

International Journal of Management and Leadership Studies
2025; 6(1): 643-665
ISSN 2311-7575

**MANAGEMENT DEVELOPMENT PROGRAMMES AND EMPLOYEE
PERFORMANCE IN THE MINISTRY OF LABOUR AND SOCIAL PROTECTION
IN KENYA**

¹Sabastian Mugo and ²Mr. Brown Kitur

¹Masters Student, Management University of Africa

²Lecturer, Management University of Africa

Corresponding Author's Email: sabastianmugo2012@gmail.com

ABSTRACT

The purpose of this study was to investigate the influence of Management Development Programmes on employee performance in the Ministry of Labour and Social Protection in Kenya. The study was guided by four specific objectives: to determine the effect of team building, conflict management, coaching, and succession planning on employee performance within the Ministry. The research was significant to government agencies, policymakers, investors, and human resource practitioners as it provided insights into how management development initiatives enhance workforce efficiency, employee satisfaction, and institutional effectiveness. The study was anchored on Human Capital Theory, Transformational Leadership Theory, and Goal-Setting Theory. A descriptive research design was adopted, targeting a population of 200 employees drawn from the Ministry of Labour and Social Protection. Stratified random sampling was used to select 100 respondents. Data were collected using structured questionnaires, while a pilot study involving 10 participants from a similar government institution was conducted to test the reliability and validity of the instrument. Data were analyzed using the Statistical Package for the Social Sciences (SPSS Version 28). Descriptive statistics such as frequencies, means, and percentages were used, while inferential statistics including correlation and regression analysis were employed to establish relationships between variables. The findings were presented using tables, figures, and graphs, and ethical principles such as confidentiality, informed consent, and voluntary participation were strictly observed. The findings revealed that management development programmes had a significant positive influence on employee performance in the Ministry. Team building was found to enhance collaboration, communication, and morale, leading to higher levels of productivity and commitment. Effective conflict management practices contributed to improved teamwork, reduced workplace tension, and higher efficiency. Coaching enhanced employee confidence, decision-making ability, and job satisfaction, while succession planning ensured leadership continuity, employee motivation, and organizational stability. The study concluded that management development programmes are crucial for improving employee performance and achieving institutional goals. It recommended that the Ministry should invest consistently in structured team-

building initiatives, establish continuous conflict management training, strengthen coaching and mentorship programmes, and institutionalize succession planning to ensure leadership continuity and organizational resilience. The study further suggested that future research should examine the long-term effects of management development programmes across different government ministries and incorporate qualitative approaches to provide deeper insights into employee perceptions and behavioural changes.

Keywords: *Coaching, Conflict Management, Employee Performance, Succession Planning, Team Building*

INTRODUCTION

Employee performance remains a crucial determinant of organizational success, influencing both productivity and competitiveness across industries worldwide. Globally, organizations are increasingly focusing on people-centered strategies that enhance motivation, collaboration, and retention. According to Osei and Boateng (2022), companies that emphasize effective human resource practices such as team building, coaching, conflict management, and succession planning achieve sustainable growth and operational excellence. In today's dynamic work environment, employee performance is shaped by the ability of management to harness individual and collective potential to meet strategic goals. Conceptually, performance entails the extent to which employees execute assigned duties effectively and efficiently to meet organizational objectives.

Team building has become one of the most essential organizational strategies for improving collaboration and productivity. Firms recognize that fostering teamwork enhances communication, innovation, and problem-solving capabilities. As noted by Kimani and Wanjiru (2023), effective team building encourages employees to share knowledge, trust one another, and work toward common objectives. In regions such as Sub-Saharan Africa, organizations have adopted various team development initiatives, including retreats and participatory management structures, to promote cohesion. In Kenya, the increasing diversity in the workforce and the complexity of business operations have made team building a vital tool for enhancing synergy and morale among employees. Conflict management also plays a pivotal role in shaping employee performance in contemporary organizations.

Workplace conflict is inevitable due to differences in personality, values, and work styles. Proper conflict management ensures that disagreements are resolved constructively rather than destructively. According to Musyoka and Omondi (2021), unmanaged conflicts lead to decreased productivity, absenteeism, and turnover, while well-managed conflicts can stimulate creativity and foster organizational learning. In regional contexts, especially in African organizations, conflicts often stem from hierarchical structures, unclear communication channels, and cultural diversity. Kenyan organizations are not exempt from these challenges; many employees experience tension arising from unclear roles, competition for promotion, or perceived unfair treatment. Effective conflict

management strategies such as mediation, open communication, and fair grievance procedures can help transform conflicts into opportunities for improvement. When conflicts are resolved constructively, employees develop stronger interpersonal trust and focus better on achieving organizational objectives, which ultimately enhances overall performance.

