

INFLUENCE OF ON-THE-JOB TRAINING ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SONY SUGAR COMPANY LIMITED IN MIGORI COUNTY, KENYA.

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Abstract

The general objective of this study was to examine the influence of training on the performance of Sony Sugar Company employees in Migori County and specifically the study sought to establish the Influence of On-The job Training, Mentoring, Coaching, Job Rotation and Induction on employees' performance with a focus on Sony Sugar Company, Migori County. The study employed a case study descriptive research design to help elaborate on how on-the training influence employee performance. The methods of data collections included interviews and literature review. The target population (945) was Company employees. The study adopted random stratified sampling techniques to generate various strata for interview. Both qualitative and quantitative techniques were used in data analysis. Qualitative method was used in analysing open ended questions where the respondents gave their comments and elaborations on questions asked in the questionnaires. Quantitative technique was also done through coding the data from the questionnaires based on broad thematic areas then undertaking analysis using Statistical Package for Social Scientists (SPSS). Areas of analysis were respondents' expressions and perceptions on influence of training on the performance of Sony sugar Company employees. It involved grouping answers into various questions as answered by respondents. Proportions and percentages were used to make general inferences. The analysis was descriptive in nature and proportions, graphs, percentages, means and averages were used to draw up conclusions. The study also proposed to use a regression equation to establish the relationship between the variables in the study. Data presentation was done through, pie charts, graphs. In conclusion the study noted that training positively affect the performance of employees as it builds the skills, capability, competence and also imparts new knowledge in employees. The study recommended that management to integrate training concerns of the junior staffs in order to motivate and make them feel part of the system hence improving their performance.

Keywords :The job Training, Mentoring, Coaching, Job Rotation, Induction, employees' performance

I. INTRODUCTION

1.1 Background of the Study

According to Adefope (2017) training and development are planned learning experiences that teach employees how to perform current and future jobs. Raja *et al.* (2011) considered training and development as one of the most important factors in the current business world. This is based on the fact that training has been perceived to increase employees and organization's efficiency and effectiveness (Adefope, 2017). Anjela (2014) established that training is all about acquisition of new knowledge that enhances the present and future management. The previous scholars such as Adefope (2017) established that employers need to develop their employees as they are considered the most valuable assets owned by any organization. This is meant to retain them in the current world competitive market.

Training has been considered one of the ways through which organizations motivate and develop their employees. The major intension of training employees is to better their performance in organizational settings (Anjela, 2014). Anjela contended that training as a way of developing employees yields improved profitability and at the same time imparts positive attitudes towards profit orientation that an organization may intend to achieve. Similarly, training has been perceived by scholars to improve and individual's job knowledge and also aids in identification of the organizational goals.

In Amin *et al.* (2013's) view, a lifelong learning is an essential copying strategy considering the fact that the business environment is constantly and rapidly changing. This is intended to equip employees with knowledge and skills and/or update employees to adapt to the ever changing business environment. This also improves their capability on job performance. This also increases the organizational ability to remain competitive in the changing economic environment (Amin *et al.*, 2013).

According to Sahinidis and Bouris (2008), training programs improve employee's capabilities. They postulated that the investment done by an organization in developing their employees by building their knowledge and skills through training, there is always a return from the organization in the form of improved productivity and effectiveness among employees. In addition, Sahinidis and Bouris (2008) noted that employee training may also be done to enable them tackle both current and future issues relating to organizational goals. They considered employee training as a higher level motivation and commitment strategy where employees are enabled to visualize and appreciate the opportunity they are given by their organization.

According to Tanoli (2016), training employees polishes their dusted abilities. He contended that consistent leaning is one of the sources of employee satisfaction. In his view, one of the

things that develop employees' capabilities and enable them learn and perform well is timely training. Al-Anzi (2009) posited that better performance can only be achieved by only learned employees. Cook and Meyer (2007) contended that there is direct linkage between employee's performance and the workplace where they experience, gain skills, learn and develop capabilities. They asserted that a place that prepares employees to be more goal oriented and produce healthily is an environment enriched with learning capabilities.

Ellis *et al.*, (2005) noted that organizations are enabled to maintain and prepare employees for new tasks only through training. In addition, he established that employees' retention through training encourages organizational elasticity for making the possible alterations of individuals from one environment to another by making them productive for every environment. They also noted that this only depresses the cost of further training. According to Stanca and Colombo (2008) employee productivity directly relate and is influenced by training. Elnaga& Imran (2013) contended that one of the most dependable and human resource techniques that improve both the organizational employees' efficiency and effective performance is training.

