



**EFFECT OF CAREER DEVELOPMENT PROGRAMS ON EMPLOYEE  
PERFORMANCE IN KENYA. A CASE OF NATIONAL HOSPITAL INSURANCE  
FUND**

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**ABSTRACT**

**Objective:** The general objective of the study was to determine the effect of career development programs on employee performance in National Hospital Insurance Fund headquarters Nairobi. A quality assessment and service delivery improvement strategy report revealed low employee performance and productivity which had led to decline in the customer satisfaction level in National Hospital Insurance Fund from 86% in 2009/2010 to 66.50% in 2011/2012. The findings also revealed that the employee satisfaction level in National Hospital Insurance Fund had declined from 80% in the year 2008/2009 to 68% in the year 2012/2013. Among other recommendations for improving service delivery the report recommended a need to adopt performance contracting systems at National Hospital Insurance Fund so as to improve the level of performance.

**Significance:** The results of this study will be of foremost significance to the National Hospital Insurance Fund as well as other providers of health insurance services in Kenya- by providing findings on the effect of career development programs on employee performance.

**Research Design:** A case study design was used. The study targeted a population of 402 employees of National Hospital Insurance Fund headquarters Nairobi from which a sample of 120 respondents were drawn using 30% of the target population. The sample was selected using stratified sampling technique. The researcher collected primary data using a questionnaire. The questionnaire was pilot tested to ascertain the reliability of research instrument using Cronbach Alpha. The study employed both descriptive and inferential statistics to present and analyze the data. A correlation analysis revealed that there is a positive and significant relationship between career development programs and employee performance

**Findings:** From regression analysis, it was observed that career development programs contributed to 34.9% of employee performance. The study findings also revealed that there was statistically significant positive relationship between employee training; career counseling, employee mentoring and career advancement on employee performance. The study therefore concluded that career development programs influence employee performance and thus recommends that NHIF should focus more on career development programs in enhancing their employee performance. The study recommended that a similar research be carried out in other state corporations other than National Hospital Insurance Fund. This research also suggested that future researchers should research on other factors that contribute to employee performance that were not covered by this study.

**Keywords:** career development, employee performance, service delivery

## **INTRODUCTION**

### **National Hospital Insurance Fund**

The National Hospital Insurance Fund came into being in 1966 through an Act of Parliament. The sole aim of establishing National Hospital Insurance Fund was to minimize dependence on tax revenue for financing health care in Kenya and to provide an affordable and accessible health insurance cover to as many Kenyan residents as possible and achieve the social principle through which the rich support the poor, the healthy support the sick and the young support the elderly and pensioners. NHIF beneficiaries can access health services through a wide network of accredited health facilities both in Kenya and Tanzania. The Fund's accredited health facilities among others include public health facilities, private health facilities and Faith Based Organization (FBO"s) which are geographically scattered all over the country.

The mission statement of National Hospital Insurance Fund is to provide accessible, affordable, sustainable and quality social health insurance through effective and efficient utilization of the resources to the satisfaction of the stake holders. Furthermore, in order to complement and guarantee improved accessibility to quality health care services for NHIF beneficiaries, the fund has introduced the NHIF outreach programme which is conducted on quarterly basis by involving medical specialists of different disciplines. The objective of the programme is to ensure that vulnerable communities in underserved areas can access specialized quality healthcare services. By the end of June, 2015, the position of NHIF accredited health facilities countrywide stood at 6,185 equivalents to 55% of all registered members ([www.nhif.or.ke](http://www.nhif.or.ke)).

In order to accomplish this mission National Hospital Insurance Fund requires a motivated workforce. Because of the dynamism in both management and the environment which we operate, it is expected that the fund needs to develop its employees towards achievement of the corporate goals and also enhance employees' career prospects within the Fund. The staff training policy states that the National Hospital Insurance Fund recognizes the need for training and development of all his employees. It is therefore, the policy of the Fund to offer training opportunities to its entire staff, in order to improve their work performance and personal development, as well as assisting the Fund in its manpower development programmes.

The researcher will highlight the key career development programs that affect employee performance within the organization. These include training, career counseling, coaching and mentoring and career advancement programs.

### **Statement of the Problem**

According to Keiningham and Aksoy (2009), the long term success of any company depends heavily upon the quality of its workers. Employees are major assets of any organization; they play an active role towards company's success that cannot be underestimated and equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Career development often is used to close the gap between current performances and expected future performance (Kaya & Ceylan, 2014). National Hospital Insurance Fund has been chosen in this study because it is offering very important health services country wide and the government of Kenya is investing a lot of funds on the health sector in order to ensure that it offers quality and affordable health services to the people as part of its big four agenda.

A quality assessment and service delivery improvement strategy report by Khamasi (2014) revealed low employee performance and productivity which had led to decline in the customer satisfaction level in National Hospital Insurance Fund from 86% in 2009/2010 to 66.50% in 2011/2012. The findings also revealed that the employee satisfaction level in National Hospital Insurance Fund had declined from 80% in the year 2008/2009

to 68% in the year 2012/2013. Among other recommendations for improving service delivery the report recommended a need to adopt performance contracting systems at National Hospital Insurance Fund so as to improve the level of performance. The study also recommended that the Fund as an organization should link performance and rewards to improve efficiency of individual employee performance to realize the cascaded targets. A total number of measures have been taken by the management to improve the performance of the employees. These measures include: training, performance contracting and performance appraisal system. A preliminary investigation revealed that much had not been achieved through these measures because human capital needs to be managed well in order to improve performance and productivity.