Coaching has also emerged as a vital human resource practice that contributes directly to employee growth and organizational performance. Coaching is recognized as an interactive process that helps employees develop specific skills, overcome challenges, and achieve personal and professional goals. According to Wambua (2020), coaching improves self-awareness, motivation, and accountability among employees, leading to enhanced job satisfaction and performance. In Kenya, coaching is gaining prominence as organizations strive to build adaptable and competent workforces amid technological and market shifts. Implementing structured coaching programs can improve employee engagement and retention, as well as ensure that workers are continuously aligned with organizational goals. Coaching also allows for personalized development, helping employees translate knowledge into practice and ultimately improving productivity and performance.

Succession planning is another critical human resource strategy that influences employee performance and organizational sustainability. Organizations face growing challenges related to leadership transitions and talent retention. According to Kariuki and Njoroge (2022), succession planning ensures that employees are prepared to assume higher responsibilities when vacancies arise, reducing disruptions in operations. Conceptually, it entails identifying, mentoring, and developing high-potential employees for future leadership roles. In regional and national contexts, many organizations in Africa and Kenya face the risk of leadership gaps due to inadequate succession structures. This results in loss of institutional knowledge and instability during managerial changes. Succession planning is essential in promoting continuity, enhancing employee morale, and motivating staff to perform well in anticipation of career advancement opportunities. Employees who perceive clear progression paths are likely to be more committed, productive, and innovative, contributing to long-term organizational success.

Despite the importance of these human resource practices, many organizations continue to experience challenges in achieving optimal employee performance. Poor implementation of team building, ineffective conflict resolution mechanisms, inadequate coaching support, and lack of structured succession planning have been linked to low productivity and employee turnover (Oketch & Karanja, 2021). Regionally, firms in Sub-Saharan Africa often lack comprehensive frameworks that integrate these strategies into performance management systems. Locally, organizations in Kenya, struggle with aligning employee development practices to strategic goals due to resource constraints, limited managerial skills, and insufficient monitoring mechanisms. This situation has

created gaps in understanding how team building, conflict management, coaching, and succession planning jointly affect employee performance, necessitating an empirical investigation into these dynamics.

The purpose of this study is therefore to examine the influence of team building, conflict management, coaching, and succession planning on employee performance. Specifically, the study seeks to determine the effect of team building on employee performance, to establish how conflict management affects employee performance, to assess the influence of coaching on employee performance, and to evaluate the effect of succession planning on employee performance. Based on these objectives, the study hypothesizes that there is no significant relationship between team building, conflict management, coaching, succession planning, and employee performance at Capwell Industries Ltd. Testing these hypotheses will provide insights into how different employee development strategies contribute to performance outcomes within the organization.

The justification for this study lies in its potential to generate practical and theoretical insights into human resource management. Practically, the study will benefit industries by providing data-driven recommendations on how to enhance employee productivity through effective people management practices. The findings will help management identify the most impactful strategies for improving teamwork, resolving conflicts, strengthening coaching systems, and ensuring leadership continuity through succession planning. Theoretically, the study will contribute to existing knowledge on employee development and performance, particularly within the context of Kenyan manufacturing firms. It will also fill gaps identified in previous research, where many studies have examined these variables in isolation rather than as an integrated framework influencing performance. Furthermore, the study's outcomes will guide policymakers and practitioners in designing more effective employee development programs that align with organizational objectives and national productivity goals.

LITERATURE REVIEW

Theoretical literature review

The study examined information in this chapter that looks at research on dependent and independent variables, as well as related literature, in order to find any gaps in the data. Data relevant to the subject of study are recorded as part of the literature review. In order to provide an organized understanding of the main issues and prior research, the section also provides an explanation of the present concepts and a review of older, reliable material. This chapter also includes an operationalization of variables, conceptual framework, research gaps, assessment of the empirical literature, and summary. The first theory is the Human Capital Theory is the anchor theory and supported by Transformational Leadership Theory and Goal Setting Theory.

Human Capital Theory

Human Capital Theory is a cornerstone of understanding the relationship between education, training, and employee productivity. Proposed by Gary Becker (1993), the theory asserts that investing in human capital, such as through education and training, leads to enhanced employee skills and capabilities, which in turn boosts their productivity and performance. This concept is crucial when evaluating the impact of management development Programmes in the Ministry of Labour and Social Protection in Kenya. By equipping employees with advanced management skills, these Programmes can increase their efficiency, leading to better performance outcomes and improved organizational effectiveness.

The theory suggests that human capital investments translate into better job performance as employees apply new knowledge and skills acquired through training (Becker, 1964). For instance, management development Programmes that focus on leadership, strategic thinking, and problem-solving can help employees perform their duties more effectively and innovatively (Noe et al., 2017). In the context of the Ministry, these enhanced capabilities can improve policy implementation, service delivery, and overall employee performance, supporting the mission of the Ministry in addressing labor and social protection issues. Moreover, Human Capital Theory implies that such investments not only benefit individual employees but also contribute to broader organizational goals. By developing a more skilled and knowledgeable workforce, the Ministry of Labour and Social Protection can achieve greater efficiency and effectiveness in its operations (McKinsey Global Institute, 2022). This alignment between individual skill enhancement and organizational objectives underscores the importance of investing in management development Programmes as a means to foster a more capable and productive workforce (OECD, 2020).