Training has been perceived by scholars like Shafiq and Hamza (2017) to influence both the firms and employee performance as it significantly enhances employee commitment. Further, they posited that training programs need to be properly planned in order to aid the completion of an organizational assignments and develop employees' performance. Migweet *al.* (2017) recorded that the goals of the workers and the companies can only be accomplished if learning skill is successfully transferred to the place of work.

Similarly, Otukoet *al.* (2013) who examined the effect of training dimensions on employee's work performance, a case of Mumias Sugar Company, revealed that there exists a strong linkage between training needs, contents, assessment; and employee performance. This study was built on such background to examine the influence of training on the performance of Sony Sugar Company Limited employees.

Sony Sugar Company was established in 1976 and is located in Migori County, South West of Kenya. The company serves a number of Sub-Counties with Migori County and part of Homa-Bay County, Kisii and Narok Counties. It is estimated that over 19000 cane farmers enjoy the services of this company. The company has a number of shareholders comprising the government of Kenya, which constitutes 98.8%, Centum Investment Co. (ICDC)-0.71%, Industrial Development Bank(IDB)-0.28%, and Mehta Group that constitutes 0.21%.

1.2 Statement of the Problem

Considering worldwide intensification of organizational competition, building employees' capabilities, competencies, skills and knowledge is crucial for their retention and performance improvement in the organizations (Sultana *et al.*, 2012). Elnaga and Imran (2013) indicated that most private, governmental and international organizations have not acknowledged on-the job training as an essential strategy that improves employee's performance. It is perceived that Sony Sugar Company being one of them has also not acknowledged this.

Anjela (2014) asserted that a limited number of studies have been done to explore how various companies develop their employees despite the recognition that workplace on-the job training influences employee outcomes thus there is need for more studies on employees training activities. Migweet *al.* (2017) affirmed that most studies on-the job training and how it influences employees' performance have only received a greater attention in the developed world within the context of individual countries hence necessitating the study on the influence of on-the job training on employee performance in Sony Sugar Company in Kenya, a developing nation.

Agyemang and Ofei (2013) also posited that the concept of employee training and engagement still stands to be new with relatively little academic research conducted on them especially in Sub-Saharan Africa. In view of Dysvik and Kuvaas (2008) the linkage that exists between perceived employee on-the job training opportunities and turnover intention has not been adequately explored. It is out of such scholarly arguments that this study was informed to explore the influence of on-the job training on performance of Sony Sugar Company employees in Migori County.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to examine the influence of on-the job training on employees' performance a case study Sony Sugar Company in Migori County.

1.3.2 Specific Objectives

- The study was guided by the following specific objectives:
- To establish the influence of mentoring on employee performance at Sony Sugar Company.
- To determine the influence of coaching on employee performance at Sony Sugar Company.
- To examine the influence of job rotation on employee performance at Sony Sugar Company.

- To establish the influence of induction on employees' performance of Sony sugar Company employees.

II. LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Abraham Maslow's Hierarchy of Needs Theory

According to Maslow (1943) in Omollo (2015), people are considered wanting beings based on the way they always look for more wants. Osabiya (2015) contended that the people's wants are dependent on what they already have. According to Maslow human needs are arranged in a series of levels, a hierarchy of importance. The need to know and understand the need for transcendence and aesthetic needs are among the eight innate needs of man that Maslow identified. Omollo (2015) postulated that the hierarchy is usually shown as ranging through five main levels. That is from the lowest need being physiological, through safety needs, love needs and esteem needs to the highest level of needs being self-actualization as was asserted by Mullins (2005).

Maslow's theory provides that when a lower need is satisfied, it is no longer a strong motivator and hence the demand for the next higher need becomes dominant and the individual's attention is turned towards satisfying this higher need Osabiya (2015). Further, the theory noted that only unsatisfied needs motivate an individual (Armstrong, 2006). Armstrong further clarified that irrespective of the demand for satisfaction of higher needs, it has been established that self-actualization being the highest level can never be satisfied. Osabiya identified typologies of need which include physiological needs, safety needs, love, esteem and self-actualization that drive human behaviour. In Maslow's view, the hierarchy is relatively universal among different cultures, but recognizes that there are differences in an individual's motivational content in a particular culture. Maslow acknowledged that it is always impossible to fully satisfy a need before the rising of the subsequent one.