Despite the overall implication that the best human capital management practices are a cause of employee satisfaction and performance, career development programs still remain a tactic not employed much by many organizations to improve employee performance. Another motivation of this study was some knowledge gaps in previous studies. A study by Kelley (2012) focused on effect of career development practices on performance of Commercial Banks in Kenya there by ignoring the fact that career development programs affect employee performance. Additionally, most studies focused on effect of career development on employee retention and organizational effectiveness leaving the role on employee performance.

Munjuri (2011) researched on factors affecting career advancement and concluded that career development have a positive impact on firm's productivity. The studies therefore left knowledge gaps that this study sought to bridge. Additionally, there are limited studies to demonstrate effect of career development programs on employee performance and therefore the study sought to determine the effect of career development programs on employee performance in National Hospital Insurance Fund.

### **Research Objectives**

The general objective of the research was to identify the effect of career development programs on employee performance in National Hospital Insurance Fund in Kenya. The study was guided by the following specific objectives

1. To determine the effect of employee training on employee performance in NHIF
2. To examine the effect of career counseling on employee performance in NHIF
3. To establish the effect of employee mentoring on employee performance in NHIF
4. To determine the effect of career advancement on employee performance in NHIF

### **Theoretical Review**

The study was based on the theoretical foundation that comprised of five theories: Krumboltz's Theory, Social Cognitive Career Theory, goal setting theory, Human Capital Theory and Resource Based Theory.

## **RESEARCH FINDINGS AND DISCUSSIONS**

### **Response rate**

A total of 120 questionnaires were administered to the staff of NHIF Headquarters Nairobi, 80 questionnaires out of 120 questionnaires were successfully filled and returned. This constituted to 66.67% response rate. According to Mugenda and Mugenda (2003), a response rate of more than 50% is appropriate for analysis.

### Reliability Analysis

A pilot study was carried out to determine the reliability of the questionnaires. The pilot study involved the sample of 12 respondents from the target population. Reliability analysis was subsequently done using Cronbachs Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. According to Cooper and Schindler (2008) Cronbach Alpha of 0.7 and above is acceptable and depicts that the data collection instrument is reliable. Cronbach Alpha was established for every objective which formed a scale. This illustrates that all five variables were reliable as their reliability values exceeded the prescribed threshold of 0.7. This was consistent with Sekaran (2013) proposition and confirmed the reliability of data collected through the administered questionnaire.

*Table 1: Reliability Tests of the factors*

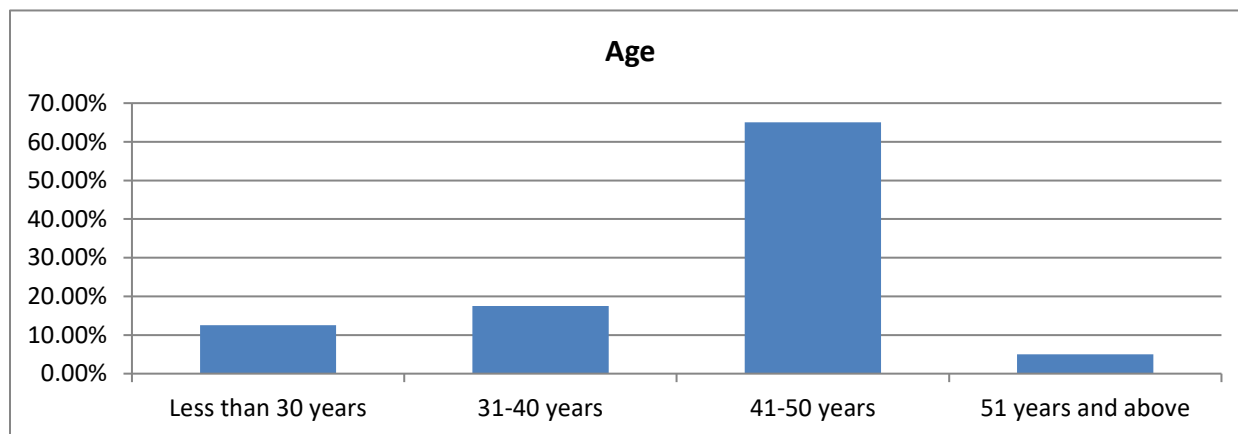
Scale	Cronbach's Alpha	Comments
Employee Training	0.742	Accepted
Career Counseling	0.816	Accepted
Employee Mentoring	0.785	Accepted
Career Advancement	0.792	Accepted
Employee Performance	0.845	Accepted

### Demographic Findings

This section consists of information that describes characteristics of the respondent's age, length of service and academic qualification. The findings have been presented accordingly.

#### Respondent's Age

The findings from Figure 1 indicate that 12.50 % of the respondents were less than 30 years old and 17.50 % range between ranges of 31 to 40 years. Majority of the respondents (65%) were between the age bracket of 41 and 50 years old. Only 5% of the respondents were aged 51 years and above. Majority of the respondents were above 31 years of age. This shows that most of the employees were at their prime age and would effectively and efficiently contribute to the organization performance.



