that, a 0.754 represented the amount by which employee performance of Turkana County government changes when coaching is changed by one unit keeping mentoring, job rotation and apprenticeship constant. According to the study, coaching had a positive and significant impact on worker performance, as evidenced by the t-value ($t=$

15.388, p 0.05). The findings revealed that managers can use coaching to support employees under them by identifying their strength, weakness and determine the best placement in the workplace, coaching empowers individuals and encourages them to accept responsibilities, coaching assists in identifying and developing employees and that coaching further develops representative commitment, which helps with improving efficiency and consistency standards for the organization.

5.2 Conclusion

The study has indicated that county employees agree that mentoring helps the mentee prevail by further developing performance, expanding certainty, and tending to strengths and shortcomings. They have demonstrated that job rotation is expected to render individuals to a broader array of processes in order to assist administrators in discovering their hidden talent. The findings additionally delineate that by holding most apprentices, the county benefit considerably from low enlistment and training costs as apprenticeship training improves successive advancement within the training program. County employees indicated that coaching gives vital direction on the most proficient method to expand their true capacity to accomplish their career targets. Based on the findings, the following conclusions are drawn in accordance with the objectives:

5.2.1 Mentoring

The study concludes that mentoring helps the mentee prevail by refining performance, expanding certainty, and tending to qualities and shortcomings. A mentorship program can help a mentee in learning and growing more rapidly by empowering the trading of data that doesn't necessarily in all cases happen normally. Mentoring programs exhibit to workers that the organization values them and is keen on their self-awareness, bringing about expanded efficiency and lower turnover.

5.2.2 Job Rotation

The analysis concludes that job rotation is desired to expose workers to a more broad extent of assignments in order to aid superiors in discovering their secret ability. Employees learn what they are good at and what they enjoy doing when they are exposed to a variety of operations, they attempt to do their absolute best while managing the difficulties that come their direction and become propelled to perform better at each stage as well as demonstrating that they are not inferior to others. This fosters healthy competition within the organization, with everyone striving to outperform one another.

5.2.3 Apprenticeship

The investigation further concludes that by holding most apprentices, the County benefit considerably from low staffing and training costs. Apprenticeship training enhances subsequent innovation within the training platform. An apprenticeship offers a youthful worker with a rapid job, consistently rising wages, and an entryway into an effective and reasonable long term profession.

5.2.4 Coaching

The study concludes that coaching gives workers key direction on the most proficient method to augment their true capacity to accomplish their career goals. Through coaching, employees gain confidence, expand their professional network, hold themselves accountable, and improve their communication skills. Coaching permits people to define their career objects in a rational way. Individuals can lay out these objectives with the backing of an instructor and afterward effectively pursue them. This improves the possibility that the goals will be met.

5.3 Recommendations

Based on the researcher findings, the study makes the following recommendations as per study objectives:

5.3.1 Mentoring

The study recommends that the county should mentor its employees to increase knowledge sharing in order to promote innovation, fill knowledge gaps, and encourage leadership. It should mentor new team members to help them become more productive, and give them access to their mentor's network to become acquainted with the county's culture. The county should have a mentorship program that focuses on employee career and leadership development in order to instill confidence in their ability to continue progressing and leading others, as well as a focus on employee diversity in order to gain the ability to share ideas that can solve problems in previously unexplored ways. The County Administration should mentor its employees to increase knowledge sharing in order to promote innovation, fill knowledge gaps, and encourage leadership in organizations in this era of globalization.

5.3.2 Job Rotation

The study suggests that the county should first clarify approaches about who will be qualified for the program, whether workers will be confined to explicit positions or will be available to all job arrangements. It ought to include representatives and administrators in the preparation of explicit work rotations with the goal that shared assumptions are clear. Have a solid handle on which abilities will be improved by putting a worker through job rotation process. The study also recommends that the county management should establish precise training times and then schedule accordingly the program's duration and ensure that every team member on the teams where employees rotate understands the program and how they can best assist their temporary employee.

5.3.3 Apprenticeship

The study recommends that the county should assume a focal part in planning and building apprenticeship programs, and give continuous obligation to help the preparation and training

interaction of employees. This is due to the fact that effective apprenticeship methodologies are created and sustained through solid partnerships. Consequently, cooperation among organizations, labor force associations, educational establishments, and other community associations is basic for successful apprenticeship programs.

5.3.4 Coaching

The study advises that the county must first work on developing a coaching culture in which employees trust one another, have the ability to scrutinize the state of affairs, and are willing to collaborate regardless of their position within the organization. Since managers are likely to play a critical part in the success of the County's employee performance coaching initiative, the County should allow them to go through a coaching process first as employee performance coaching is intended to be a learning experience. As a result, the study recommends that performance management be an ongoing process, with uninterrupted coaching conversations between a manager and their team members throughout the year.

5.4 Suggestions for Further Studies

The current study investigated the effect of training on employee performance in Turkana county government, Kenya where training was examined in terms of mentoring, job rotation, apprenticeship and coaching. The study therefore suggest that further studies to be carried out that concentrate on other evaluation of training to appreciate how they affect employee performance of county government. Moreover, other studies should be carried out that focus on other counties other than Turkana county government.

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APPENDICES

Appendix I: Self Introductory Letter

Emuria N. James

School of Business and Economics,

Turkana University College,

P.O. Box 69-30500

Lodwar.

Dear Sir/Madam,

RE: REQUEST FOR PARTICIPATION IN RESEARCH STUDY

I am a postgraduate student pursuing Public Administration and Management Course at the Turkana University College. In partial fulfillment of the requirement for the award of the degree, I am conducting a research study entitled; “Effects of Training on Employee Performance in Turkana County Government, Kenya.”