This theory is relevant as Maslow perceives man as a wanting being whose wants are unlimited. This relates to an employee who gets a job after acquiring the basic education from school and may still want to be trained or further his education so as to build or improve his competencies, capability, knowledge and skills in an organization for performance improvement. Maslow identified the innate needs of man which included the need to know and understand, the need for transcendence which are basic and form the major aims of employee training.

2.1.2. Adult Learning Theory

According to Lieb (1991), the basis for being a successful coach is formed by the best method through which the adult can learn. This theory is also known as Andragogy theory. It originated with considerations of the methods through which the adults pass in a learning process (Abdussalaamet *al.*, 2017). The theory emphasizes on the importance of learning process. It suggested that learning approach should not be instructive but rather problem-based and two-way.

According to Fidishun (2000), the theory suggested that the teacher-learner relationship should be egalitarian he further recognized that adult learning encompasses six principles including (i) adults have the feature of being internally inspired and enthused and self-directed, (ii) adults have the feature of integrating life experiences and knowledge with learning experience, (iii) adults focus on goal they set, (iv) adults focus on the germaneness of the learning, (v) adults are practical, and (vi) adult learners are fond of being regarded. (Adapted from Abdussalaamet *al.*, 2017).

This theory is relevant to the study in that employee training is conducted to individuals who are adults. They are subjected to learn new skill and acquire new knowledge at their adulthood either through workshops, seminars and other forms of formal training which are meant to improve their capabilities in handling various issues that enable them achieve organizational goals. In this case an employee's ambition or desire to know may inform the need for training at adult ages to enable him/her equipped with knowledge and skill to fulfill the desired need. The theory established that unsatisfied needs can encourage and drive a person in some situations. Incompetency of an employee may be as a result of unsatisfied need of knowledge that training even at adult stage may help to resolve.