*Figure 1 Respondents Age*

### Length of Service

According to the findings, 6.25% of the respondents for the study had a working experience of less than a year while 11.25 % and 30% of the respondents had a working experience of between 1 to 2 years and 3 to 5 years respectively. A majority of the respondents (52.50%) a working experience of more than 5 years. This shows that majority of the respondents had wealth of experience in terms of the company operations.

*Table 2 Length of Service*

Age	Percentage
Less than 1 year	6.25%
1-2 years	11.25%
3-5 years	30%
Above 5 years	52.50%
<b>Total</b>	<b>100</b>

### Academic Qualifications

It was observed from Table 3 that 42.50% of the respondents attained a college level qualification while a majority of the respondents with 45.00% were degree holders. Only 12.50% of the respondents had attained a postgraduate degree. These findings show that the respondents had level of education to understand the questionnaire thus the response would be reliable.

*Table 3 Academic Qualifications*

Age	Percentage
College level	42.50%
University level	45.00%
Post graduate level	12.50%
<b>Total</b>	<b>100</b>

### Analysis of Study Variable

#### Training on Employee Performance

The study sought to establish the influence of employee training on employee performance in NHIF Headquarters. According to study findings in Table 4, the respondents agreed that there are training programs in the organization which helps to enhance performance as shown by a mean of 4.46 and a standard deviation of 0.572; they agreed that they are able to access training programs as shown by a mean of 3.93 and a standard deviation of 0.670; they also agreed with the statement that they have taken part in training need analysis as shown by a mean of 3.59 and standard deviation of 0.077.

Further, the respondents agreed that NHIF has set up a committee that conducts and reviews training needs assessment for employee performance as shown by a mean of 3.86 and a standard deviation of 0.724. Furthermore, the respondents agreed that the induction training they received when they joined the organization provided them with an excellent opportunity to learn as shown by a mean of 4.07 and a standard deviation of

0.951. Finally, they agreed that job rotation they have gone through when performing their duties enabled them to enhance their performance, as shown by a mean of 3.85 and a standard deviation of 0.982.

On the average the respondents agreed with the statements on employee training and employee performance as indicated by a mean of 3.96. The responses given by the respondents were less varied as shown by a standard deviation of 0.779. The results agree with the findings of Lung'ung'u, (2011) who did a research on the relationship between employee training programs and employee performance as perceived by the staff at the Ministry of Agriculture. The study depicted a positive relationship between the two where the presence of training programs positively impacted on the performance of the staff. The results are also consistent with the findings of Milo, (2011) who did a study on how training programs at Medical Resources Institute and Centers for Disease control and prevention impacted on employee performance. This study by Milo revealed the existence of a positive correlation between training programs and employee performance.

*Table 4: Responses on Employee Training on Employee Performance*

	N	Minimum	Maximum	Mean	Std. Deviation
I am aware that there are training programs in the organization which helps to enhance my performance	80	1	5	4.462	.572
I am able to access training programs which are in the organization	80	1	5	3.925	.670
I have taken part in the training needs analysis	80	1	5	3.587	.774
NHIF has set up a committee that conducts and reviews training needs assessment for employee performance	80	1	5	3.862	.724
The induction training I received when I joined the organization provided me with an excellent opportunity to learn	80	1	5	4.075	.951
The job rotation I have gone through when performing my duties has enabled me enhance my performance	80	1	5	3.850	.982
<b>Average</b>				<b>3.960</b>	<b>.779</b>

### **Career Counseling on Employee Performance**

The study also sought to establish the influence of career counseling on employee performance in NHIF Headquarters. According to the study findings in table 5, the respondents agreed that they are aware that there is career counseling policy at NHIF as shown by a mean of 3.83 and a standard deviation of 1.042. Moreover, they were neutral that they have benefited from career counseling program put in place in NHIF as shown by a mean of 2.88 and a standard deviation of 1.018.

Additionally, the respondents were neutral that the career counseling service has played an important role and a vital part in their career aspect in NHIF as shown by a mean of 2.97 and a standard deviation of 0.993.

Further, they agreed that they can access professional career counseling services within NHIF as shown by a mean of 3.31 and a standard deviation of 1.062. Furthermore, they agreed with the statement that there are experienced and seasoned counselors that provide counseling and support to them when facing challenging task as shown by a mean of 3.06 and a standard deviation of 1.140. Finally, the respondents were neutral with the statement that career counseling carried out at NHIF has given them a sense of direction in their career path as shown by a mean of 2.93 and a standard deviation of 0.932.

On average the respondents were neutral with the statement on career counseling as indicated by a mean of 3.16. The response given by the respondents were varied as shown by a standard deviation of 0.128. The results agree with the findings of a study by McLeod (2001) who reported a positive correlation between the provision of counseling and net workplace benefits. The findings are consistent with the findings reported by Hughes & Kinder (2007) which showed that counseling support can have a significant positive impact on employees' job performance.

Chan (2011) conducted a study on the effectiveness of workplace counseling in improving performance. The result of the study indicated that counseling improves employee well-being and performance.