Transformational Leadership Theory

Transformational Leadership Theory is critical for understanding how leadership development impacts employee performance. According to Bass and Avolio (1994), transformational leaders inspire and motivate their followers to achieve higher levels of performance by fostering an environment of trust, respect, and enthusiasm. This leadership style is particularly relevant to management development Programmes that focus on enhancing leadership skills. In the Ministry of Labour and Social Protection, such Programmes can cultivate leaders who are adept at motivating their teams, creating a positive work environment, and driving organizational success. Transformational leaders are known for their ability to provide a compelling vision, offer individualized support, and encourage innovative thinking among their employees (Bass & Riggio, 2006). By participating in management development programs, leaders within the Ministry can develop these qualities, which can lead to increased employee engagement, higher job satisfaction, and improved performance (Avolio & Yammarino, 2013). This is crucial for achieving the ministry's goals, as effective leadership can directly influence

the effectiveness of policy execution and the overall impact of the ministry's initiatives (Northouse, 2021).

Additionally, the principles of Transformational Leadership Theory highlight the importance of ongoing development and support for leaders. Management development Programmes that include elements of transformational leadership can help in continuously enhancing leadership skills and adapting to new challenges (Dvir et al., 2002). This ongoing growth supports not only individual leader effectiveness but also contributes to a more dynamic and responsive organizational culture, benefiting the Ministry of Labour and Social Protection in its mission to serve and protect the labor force (McCleskey, 2014).

Goal Setting Theory

Goal Setting Theory is essential for understanding how specific and challenging goals impact employee performance. Locke and Latham (2002) argue that setting clear and challenging goals enhances employee motivation and performance by providing direction and benchmarks for success. In the context of management development programs, incorporating goal-setting strategies can lead to improved employee outcomes (Latham, 2012). By setting specific, measurable goals, employees in the Ministry of Labour and Social Protection can focus their efforts and achieve higher performance levels (Locke & Latham, 2019).

The theory emphasizes that goals should be challenging yet attainable to drive motivation and productivity. Management development Programmes that teach employees how to set and pursue ambitious goals, along with providing regular feedback, can enhance their performance and achievement (Seijts & Latham, 2005). For the Ministry, this approach can result in more effective policy implementation, better program outcomes, and increased overall efficiency. Goal-setting techniques can help employees align their personal objectives with the ministry's strategic goals, leading to greater organizational coherence and success (Mone & London, 2018).

Furthermore, Goal Setting Theory underscores the importance of feedback and progress monitoring in achieving goals. Management development Programmes that integrate goal-setting with ongoing support and evaluation can foster a culture of continuous improvement (Moeller, Theiler, & Wu, 2012). Employees who receive feedback on their progress and learn how to adjust their goals are more likely to achieve high performance and contribute positively to the Ministry's objectives. This iterative process of setting, pursuing, and refining goals supports both individual growth and organizational effectiveness (Latham & Locke, 2018).

Empirical Literature Review Team Building and Employee Performance

Team building is widely recognized as a strategic tool for enhancing employee performance by fostering collaboration, strengthening communication, and improving morale within organizations. Empirical evidence consistently demonstrates that structured team-building initiatives significantly contribute to organizational effectiveness, particularly in the public sector. Choi and Kim (2021) found that departments that regularly conducted team-building activities reported higher levels of engagement, satisfaction, and interdepartmental cooperation. Similarly, Okoro and Ijeoma (2022) observed that interventions emphasizing trust, communication, and collective problem-solving enhanced both individual and team productivity in Nigerian government agencies. Johnson and Lee (2021) also revealed that regular team-building sessions in government institutions led to higher employee motivation, reduced absenteeism, and improved performance outcomes. These studies collectively suggest that team building enhances workplace cohesion and aligns employee efforts with institutional goals.

Further empirical evidence reinforces the long-term benefits of consistent team-building practices. Mwangi and Ochieng (2023) established that sustained team-building workshops in Kenyan public organizations improved collaboration, minimized workplace conflict, and strengthened commitment to organizational objectives. Likewise, Tan and Zhang (2020), through a meta-analysis across Asian civil service institutions, confirmed a positive correlation between structured team-building programmes and key performance indicators such as innovation, efficiency, and employee satisfaction. Banda and Kilonzo (2021) further noted that team-building activities positively affect psychological well-being, reducing burnout and promoting sustained job performance. Within the Ministry of Labour and Social Protection, investing in regular, goal-oriented team-building initiatives can therefore enhance teamwork, creativity, and service delivery efficiency, ultimately translating into improved employee performance and institutional effectiveness.