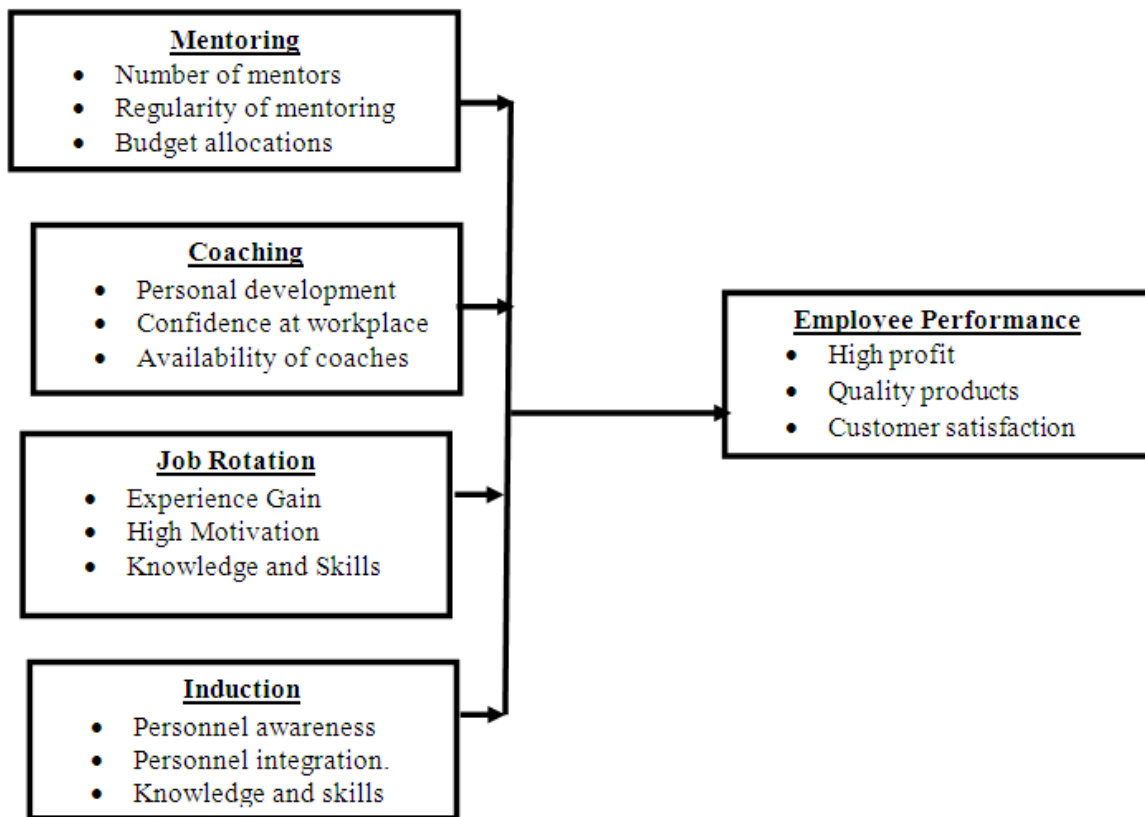
2.1.3 Goal Setting Theory

This theory was formulated by Locke and Latham (1979). It is considered to play a key part in performance management process. Locke and Latham developed this theory from the largely discredited management-by-objective (MBO) approach. In their view, motivation and performance are higher when individuals set specific goal, when accepted goals are difficult, and when there is feedback on performance. The theory considers people's goal or intentions as the basic premise as it plays an important part in determining behaviour. They argued that goals guide people's response and action by directing work behaviour and performance, and lead to certain feedback (Osabiya, 2015). They emphasized that goal setting should be viewed as a motivational technique rather than a formal theory of motivation.

This theory is relevant to the study in that an organization is always driven by particular goal that it may want to achieve when it engages in particular activities. The need to optimize

employees' contributions to the organizational aims and goals for sustainability of economic and effective performance may instigate employee training. Locke and Latham contended that motivation and performance are higher when individuals set specific goal. The goal set might be difficult to achieve and may require training. Similarly, organizational goals might be set higher and may require well knowledgeable and skilled employees with capability and competencies which are achieved through employee training.

2.2 Conceptual Framework



Independent Variables. Dependent Variable.

Figure 1: Conceptual Framework

2.4 Empirical Review

According to Nyamori (2015), higher employees' performance depends on the ability of mentors to either informally or formally implement the mentoring program. She acknowledged in his study that mentoring enhanced through guidance, knowledge and skills transfer together with career development improves employee's performance. Okurame (2013) contended that employee development not only depend on training but there is also need for mentor who constantly shape, look after, maintain, repair, and develop employees' skills necessary to perform routine activities. He considers mentoring as a confidence and motivation building block gained through managerial support and supervision.

Anderson (2012) asserted that coaching increases employees' performance and contributes to behaviour change. According to Grant (2015) barriers to understanding that limits solving of workplace issues can be eliminated by a successful coaching. Mwengi (2015) recorded that coaching enhances and has a direct positive impact on their performance. Muriithi (2016) noted that organizations adopt coaching as an employee development strategy with the main aim of improving their performance and productivity. She further posited that coaching is meant to enable employees perform best to their ability as instant feedback about performance is received by learners during coaching performance.

Malinski (2012) asserted that job rotation comes in many forms and is useful in many situations in improving employees' performance. He posited that job rotation is the systematic movement of employee from one job to another how this movement is accomplished depends on the purpose that you wish to achieve and also how dramatic a move you are willing to take will ensure every individual employee deliver to his/her expectation based on level of skills and knowledge in improving the performance. Bennet (2003) viewed job rotation as staffs' movement between different jobs over a period of time and this movement is planned to achieve all the goals which an individual employee is tasked to perform. This movement develops employeesgather a lot of skills and experience which is critical tool in improving the performance rate in any organizational set up.

Kokemuller (2016) contended that some aspects of the business induction process have a significant impact on an individual employee's sense of worth in a position, understanding, knowledge, skills and his beliefs about the company's mission, vision, culture, values and targets and also career opportunities within the organization. He further explained that induction develops an employee's perspective on the value of his role to his work team, the department and the organization. He further noted that induction also motivates employee to high performance. Equally, it enables an employee to get a sense of opportunities that exist for upward movement considered a factor in motivation.

III. RESEARCH METHODOLOGY

3.1 Research Design

The study employed a case study research descriptive design to help elaborate on how training influence employee performance in Sony Sugar Company. The design is ideal because of its rigidity as a protection against bias and on the need to maximize reliability (Kothari, 2009).

3.2 Target Population

The study targeted all Sony Sugar (945) employees from various status and departments of the company. This included the managing director, various departmental managers, officers in various sections and the support staff.

3.3 Sampling Frame and Technique

The following table (Table 1) gives a summary of the sampling frame the study adopted.