*Table 5: Responses on Career Counseling on Employee Performance*

	N	Minimum	Maximum	Mean	Std. Deviation
I am aware that there is career counseling policy at NHIF	80	1	5	3.837	1.024
I have benefited from career counseling program am put in place in NHIF	80	1	5	2.887	1.018
Career counseling service has played an important role and a vital part in my career aspect in NHIF	80	1	5	2.975	0.993
I can access professional career counseling services within NHIF	80	1	5	3.312	1.062
There are experienced and seasoned counselors that provide counseling and support to me when facing challenging task	80	1	5	3.062	1.140
Career counseling carried out at NHIF has given me a sense of direction in my career path	80	1	5	2.937	0.932
<b>Average</b>				<b>3.168</b>	<b>1.028</b>

### **Employee Mentoring**

The study sought to establish the extent of agreement or disagreement with statements on mentoring on employee performance. From the study findings on table 5, the respondents agreed that they are aware of employee mentoring policy in NHIF as shown by a mean of 3.92 and a standard deviation of 0.882; Moreover, they were neutral that career mentors are always available as and when needed as shown by a mean of 3.22 and a standard deviation 0.885.

Additionally results of the study revealed that the respondents were also neutral on the statement mentors have guided them to discover career solutions on their own as shown by a mean of 3.15 and a standard deviation of 0.901; Further, they indicated neutral that the chance to tell me what to do has helped me in coaching many employees in NHIF as shown by a mean of 3.32 and a standard deviation of 1.076 Furthermore, they were neutral that mentorship has helped them with tips on career growth and introduced them to other professionals as shown by a mean of 3.27 and a standard deviation of 0.993; Finally, results of the study showed the respondents disagreed on the statement that they had been involved in mentorship programs that guide them on career development activities as shown by a mean of 2.97 and a standard deviation of 0.967

On average the respondents indicated neutral with the statement employee mentoring as indicated by a mean of 3.31. The responses given by the respondents were less varied as shown by a standard deviation of 0.95. The results agree with the findings of Neupane (2015) which confirmed that employee mentoring positively correlated to employee performance and has a significant effect on employee performance. The findings are

also consistent with Ahmed (2015) which established that employee mentoring is positively related to commitment.

*Table 6: Responses on Coaching and Mentoring on Employee Performance*

	N	Minimum	Maximum	Mean	Std. Deviation
I am aware that there is employee mentoring policy in NHIF	80	1	5	3.925	0.882
Coaches and mentors are always around when needed	80	1	5	3.225	0.885
Coaches and mentors have guided me to discover career solutions on my own	80	1	5	3.15	0.901
The chance to tell me what to do has helped me in coaching many employees in NHIF	80	1	5	3.325	1.076
Mentorship has helped me with tips on career growth and introduced me to other professionals	80	1	5	3.275	0.993
I have been involved in mentorship programs that guide me on career development activities	80	1	5	2.975	0.967
<b>Average</b>				<b>3.312</b>	<b>0.950</b>

### **Career Advancement on Employee Performance**

The final objective of this study was to find out the effect of career advancement on employee performance. According to the study findings on table 6, the respondents agreed that the chance for them to advance their career in National Hospital Insurance Fund was very high as shown by a mean of 4.1 and a standard deviation of 1.050. Moreover, they agreed that employees who are promoted after undergoing training were likely to have high morale and were more efficient than those who did not undergo such a training as shown by a mean of 4.08 and a standard deviation of 0.766;

Additionally, the respondents that NHIF offer good opportunities for promotion of employees after the training as shown by a mean of 3.85 and a standard deviation of 0.812. Further, the findings of the study revealed that the respondents agreed that NHIF provides them with the opportunity to improve their skills as shown by a mean of 3.95 and a standard deviation of 0.898. Furthermore, they agreed with the statement that there are chances for them to learn new things and do things different from time to time in National Hospital Insurance Fund as shown by a mean of 3.98 and a standard deviation of 0.771; Finally, results of the study showed that the respondents agreed that they were provided with opportunities to grow and learn after training as shown by a mean of 3.87 and a standard deviation of 0.847.

On average the respondents agreed with the statement on career advancement as indicated by a mean of 3.97. The response given by the respondents were less varied as shown by a standard deviation of 0.85. The results agree with the findings of a study by Munjuri (2011) who researched on factors affecting career advancement and concluded that career development have a positive impact on firm's productivity. The findings are also consistent with the study of Onduma (2014) which established that career advancement had a positive impact on employee performance in the public universities in Kenya.