Conflict Management and Employee Performance

Conflict management plays a pivotal role in determining employee performance, particularly within public institutions where diverse hierarchies and responsibilities often lead to disagreements. Effective conflict resolution fosters open communication, teamwork, and employee morale. Ochieng and Njoroge (2021) established that collaborative conflict management strategies such as mediation, negotiation, and joint problem-solving significantly enhanced employee productivity and interpersonal relationships in Kenyan government institutions. Conversely, avoidance and authoritarian conflict styles were associated with poor communication and diminished performance. Ahmed et al. (2022) further emphasized that organizations implementing structured conflict management training and open feedback mechanisms reported lower workplace tensions and higher satisfaction levels.

Recent studies reinforce the significance of conflict management as a developmental and performance-enhancing practice. Adeniran and Akinlabi (2023) demonstrated that employees exposed to conflict resolution training in Nigerian public institutions exhibited improved adaptability, problem-solving capacity, and appraisal outcomes. Similarly, Mutua and Wafula (2022) distinguished between task conflict and relationship conflict, noting that the former, when managed constructively, can stimulate innovation and informed decision-making, while the latter, if unresolved, undermines teamwork and productivity. Within the Ministry of Labour and Social Protection, establishing formal mechanisms for mediation, communication, and feedback can reduce interpersonal tensions while leveraging constructive task conflict to drive creativity and performance improvement. Effective conflict management thus remains a strategic human resource practice for sustaining collaboration and enhancing service delivery in the public sector.

Coaching and Employee Performance

Coaching has emerged as a strategic component of management development that enhances employee performance through personalized guidance, feedback, and goal-setting. Empirical studies consistently show that structured coaching programmes improve productivity, confidence, and job satisfaction. Ahmed and Hassan (2020) found that employees who participated in coaching initiatives within East African government agencies demonstrated higher goal clarity and efficiency, while Kamau and Otieno (2021) established that coaching among mid-level public service managers enhanced decision-making, task ownership, and overall productivity. Mwangi and Muthoni (2022) further confirmed that employees exposed to sustained coaching interventions experienced greater career advancement, improved communication, and stronger motivation. Collectively, these studies affirm coaching as a vital management tool that empowers employees to meet institutional objectives through continuous learning and performance refinement.

A defining element of effective coaching is the integration of constructive feedback, which reinforces self-awareness and accountability. Kariuki and Mureithi (2021) revealed that structured feedback mechanisms during coaching sessions significantly enhanced skill acquisition and task proficiency among public sector employees. Similarly, Njoroge and Wambua (2023) observed that feedback-driven coaching fosters employee engagement and aligns individual growth with organizational goals. Within the Ministry of Labour and Social Protection, coaching that emphasizes feedback and career guidance can strengthen decision-making capacity, foster innovation, and promote alignment between employee competencies and the Ministry's strategic priorities. As such, coaching remains a critical management development intervention for improving employee performance and sustaining organizational effectiveness in the public sector.

Succession Planning and Employee Performance

Empirical evidence strongly supports the role of succession planning in enhancing employee performance and organizational stability. Brown and Williams (2017) found that public institutions with well-defined succession plans reported higher job satisfaction and commitment, as employees felt secure about their career growth. Similarly, Mwangi and Wanjiru (2020) established that proactive leadership preparation reduced workplace disruptions and improved employee performance in Kenyan government agencies. Longitudinal evidence from Smith et al. (2019) confirmed that structured succession planning leads to lower turnover, stronger leadership effectiveness, and sustained productivity. Rothwell (2010) further emphasized that effective succession practices ensure leadership continuity and minimize performance interruptions during transitions. Vance and Paik (2019) observed that employees who perceive clear career advancement opportunities through succession planning exhibit higher engagement and motivation. Recent studies by Mwangi and Otieno (2022) and McCauley and Hughes (2021) reinforced these findings, noting that targeted training and leadership development under succession frameworks promote stability, readiness, and improved institutional performance. In the context of the Ministry of Labour and Social Protection, these findings highlight the strategic importance of succession planning as both a motivational and performance-enhancing tool that sustains service delivery and organizational continuity.

Summary of Research Gaps

Table 60: Summary of Research gap

Author and Year	Title	Methodology and Findings	Knowledge Gap	Focus on the Current Study to Fill in Research Gap
Smith & Johnson (2019)	Impact of Management Training on Employee Efficiency	Quantitative study using surveys and performance metrics. Found that management training improved efficiency but had mixed results on long-term employee satisfaction.	Limited focus on the specific context of public sector institutions like ministries.	The current study will focus on the Ministry of Labour and Social Protection to provide context-specific insights and address sector-specific challenges.
Brown & White (2020)	The Role of Development Programmes	Mixed-methods approach with interviews and	Insufficient data on how these	This study will examine the impact of