Table 1: List of the Sampling Frame

Employee by Category	Total Number	30% of the Total (Sample size) per category
Managing Director	1	1
Managers	9	3
Heads of Department	7	2
Supervisors	120	40
Clerical staff	70	21
Operational Staff	738	10% of 738= 74
Total	945	141

The study employed random stratified sampling procedure where the company employees were stratified in terms of their job ranks. This helped the researcher reach different classes like the managing director and managers of various departments who were subjected to fill questionnaires. This was then followed by another stratification which was considered

depending on the level of employment. In this case the researcher aimed at distinguishing the support staff and the official staff.

3.4 Data Collection Instruments

The study used primary data collection instrument. The primary data comprised of the data gathered from the company through administered questionnaires which were dropped by the researcher, filled and collected later for analysis. The study used both open and ended questionnaires. Having attained the sample from each department, the researcher administered questionnaire one on one to the respondents. The data collection instruments were pre-tested prior to administration purposely to determine their effectiveness in terms of question format, wording and order.

3.5 Data Analysis and Presentation

The data collected was organized in such a way that the errors were identified and corrected. The codebook was then created using Statistical Package for Social Sciences (SPSS) version 23. The coding involved putting data into systematic form. It involved grouping answers to various questions as answered by respondents. Proportions and percentages were used to make general inferences. The study employed descriptive statistics to help generate frequencies, percentages, mean scores and standard deviations that also helped in discussion of linkage between the independent variables and dependent variable. Analysis of data was done using SPSS version 20. The data analysed was presented using tables, bar graphs, pie charts, frequencies and percentages which according to Kothari (2004) are important statistical methods of organizing and summarizing data into a meaningful way for the ease of interpretation.

IV. RESULTS AND DISCUSSION

4.1 Descriptive Results

4.1.1 Mentoring and Employee Performance

Table 2: Mentoring and its Effects on Employee Performance

Mentoring	1	2	3	4	5	Mean
The company does not expose us to mentoring services	24%	68%	5%	3%	0	20
Mentorship programs are not taken serious by the company	19%	53%	0	21%	7%	20
I have a mentor assigned to me within the organization to guide me in achieving my goals/targets	0	27%	7%	53%	13%	20
I get fair and constructive feedback regularly related to my goals/targets	0	5%	0	73%	22%	20
Mentoring programs have developed my capability and improved my overall performance within the organization	0	0	1%	73%	26%	20
Total						100

Table 2 clearly indicate that Sony Sugar Company employee disagree with the statement that the company does not expose them to mentoring programmes. This implies that majority are on the agreement that they are accessing mentoring services. However, 3% of the respondents were in agreement that they are not exposed to mentoring services. On the other hand, 19% and 53% of the respondents disagree and strongly disagree that mentoring programmes are taken serious. From the interview conducted, one of the respondents asserted that mentoring is part of the company's management programs. He further stated that juniors are always subjected to the programme to enable them catch up with the company's set goals and objectives for the improved productivity and performance. This was affirmed by question three where 53% of the respondents agreed that they are assigned mentors who normally guide them while undertaking particular duties to meet the company's targets. 73% of the respondents also stated that they are getting fair and constructive feedback from their mentors. This helps them perform their duties as expected without delay hence improves their competencies and capabilities as indicated in question 5. Under this objective the study noted that Sony Sugar Company Limited has mentoring programmes in place as asserted by the company employees who were the respondents for this study. From these respondents, the study was able to establish the contribution of mentoring in improving the competencies, knowledge, skills and

capability of the employees. The study noted that through mentoring employees, the company is able to improve its performance as the employee are made part of the system in achieving the company's set targets and goals.

4.1.2 Coaching and Employee Performance

This form represents results depicted in figure 2.