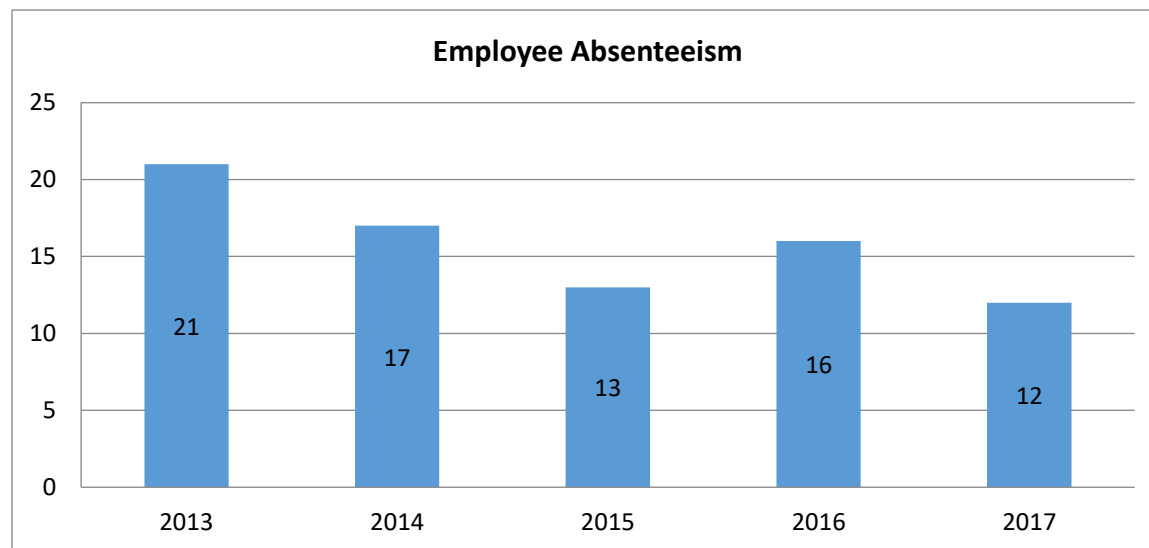


*Table 7: Responses on career advancement on employee performance*

	N	Minimum	Maximum	Mean	Std. Deviation
The chance for me to advance my career in NHIF is very high	80	1	5	4.1	1.050
Employees who are promoted after undergoing training are likely to have high morale and are more efficient than those who do not undergo such a training	80	1	5	4.087	0.766
NHIF offer good opportunities for promotion of employees after the training	80	1	5	3.85	0.812
My company provides me with the opportunity to improve my skills	80	1	5	3.95	0.898
There are chances for me to learn new things and do things different from time to time in NHIF	80	1	5	3.987	0.771
We are provided with opportunities to grow and learn after training	80	1	5	3.875	0.847
<b>Average</b>				<b>3.97</b>	<b>0.857</b>

### Employee Performance

The study sought to determine the trends in the total number of employees that had been absent from the year 2013 up to 2017. The findings indicated that there have been fluctuations in the number of absenteeism at NHIF. The findings reveal that the level of absenteeism is low at NHIF since the measures of improving employee performance and job satisfaction were introduced.



*Figure 2: Employee absenteeism*

The study also sought to determine the number of employees that had taken sick offs for the last five years and findings in Figure 3 revealed that on average , less than 15 employees annually took sick offs in NHIF. The highest number was recorded in the year 2013 at 12 employees. This results imply that cases of sick offs at NHIF are low.

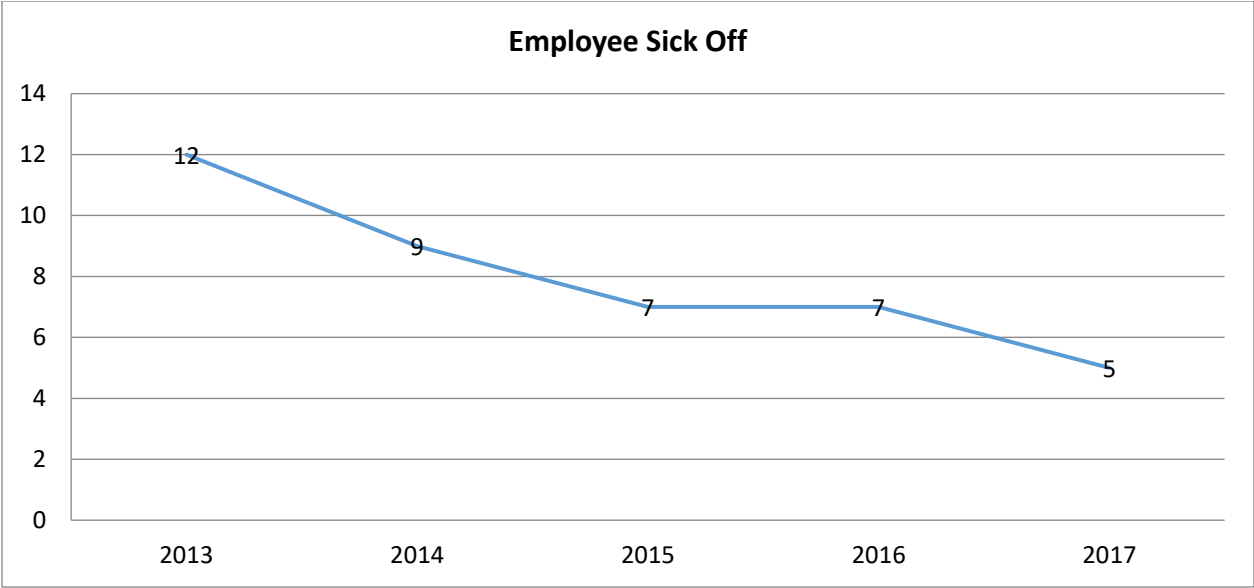


Figure 3 Employee sick offs

The study also sought to determine the total number of yearly staff exits which can simply employee dissatisfaction and poor performance. The findings in figure 4 revealed that for the last five years, only 13 employees have exited NHIF with 6 exiting in the year 2013. This implies that the employees are satisfied and their performance is good.