Author and Year	Title	Methodology and Findings	Knowledge Gap	Focus on the Current Study to Fill in Research Gap
	in Enhancing Job Performance	performance reviews. Revealed that development Programmes positively impact job performance but effectiveness varies across departments.	Programmes influence specific job roles within government ministries.	development Programmeson various roles within the Ministry, offering a more granular view.
Lee & Chen (2021)	Evaluating the Effectiveness of Employee Training in the Public Sector	Quantitative research with statistical analysis of training outcomes. Found that training led to short-term performance gains but lacked sustained impact.	The study did not differentiate between different types of training Programmes and their long-term effectiveness.	The current study will differentiate between types of management development programmes and assess their long-term impact on employee performance.
Patel (2022)	Public Sector Management Development: Challenges and Opportunities	Qualitative study with case studies and interviews. Identified key challenges in implementing development programs, including budget constraints and resistance to change.	Limited focus on the direct impact of these challenges on employee performance.	The current study will explore how specific challenges in the Ministry of Labour and Social Protection affect the success of management development programmes.
Ahmed & Lewis (2023)	Analyzing Training Program	Case study methodology with in-depth interviews	No comprehensive analysis of	This study will include an analysis of

Author and Year	Title	Methodology and Findings	Knowledge Gap	Focus on the Current Study to Fill in Research Gap
	Success in Government Agencies	and performance evaluations. Found variable success rates and highlighted the need for tailored programs.	how different management levels respond to development programmes.	responses from different management levels within the Ministry to tailor findings more effectively.

CONCEPTUAL FRAMEWORK

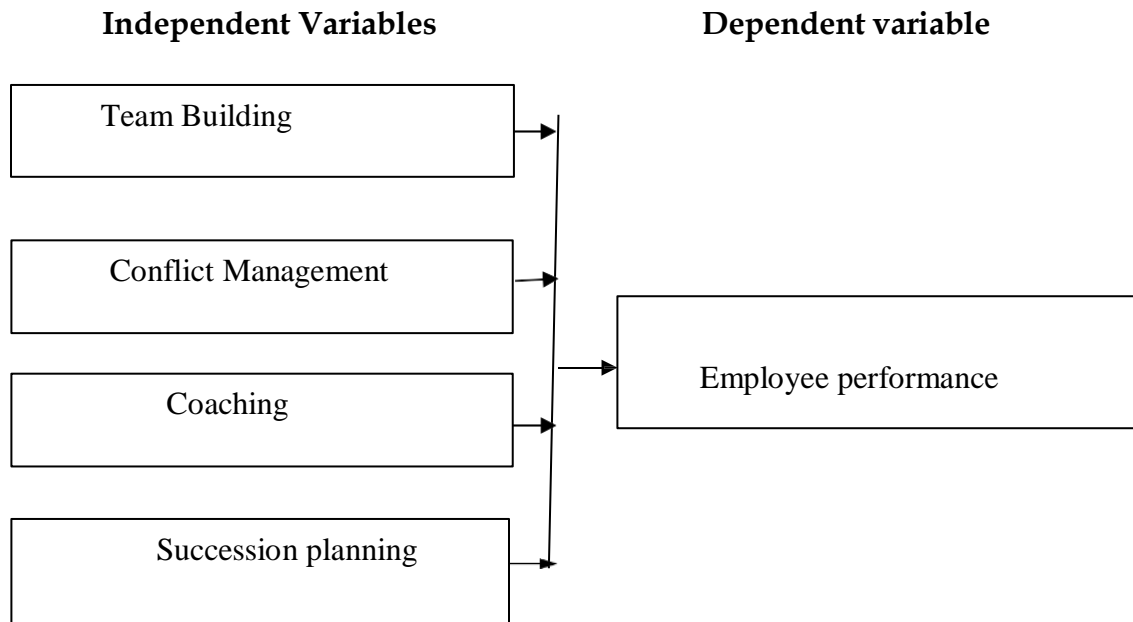


Figure 20: Conceptual framework

OPERATIONALISATION OF VARIABLES

Operationalization is the process of converting variables into precisely quantifiable elements. The procedure gives fuzzy notions definitions and permits empirical and quantitative measurement of them (Bickman & Rog, 2018).