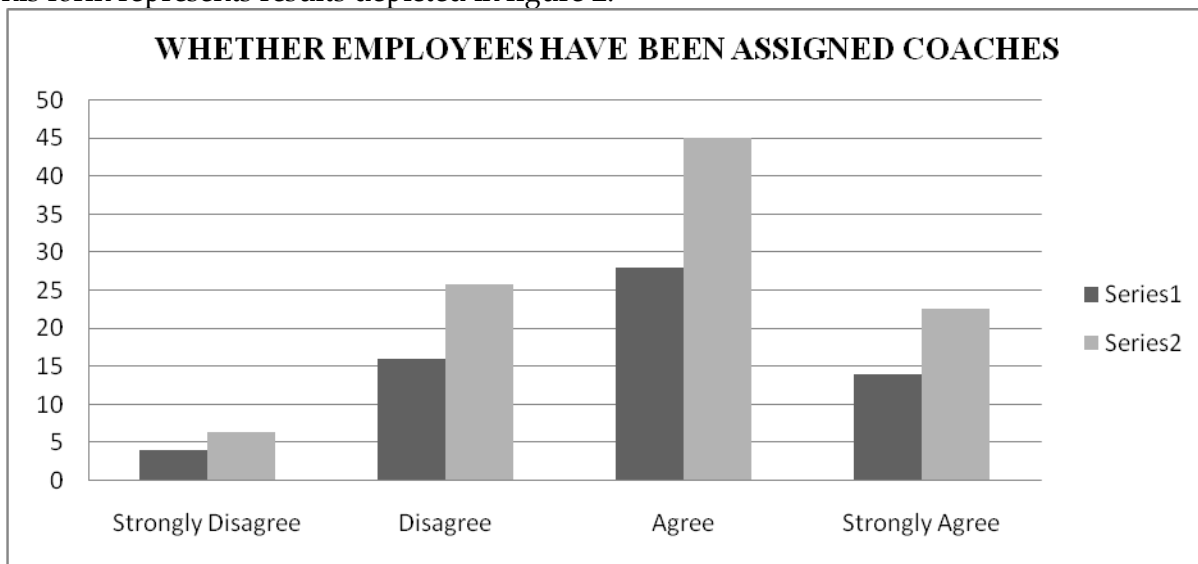


Figure 2: Whether the Respondents have been Assigned Coaches

Figure indicates that majority (45.2%) of the respondents have their coaches assigned to them. It is worth noting that if the percentage of strongly agree is added then it becomes 67.8%. The respondents argued that coaching is offered to them in most cases when one is recruited, he/she is given coach who becomes his/her a consultant. According to the respondents, there are constant changes in terms of applications and modern technologies. One of the respondents cited the digitalization has come with a lot of changes that tend to reduce paper work. According to her, employees should be subjected to coaching to help them adapt to new things and changing technologies for improved company performance. Equally, she stated that without coaching, employees will not cope with new changes in the technology, hence performance will automatically deteriorate. She mentioned the issues of being analogue and not able to operate some machines. According to her, work coordination has become easier and can be done without working from office to office or department to department. Adoption of ICT was mentioned to enable central coordination of activities within the company and the employees had to go through some ICT coaching programmes. Figure 4.6 show the results of

what was obtained when respondents were subjected to a question on whether they rely on their own capacities or coaches.