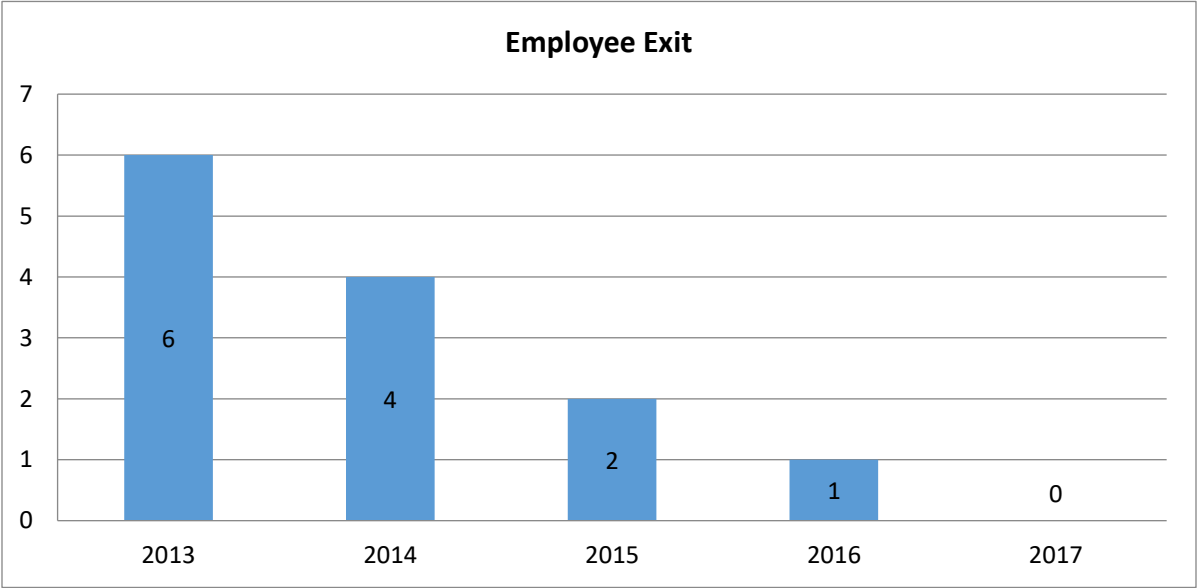


Figure 4: Staff Exits

The study also established the appraisal score captured in terms of achievement of performance targets for the last five years as shown on figure 5. The findings showed that 80% of the performance targets were achieved at NHIF. The findings are consistent with the report of NHIF in the year 2016 which revealed that majority of the employees achieved their performance targets.

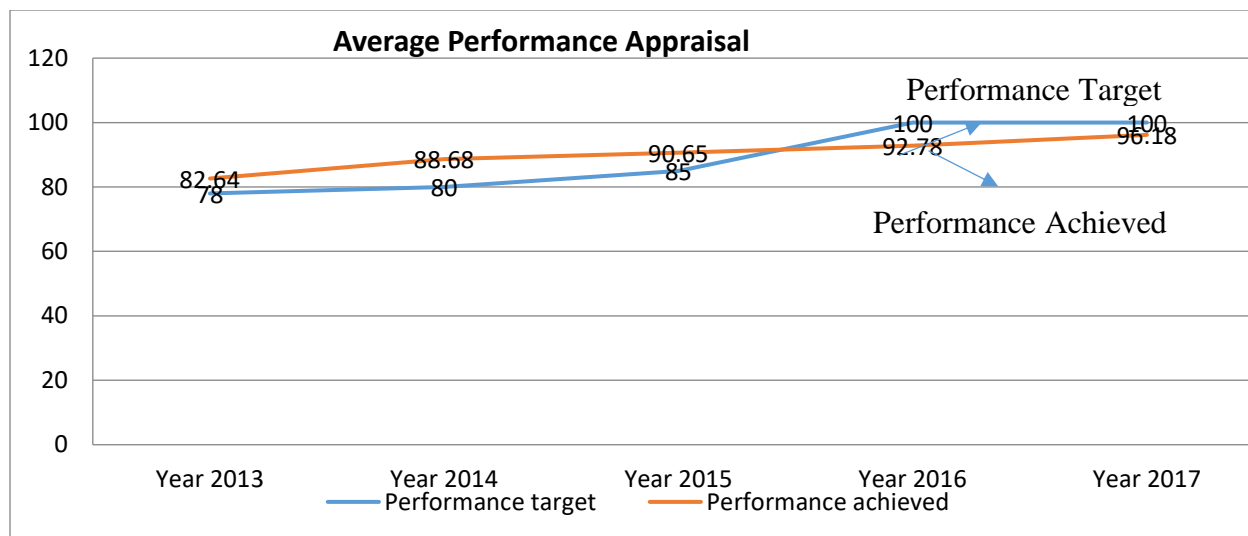


Figure 5: Average Performance Appraisal Score

## Correlation and Regression Analysis

### Correlation Analysis

The study used a correlation analysis to establish the association among the variables used in the study. The findings from the table below show that employee training had a moderate and significant association with the employee performance as indicated by a Pearson coefficient of 0.558 and significance level of 0.000. Career counseling had a weak and significant association with employee performance in NHIF as indicated by a Pearson coefficient of 0.248 and a significance level of 0.027. Employee mentoring had a weak and significant association with employee performance in NHIF as indicated by a Pearson coefficient of 0.265 and significance level of 0.017. Lastly, career advancement had a moderate and significant association with employee performance in NHIF as indicated by a Pearson coefficient of 0.503 and significance level of 0.000.