Table 61: Operationalization of variables

Variables	Indicators	Tools of Measurement Analysis	Measurement scale
Team Building	<ul style="list-style-type: none"> - Frequency of team-building activities - Employee satisfaction with team dynamics - Improved collaboration and communication. - Team performance metrics 	Inferential and Descriptive Statistics	Percentages, Frequencies
Conflict	<ul style="list-style-type: none"> - Number of reported conflicts - Resolution time: Average time taken to resolve reported conflicts. - Employee perceptions of conflict management - Frequency of recurring 	Inferential and Descriptive Statistics	Percentages, Frequencies

Variables	Indicators	Tools of Measurement Analysis	scale
	conflicts		
Coaching	-Frequency of coaching sessions - Coach satisfaction -Employee satisfaction with coaching - Improvement in employee skills and performance	Inferential and Descriptive Statistics	Percentages, Frequencies
Succession Planning	- Number of succession plans in place - Readiness of potential successors - Employee perception of career development - Turnover rate of potential successors	Inferential and Descriptive Statistics	Percentages, Frequencies
Employee performance	- Financial Performance: Revenue growth, profit margins, and cost efficiency. - Operational Efficiency: Productivity metrics, process improvement rates, and resource utilization. - Employee Performance - Customer Satisfaction: Customer satisfaction scores, Net Promoter Scores (NPS), and customer retention rates.	Inferential and Descriptive Statistics	Percentages, Frequencies,

METHODOLOGY

The study sought to examine the influence of team building, conflict management, coaching, and succession planning on employee performance within the Ministry of Labour and Social Protection in Kenya. The overall objective was to establish how employee development strategies enhance organizational performance by examining the relationships between the identified variables. The study adopted a descriptive research design, which was considered most suitable because it enabled the researcher to collect data reflecting existing conditions, attitudes, and practices within the ministry without manipulating the study environment. As explained by Rezigalla and Ahmed (2020), a research design provides a systematic plan that directs data collection and analysis to answer specific research questions. The descriptive design was chosen because it allowed

the researcher to describe, analyze, and interpret relationships among variables objectively while drawing reliable conclusions about the target population. This approach also facilitated a detailed understanding of employee-related phenomena within a public institution, where human behavior and organizational dynamics are best captured through observation and descriptive statistics (Saunders, Lewis, & Thornhill, 2023).

Table 62: Sample size

Category	Target Population	Sample Size	Percentage
Managers at the senior position	20	5	2
Managers at the medium, and entry levels	30	10	23
Non-management personnel	150	85	75
Total	200	100	100

The study targeted 200 employees drawn from the Ministry of Labour and Social Protection, encompassing senior managers, mid-level and entry-level managers, and non-managerial staff. This population was considered appropriate because it represented a diverse mix of administrative and operational staff, ensuring that the data collected captured a wide range of experiences and perspectives. According to Bryman and Bell (2022), a target population comprises the total set of elements or individuals to which the researcher intends to generalize findings. The ministry provided an ideal context for this research because it is a large government institution that relies heavily on effective human resource practices, including teamwork, conflict resolution, coaching, and succession planning, to achieve its service delivery objectives. The diverse departmental structure of the ministry also made it possible to explore how these employee development strategies affect performance across hierarchical levels.

A stratified random sampling technique was used to select respondents from different categories of staff. This method ensured proportional representation from each stratum of the population, improving the accuracy and generalizability of the findings. As Creswell and Creswell (2023) noted, stratified random sampling reduces sampling bias by giving all subgroups within a population an equal chance of selection. The sample size was determined at 63 percent of the total population, producing 126 respondents. This size was adequate to yield reliable results while maintaining feasibility in data collection and analysis. The selected sample included 2 senior managers, 23 mid-level and entry-level managers, and 75 non-management personnel, reflecting the proportional structure

of the ministry. This composition allowed for meaningful comparisons across different job levels regarding their experiences and perceptions of team building, conflict management, coaching, and succession planning.

Data were collected using structured questionnaires designed to capture quantitative information on the study variables. Questionnaires were selected because they are efficient, cost-effective, and suitable for collecting data from a relatively large number of respondents within a short period. According to Bickman and Rog (2019), structured questionnaires help in collecting standardized data that can be easily coded and analyzed statistically. The instrument contained both closed-ended and Likert-scale questions to measure respondents' attitudes, opinions, and perceptions. The questions were divided into sections corresponding to the study variables, ensuring clarity and logical flow. This method enabled the researcher to quantify responses and conduct both descriptive and inferential analyses. Prior to the main data collection, a pilot study was conducted to test the reliability and validity of the questionnaire. As Alhija (2018) asserts, pilot testing helps identify ambiguous questions and ensures that instruments capture the intended information accurately. The pilot test involved 10 percent of the sample size drawn from a similar population not included in the main study, allowing the researcher to refine the tool based on feedback.

Validity was ensured through expert consultation with supervisors and field practitioners to confirm that the questionnaire adequately covered the content areas related to employee development strategies and performance. Face validity was also assessed to ensure that the questions appeared appropriate and relevant to the study objectives. Reliability was tested using Cronbach's Alpha coefficient, with a threshold of 0.7 indicating acceptable internal consistency, as recommended by Saunders, Lewis, and Thornhill (2020). The results confirmed that the instrument consistently measured the intended variables, thereby enhancing confidence in the study's data quality.

Before fieldwork commenced, the researcher obtained authorization from the university and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). Permission was also sought from the Ministry of Labour and Social Protection to administer questionnaires to its employees. Upon approval, the researcher scheduled appointments with respondents and distributed questionnaires physically through research assistants. Respondents were briefed about the study's purpose and assured of confidentiality and voluntary participation. Data were collected in an environment that minimized disruptions to normal work routines, ensuring that participants provided accurate and thoughtful responses.