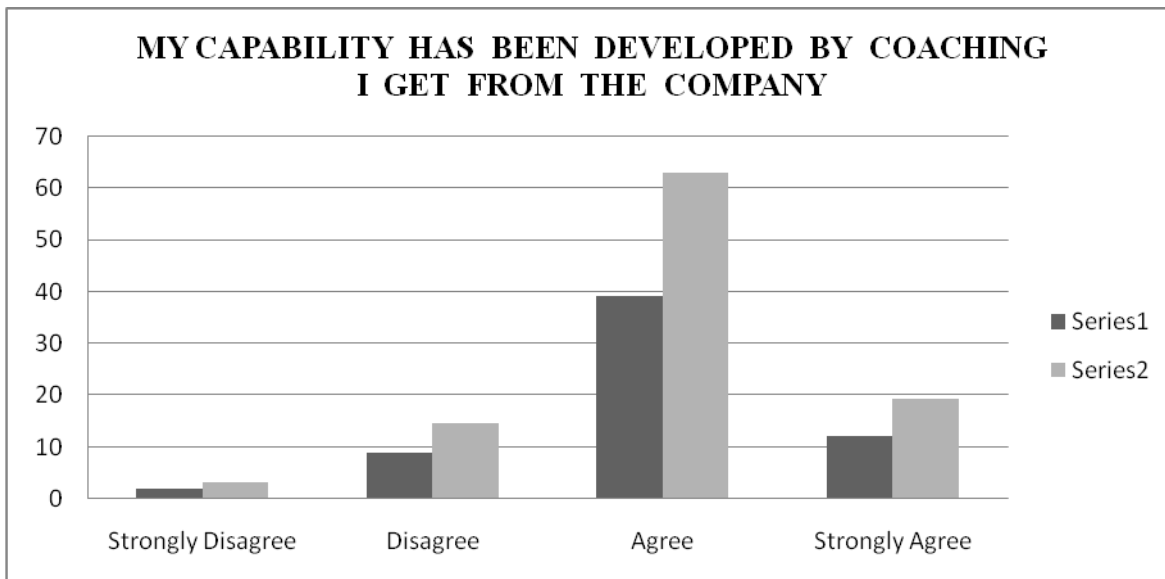


Figure 3: Whether Coaching Develops Employees Capability

Figure 3 indicates that 82.3% of the employees are in agreement that coaching has contributed in building their capability in performing particular company duties. Many employees were on the opinion that coaching should be done on a regular basis to help in complete empowerment of the employees. They refuted statement that employees should not be subjected to coaching on the account that new things have to be made clear to the people who face them. One of the respondents stated that difficult tasks can only be overcome through coaching. However, some respondents noted that at times some of their coaches seem not to be interested especially when they have been assigned to their senior fellow employees as coaches.

4.1.3 Job Rotation and Employee Performance

The questions in this section sought to know whether job rotation as a way of training employee has a role in employee performance. The respondents gave their views based on the statements provided. The study established several challenges people go through as inevitable and each challenge requires solution. The challenges every individual undergo emanate from various corners of life, some of which are domestic, work environment, individual psychological problems while other are pressure from the employers in meeting certain obligation.

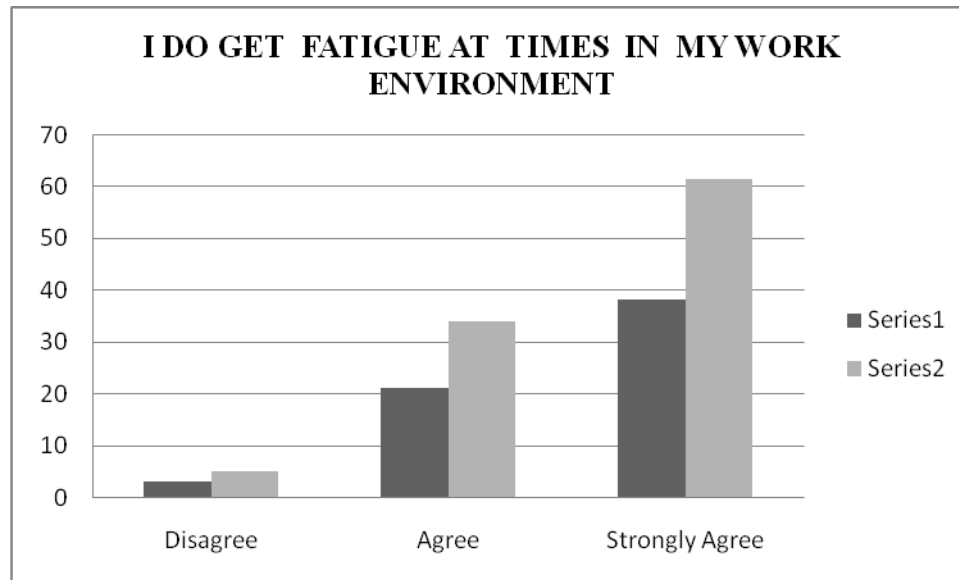


Figure 4: Respondent Expression on Getting Fatigue at Work

The results show that 95.2% of the respondents do get fatigue at work place. A discussion with the head of training revealed that individual employees face various challenges. According to him, the company has put in place job rotation training measures which are meant to restore the psychologically affected individuals either from boredom or those challenged by the tasks assigned to them. In his view, job rotation enables individuals to gain strength and direct their attention on the task before them. He further noted that fatigue diverts employee’s attention and negatively affect their concentration at work. The study established that job rotation is being used as a tool to redirect employee’s attention and concentration to duties assigned which in turn improves their performance. On the same note, the study findings noted that divided opinions on occasions when they are bored. Majority of the employees contended that they do not need people next to them when they are bored at work but they are forced to stay together because of work.

4.1.4 Induction and Employee Performance

This section is concerned with the working Environment conditions and influence of induction on employee performance. The intention was to determine how the company handles her employees especially the new recruits and how they are made to adapt. It was also meant to explore how orientation programmes shape an employee and influences his/her performance.

The respondents were probed and gave their responses in line with the established questionnaires. The research also probed some questions whose answers were noted in the field note book.