The study findings revealed that there was a significant association between independent variables and dependent variable. This means that employee training will make employees acquire relevant knowledge, skills and abilities resulting to efficient performance and task expertise. Employees' access in professional career counseling has helped in giving the employees a sense of direction in their career paths. Companies with mentorship programs are likely to guide the employees on development programs hence increased performance. Efficient career advancement mean that the top management should provide the employees with opportunity to improve their skills, good chances for them to learn and good promotion opportunities in order to inspire employees and show them a sense of direction in their career paths.

Table 8: Correlation Matrix

		Employee Performance	Employee Training	Career _Counseling	Career Advancement	Coaching & Mentoring
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Employee Training	Pearson Correlation	.558**	1			
	Sig. (2-tailed)	.000				

Career Counseling	Pearson Correlation	.248*	.532**	1		
	Sig. (2-tailed)	.027	.000			
Career Advancement	Pearson Correlation	.503**	.665**	.419**	1	
	Sig. (2-tailed)	.000	.000	.000		
Coaching Mentoring	&Pearson Correlation	.265*	.447**	.590**	.591**	1
	Sig. (2-tailed)	.017	.000	.000	.000	
	N	80	80	80	80	80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### Regression Analysis

From Table 9, the value of R-Square is 34.9%. This implies that, 34.9% of variation of employee performance was explained by the four independent variables. 65.1% implies that there are factors not studied in this study that influences employee performance in National Hospital Insurance Fund.

*Table 9: Model Summary*

Model	R	R Square	Adjusted R Square
1	.5910 <sup>a</sup>	.3493	.3146

From the table below, the ANOVA test indicated that independent variables namely; Employee Training, Career Counseling, Employee Monitoring and Career Advancement are important in predicting employee performance as indicated by significance value=0.000 which is less than 0.05 level of significance ( $p=0.000<0.05$ ).

**Table 10**  
**ANOVA**

	df	Sum of Squares	MS	F	Significance F
Regression	4	9.04	2.26	10.07	0.00
Residual	75	16.84	0.22		
Total	79	25.89			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Training, Career Counseling, Coaching and Mentoring and Career Advancement.

*Table 11: Regression Coefficient*

Variables	Beta	Std. Error	t	p-value
(Constant)	2.10	0.39	5.42	0.00
Employee Training	0.45	0.14	3.23	0.00
Career Counseling	-0.04	0.08	-0.55	0.58

Coaching and Mentoring	0.22	0.11	1.93	0.06
Career Advancement	-0.04	0.10	-0.37	0.71

Based on the results on Table 11; the coefficient associated with the regression constant is 2.10 with a standard error of 0.39, the coefficient associated with the first independent variable (Employee Training) is 0.45 with a standard error of 0.14, the coefficient associated with the second independent variable (Career Counseling) is - 0.04 with a standard error of 0.08, the coefficient associated with the third independent variable (Coaching and Mentoring) is 0.22 with a standard error of 0.11 and finally the coefficient associated with the fourth independent variable (Career Advancement) is -0.04 with a standard error of 0.10. Further, only the coefficients associated with the regression constant and employee training was statistically significant since their associated p-values were less than the level of significance.

That is the associated p-values with the two constants were both 0.000 which is less than the level of significance (0.05). However, the coefficients associated with career counseling, coaching and mentoring and career advancement was found to be insignificant since their associated p-values were greater than the level of significance. That is, the p-value associated to career counseling was found to be 0.58 which is greater than the level of significance (0.05), the p-value associated with coaching and mentoring was found to be 0.06 which is greater than the level of significance (0.05) and also the p-value associated with career advancement was found to be 0.71 which is greater than the level of significance (0.05) and hence the three coefficients are both statistically insignificant.

Where, Y is the dependent variable (Employee performance),  $X_1$  is Employee training,  $X_2$  is Career counseling,  $X_3$  is Coaching and mentoring and  $X_4$  is career advancement. Consequently, the regression model;  $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$  becomes:

$$Y = 2.10 + 0.45X_1 - 0.04X_2 + 0.22X_3 - 0.04X_4$$

Furthermore, both career counseling and career advancement variables in the model above had a negative slope implying that their relationship with the response variable (Employee Performance) was an inverse relationship. That is, as the scores of career counseling increases or as the scores of career advancement increases; the scores of employee performance decrease and vice versa. Employee training was positively related to employee performance in NHIF. This means that, a unit increase in the score of employee training, the Score of employee performance increases by 0.45 units. Moreover, Coaching and mentoring was positively related employee performance in NHIF. This means that, a unit increase in the score of coaching and mentoring, the Score of employee performance increases by 0.22 units.

Further, a unit increase in career counseling would lead to a decrease in the score of employee performance by 0.04 units. Finally, a unit increase in career advancement would lead to decrease in the employee performance by 0.04 units. According to the study findings employee training contributes more to employee performance. The results are in agreement with the findings of a study by Onduma (2014) who conducted a study on influence of career development on employee performance in public Universities in Kenya and concluded that there is a positive correlation between employee training and employee performance.