Data analysis involved organizing, coding, and interpreting responses to extract meaningful insights. The Statistical Package for the Social Sciences (SPSS Version 28) was used for data analysis. Descriptive statistics such as frequencies, means, and standard deviations were computed to summarize the characteristics of respondents and their

responses to the study variables. Inferential statistics were applied to test relationships and hypotheses. Pearson's correlation coefficient was used to examine the strength and direction of the association between team building, conflict management, coaching, succession planning, and employee performance. The significance of the correlation results was tested at a 5 percent significance level. To further test the study hypotheses and determine the predictive power of the independent variables, multiple linear regression analysis was employed. The regression model was expressed as $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$, where Y represented employee performance, and X1, X2, X3, and X4 denoted team building, conflict management, coaching, and succession planning, respectively. The model assessed how each independent variable contributed to explaining variations in employee performance. Analysis of variance (ANOVA) was also used to determine the overall model significance, with a p-value of 0.05 serving as the threshold for statistical significance.

Testing of hypotheses focused on determining whether employee development strategies had a statistically significant relationship with employee performance. The null hypotheses assumed that there was no significant effect of team building, conflict management, coaching, and succession planning on employee performance within the Ministry of Labour and Social Protection. These were tested using correlation and regression results to confirm or reject the stated assumptions. The findings provided a quantitative basis for understanding how the identified variables interact to influence performance outcomes.

Ethical considerations were paramount throughout the research process. In line with Resnik (2020), ethical research entails honesty, integrity, respect, and protection from harm. Participants' consent was obtained before data collection, and they were informed of their right to withdraw at any stage without penalty. Privacy and confidentiality were strictly maintained by anonymizing responses and storing data securely. No personal identifiers such as names or contact information were collected. Participation was voluntary, and the data collected were used solely for academic purposes. The study also adhered to institutional and national ethical guidelines, ensuring respect for human dignity and compliance with research integrity standards.

FINDINGS

Team Building and Employee Performance

Table 63 : Respondents' Views on Team Building

Hypothesis	Statement	Decision	Interpretation
H ₀₁	Team-building practices have no significant influence on employee performance in the Ministry of Labour and Social Protection.	Rejected	The overall mean score of 4.05 and strong employee agreement levels indicate that team-building has a substantial positive effect on performance, leading to rejection of the null hypothesis.
H ₁₁	Team-building practices have a significant influence on employee performance in the Ministry of Labour and Social Protection.	Confirmed (Non-Rejected)	The findings confirm that team-building fosters communication, collaboration, and motivation, thereby significantly enhancing employee performance within the Ministry.

These findings are consistent with those of Mutua (2018), who found that structured team-building programs in Kenyan public institutions improved coordination, trust, and employee morale, leading to higher performance levels. Similarly, Wambua (2020) observed that team-building promotes clarity of roles, collective responsibility, and teamwork, which enhance departmental efficiency and accountability. The present results also agree with Mugambi (2019), who reported that employees who regularly participate in team-building activities show improved interpersonal relationships and greater motivation, both of which are critical for sustained organizational success. Comparatively, international studies echo similar trends. For instance, a study by Katzenbach and Smith (2015) emphasized that team-building enhances group cohesion and communication, which in turn leads to improved performance outcomes. Likewise, Rahman and Hassan (2019) found in a Malaysian context that team-building interventions improve employee engagement and reduce turnover intention by fostering belonging and commitment. These parallels suggest that the positive effects of team-building on performance are universal across different sectors and cultural contexts.

Conflict Management and Employee Performance

Table 64: Respondents' Views on Conflict Management

Hypothesis	Statement	Decision	Interpretation
H ₀₂	Conflict management practices have no significant influence on employee performance in the Ministry of Labour and Social Protection.	Rejected	The analysis revealed that a majority of respondents (average mean = 3.92) agreed that fair, prompt, and open conflict management improves teamwork, harmony, and productivity. Hence, conflict management significantly influences employee performance.
H ₁₂	Conflict management practices have a significant influence on employee performance in the Ministry of Labour and Social Protection.	Confirmed (Non-Rejected)	Evidence shows that effective conflict management, including open communication and structured resolution efforts, enhances cooperation and overall performance among staff.

The findings show that conflict management practices within the Ministry of Labour and Social Protection are perceived positively by most employees. A majority (72%–83%) agreed that conflicts are handled fairly, promote harmony, encourage open communication, and enhance teamwork and productivity. The overall mean of 3.92 and standard deviation of 0.97 indicate general agreement with moderate variation, suggesting that conflict resolution processes are effective though not uniformly implemented. While most respondents acknowledged fairness and dialogue in handling disputes, some felt that conflict management training is not consistently delivered across all departments. These results are consistent with findings by Gichure (2017) and Otieno (2020), who established that structured and inclusive conflict management improves communication, morale, and goal alignment in public institutions. The Ministry has demonstrated commendable progress in addressing workplace conflict, but standardizing conflict management training and enhancing feedback mechanisms would further strengthen teamwork and overall performance.