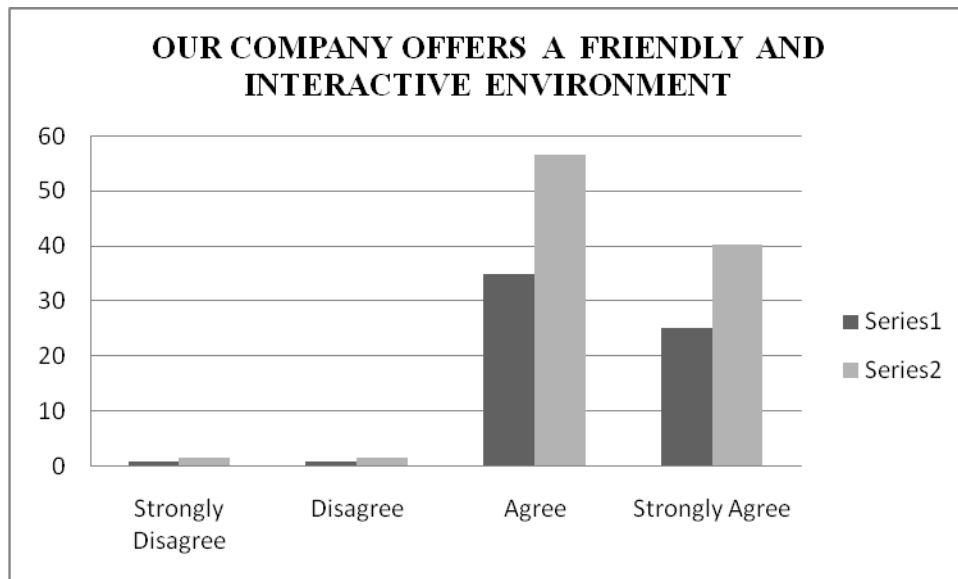


Figure 5: Working Environment at Sony Sugar Company

Figure 5 indicates that 96.8% were in agreement that Sony Sugar Company subjects her employees to a friendly and interactive environment. However, 3.2% of the respondents disagreed with this statement. The study also sought to determine how induction influences behavior of the employees. From the findings, it is clear that induction make new employees feel motivated that they have gotten into the right environment where people are friendly. This makes them feel at and adapt and perform the duties assigned to them with a lot of vigor.

V. CONCLUSION AND RECOMMENDATIONS

In conclusion, the study noted that training positively affect the performance of employees as it builds the skills, capability, competence and also imparts new knowledge in employees. This enables them to approach and perform even activities that would have proved difficult and impossible for them to undertake. The study has also noted that for effective running increased productivity, training is crucial. On the other hand, job rotation is also critical in restoring the lost faith and dedication together with commitment of employees. Thus the company should provide room for employees to rotate to different departments of different specializations with

the aim of gaining experience, skills and knowledge and also getting area where an employee suits best.

The company should also uphold mentoring, coaching and assimilate their employees as this makes them part and parcel of the system. For that reason, they will embrace the company's set goals and objectives. In a nut cell any well conducted training programmes has a lot of positive feedback in an organizational setup which in turn must contribute to high standard of employees' performance, goals and target achievement, it also enlightened employees in meeting and adapting the world competitive market and the changing technological skills which help them improve on the expected Company's performance and productivity. All the aspects of trainings activities must prepare employee to improve on his/her performance.

The study recommends the following: the management to integrate training concerns of the junior staffs in order to motivate and make them feel part of the system hence improving their performance. This will enhance their hard-working standard and performance capability with automatic high profit making in the company. The management to identify all aspects of training programmes like coaching, mentoring, assimilation and counselling to improve employees' performance. The management to find fair training programmes that accommodate all employees to make employees fully feel informed on the company's objectives, goal, mission and vision, this will make them feel part and parcel in the company and put their duties and responsibilities at heart in serving the company hence improving their performance. When an employee is recognized and appreciated for the good performance, he or she feels motivated and will ensure all that it takes to maintain high values and principle of production which in turn must improve better employees' better performance. The management to put in place well trained counsellors on board to help employees solve challenges encountered at work place. There should be organized training programmes for empowering the company employees with required knowledge and skill which should be done on regular basis. This will help in acquiring a lot of new skills and experience to enable them work within highly competitive world market and constantly changing technology. The company to identified employees with difficulties in performing their duties and prioritize them when organising seminars and workshops.

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