I request for take the time to respond to the questionnaire's questions Please be truthful when completing the questionnaire. Your assistance is greatly appreciated.

Yours sincerely,

Emuria N. James

Appendix II: Questionnaire

The questionnaire seeks to obtain data relating to the effect of training on employee performance in the Turkana county government, Kenya. Training was evaluated in terms of mentoring, job rotation, apprenticeship and coaching. Please indicate the box that corresponds to your answer by ticking (√)

Section A: Background Information

Gender	Male	
	Female	
Age	Below 25	
	25 to 34	
	35 to 44	
	45 and more	
Academic Qualifications	Certificate	
	Diploma	
	Graduate	
	Post graduate	
	Other	
Years of Experience	Below 2	
	2 to 5	
	Above 5	

Section B: Effect of Training on Employee Performance

To what extent do you agree with the following training approaches; mentoring, job rotation, apprenticeship and coaching on employee performance in Turkana county government, Kenya?

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree

Mentoring	1	2	3	4	5
Mentoring helps employees develop individual skill or competency.					
Mentoring helps the employee improve their social skills.					
Mentoring helps organization achieve their talent development goals and ensure solid leadership development.					
Employee turnover is reduced in a healthy work environment, and employees feel more loyal to their employer.					
Employees can take charge of their own personal and professional growth through mentorship programs.					
Mentorship programs serve to increase leadership diversity by allowing people to share their perspectives, knowledge, and ideas.					

1. How do you think mentoring can influence employee performance in Turkana County Government, Kenya?

.....

Job rotation	1	2	3	4	5
Job rotation improves employee confidence and helps them adapt faster to the job					
Job rotation enhances employee develop their careers					
Job rotation improves employee learning culture					
Job rotation advances employee loyalty in the workplace					
Job rotation improves skill development of employees					
Job rotation assists managers in determining knowledge, abilities and attitudes of their subordinates					

2. How do you think job rotation can influence employee performance in Turkana County Government, Kenya?

.....

Apprenticeship	1	2	3	4	5
Apprenticeship programs provide a systematic approach to training of employees.					
Apprenticeship provides a consistent and predictable pathway for the development of qualified workers.					
Apprenticeship increases service levels by providing employees with					

vital skills.					
Apprenticeship Increase the capacity of the business to exceed consumer expectations.					
Apprenticeship programs provide professional and career development.					
Apprenticeships promote efficiency by motivating employees.					

3. How do you think apprenticeship can influence employee performance in Turkana County Government, Kenya?

.....

Coaching	1	2	3	4	5
Employees' abilities are strengthened through coaching programs.					
Coaching improves employee engagement, which aids in enhancing productivity and retention rates for the company.					
Personal development and competencies can be aligned with corporate needs with the help of coaching.					
Managers can use coaching to support employees under them by identifying their strength, weakness and determine the best placement in the workplace.					
Coaching empowers individuals and encourages them to accept responsibilities.					
Coaching assists in identifying and developing employees.					

4. How do you think coaching can influence employee performance in Turkana County Government, Kenya?

.....

Appendix III: Interview schedule

i. How do mentoring as a technique of training affect Turkana county government, Kenya performance of employees?

.....
.....
.....

ii. In what ways does job rotation as a technique of training affect performance of employees in Turkana county government, Kenya?

.....
.....
.....

iii. To what extent does apprenticeship as a technique of training affect employee performance in Turkana county government, Kenya?

.....
.....
.....

iv. In what ways do coaching affect employee performance in Turkana county government, Kenya?

.....
.....
.....

Appendix IV: University Approval Letter



TURKANA UNIVERSITY COLLEGE
(A constituent college of Masinde Muliro University of Science and Technology)

DIRECTORATE OF POSTGRADUATE STUDIES

MPA/2017/0518

16th November, 2021

The Director, Research Coordination Division,
National Commission for Science Technology and Innovation,
Utalii House, 8th and 9th Floor,
Po Box 30523-0100.
NAIROBI

Dear Sir/madam,

RE: EMURIA N. JAMES, REGISTRATION NO. MPA/0518/2017

The purpose of this letter is to introduce the above-named person who is pursuing a master's degree in Public Administration and Management in the School of Education and Social Sciences.

The title of his research proposal is "*Effects of Training on Employee Performance in Turkana Count, Kenya.*"

He has been cleared by the University College to proceed to the field to collect data for his thesis in the course of this semester.






Any assistance accorded to him will be highly appreciated. Thank you.

Yours faithfully,

Dr. Gervasio Miriti, Ph.D

Ag. Director, Directorate of Postgraduate Studies

Appendix V: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 975905	Date of Issue: 01/December/2021
RESEARCH LICENSE	
	
This is to Certify that Mr.. James Naperit Emuria of Turkana University College, has been licensed to conduct research in Turkana on the topic: EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE IN TURKANA COUNTY GOVERNMENT, KENYA for the period ending : 01/December/2022.	
License No: NACOSTI/P/21/14642	
975905 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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Appendix VI: Turkana County Government Ministries

- 1) Ministry of Education, Sports and Social Protection
- 2) Ministry of Water Services, Environment and Mineral Resources
- 3) Ministry of Finance and Economic Planning
- 4) Ministry of Health and Sanitation
- 5) Ministry of Lands, Energy, Housing and Urban Area Management
- 6) Ministry of Agriculture, Pastoral Economy and Fisheries
- 7) Ministry of Public Services and Disaster Management
- 8) Ministry of Infrastructure, Transport and Public Works
- 9) Ministry of Trade, Gender and Youth Affairs
- 10) Ministry of Tourism, Culture and Natural Resources

Source: www.turkana.go.ke