The findings are also consistent with the findings of a study by Bett, (2015) who conducted a study on effect of training and career development on employee performance in Kenya Commercial Bank. The result showed that there exist a positive correlation ( $p=0.000$ ) between employee training and employee performance at KCB.

## **SUMMARY OF THE FINDINGS**

The purpose of this study was to investigate the effect career development programs on employee performance in NHIF Headquarters Nairobi and investigated four objectives, which included: To determine the effect of employee training on employee performance in NHIF; to examine the effect of career counseling on employee performance in NHIF; to establish the effect of coaching and mentoring on employee performance in NHIF and to determine the effect of career advancement on employee performance in NHIF Headquarters.

### **Effect of Employee training on employee performance in NHIF Headquarters Nairobi**

The first objective of this study was to examine the effect of employee training on employee performance in NHIF Headquarters Nairobi. According to the study, employee training was found to affect employee performance in NHIF positively. This means that there exists a positive relationship between employee performance and employee training. Further, the study showed that a unit increase in Employee Training leads to an increase in the Employee performance.

This means that the employee training programs which are in place in NHIF will contribute more to employee performance. This relationship was found to be significant.

### **Effect of Career counseling on employee performance in NHIF Headquarters Nairobi**

The study also sought to establish the influence of career counseling on employee performance in NHIF Headquarters in Nairobi. However, according to the study career counseling which was presumed by the researcher to have an impact on employee performance was found to have negative relationship with employee performance in NHIF. A unit increase in the scores of the career counseling would lead to a decrease in the scores of the employee performance. Therefore, this relationship which was found to exist between career counseling and employee performance was not significant.

### **Effect of Employee Mentoring on employee performance in NHIF Headquarters Nairobi**

The study sought to establish the effect of coaching and mentoring on employee performance in NHIF. According to the study, coaching and mentoring was found to affect employee performance in NHIF positively. This means that there exists a positive relationship between employee performance and coaching and mentoring. Further, the study showed that a unit increase in the score of coaching and mentoring would lead to increase in the Score of employee performance. This means that improvement in coaching and mentoring in NHIF will contribute to improvement in employee performance. The relationship was found to be significant.

### **Effect of Career Advancement on employee performance in NHIF Headquarters Nairobi**

The final objective of this study was to find out the effect of career advancement on employee performance in NHIF. Finally, the study revealed that there exist a negative relationship between employee performance and career advancement. However, this relationship was found to be insignificant. According to the study, a unit increase in the scores of the career advancement would lead to a decrease in the scores of employee performance.

## **Conclusion of the Study**

In conclusion, the study established that there existed a positive relationship between employee training and employee performance in NHIF Headquarters – Nairobi, Kenya. Furthermore, the established relationship was found to be significant. This means that investment in training of employees in NHIF would produce tangible

results in the long run. Further, when the employee training is strengthened, then the employees would benefit from promotions and progression in their career. Employee training included: presence of training programs in the organization which helps to enhance performance, ability to access training programs, conducting training need analysis, presence of a committee that conducts and reviews training needs assessment, provision of induction training and job rotation which enhance performance.

However, the study established that there existed a negative relationship between career counseling and employee performance; but this relationship was not significant meaning that it was by chance that this relationship was found. Career counseling included: employees being aware of career counseling policy in NHIF, employees benefiting from career counseling program, career counseling having a vital role in employees career progress, accessibility of professional career counseling services in NHIF, availability of experienced and seasoned counselors and provision of career counseling services that give a sense of direction in career path.

The study established that there existed a positive relationship between employee mentoring and employee performance in NHIF Headquarters. Furthermore, the established relationship was found to be significant.

This means that employee mentoring can help an employee with tips on career growth and introduce the employee to other professionals. Employee mentoring included:

awareness that there is mentoring policy in NHIF, availability of Coaches and mentors in NHIF, Guidance from coaches and mentors in solution discovery, chances to coach other employees in NHIF, mentorship has facilitated career growth and met other professional, involvement of employees in mentorship programs that offer guidance on career development activities.

Finally, the study established that there existed a relationship between the employee performance and career advancement although the established relationship was insignificant. Career advancement included: chance for employees to advance their career, promotion after training, provision of opportunities to improve skills, employees being provided with chances to learn new things and opportunities to grow and learn after training.

### **Recommendations of the Study**

The study recommends the management of NHIF should consider organizing for trainings and seminars for the employees as this will help to increase employee skills, loyalty and competence making them more willing to work harder for the success of the institution.

The study also recommends that the management of National Hospital Insurance Fund headquarters in Nairobi should consider instituting career counseling programs which will assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities and organizational opportunities. Career counseling will also help on improving organization's effectiveness and assist employees in achieving their individual needs.

The study recommends that the management of National Hospital Insurance Fund should embrace employee mentoring to prepare the employees for other positions.

This study recommends that there should be an awareness campaign of all career development programs within the organization that will help in developing the career path of the employees as this will boost the morale and ultimately the productivity of staff.

## Areas for Further Research

The study recommends that a similar research be carried out in other state corporations other than National Hospital Insurance Fund since each organization is unique in terms of their core activities, expertise and staffing capabilities. This research also suggests that future researchers should research on other factors that contribute to employee performance that were not covered by this study as shown by 65.1% of the employee performance.

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