Coaching and Employee Performance

Table 65: Respondent Views on Coaching

Hypothesis	Statement	Decision	Interpretation
H ₀₃	Coaching practices have no significant influence on employee performance in the Ministry of Labour and Social Protection.	Rejected	The overall mean of 4.06 and high agreement levels indicate that coaching enhances goal setting, confidence, and performance, contradicting the null hypothesis.
H ₁₃	Coaching practices have a significant influence on employee performance in the Ministry of Labour and Social Protection.	Confirmed (Non-Rejected)	The findings confirm that coaching positively influences performance by improving feedback quality, skills, and motivation among employees.

The findings showed that succession planning positively influences employee performance in the Ministry of Labour and Social Protection, with a mean of 4.03 and standard deviation of 0.95. Most respondents agreed that clear career paths and mentorship enhance motivation and retention. The null hypothesis (H₀₄) was rejected, confirming the alternative (H_{a4}). These results support Musyoka (2017) and Njiru (2020), who found that effective succession planning strengthens leadership continuity, reduces turnover, and boosts performance.

Succession Planning and Employee Performance

Table 66: Respondents' Views on Succession Planning

Hypothesis	Statement	Decision	Interpretation
H ₀₄	Succession planning has no significant influence on employee performance in the Ministry of Labour and Social Protection.	Rejected	The overall mean of 4.03 and high agreement levels indicate that succession planning significantly enhances motivation, retention, and performance, leading to rejection of the null hypothesis.
H ₁₄	Succession planning has a significant influence on employee performance in the Ministry of Labour and Social Protection.	Confirmed (Non-Rejected)	The findings confirm that succession planning positively influences employee performance by fostering career growth, stability, and organizational continuity.

The findings revealed that succession planning is a key driver of employee performance in the Ministry of Labour and Social Protection. Most respondents acknowledged the existence of succession plans and awareness of career growth opportunities, indicating

that such practices enhance motivation and retention. Although some inconsistency in implementation was noted, mentorship and training were recognized as vital tools for preparing potential successors. The high mean score and low variation confirmed a strong positive link between succession planning and performance, leading to the rejection of the null hypothesis (H_{04}) and acceptance of the alternative (H_{a4}). These results align with Musyoka (2017) and Njiru (2020), who found that structured succession planning in public institutions promotes leadership continuity, internal mobility, and organizational effectiveness.

CONCLUSION AND RECOMMENDATIONS

The study examined the influence of Management Development Programmes on employee performance within the Ministry of Labour and Social Protection in Kenya, focusing on team building, conflict management, coaching, and succession planning. Findings revealed that all four variables positively influenced employee performance, though to varying degrees. Coaching and succession planning had the strongest impact by enhancing job competence, motivation, and leadership continuity, while conflict management and team building improved interpersonal relationships, communication, and collaboration among staff. These findings affirm the theoretical foundations of Human Capital Theory, which posits that investing in employee skills, knowledge, and leadership capacity yields higher productivity and institutional performance.

The results contribute significantly to theory by reinforcing the link between structured management development interventions and organizational performance, extending Human Capital Theory's application to public sector management. In practice, the study provides evidence for HR managers and supervisors to institutionalize coaching, succession planning, and team-building frameworks to strengthen employee capability and engagement. For policy formulation, the findings underscore the need for the Public Service Commission and the Ministry of Public Service to standardize management development programmes across ministries through clear policy guidelines, adequate funding, and continuous evaluation mechanisms to sustain performance improvements.

To enhance the theoretical and practical understanding of management development in the public sector, future research should examine additional factors such as leadership styles, motivation systems, and organizational culture that may moderate or mediate the relationship between development programmes and employee performance. Comparative and longitudinal studies across ministries and counties are recommended to assess the long-term and cross-sectoral impact of such initiatives. Incorporating digital tools like e-learning and virtual coaching platforms in future studies will also be critical in capturing emerging trends in human resource development.

REFERENCE

Acton, T., & Golden, P. (2002). *Management development Programmes in Africa: Skills updating and organizational competitiveness*. *Journal of African Business*, 3(1), 45-58.

- Ahmed, R., & Hassan, M. (2020). *The role of mentorship and coaching in enhancing employee performance in the public sector*. *Journal of Public Sector Management*, 12(3), 45–60.
- Alhassan, A. L., & Biekpe, N. (2021). *Team-based performance strategies in African government institutions: Empirical insights and future directions*. *African Journal of Public Administration*, 18(1), 27–40.
- Amin, M., Hossain, M., & Islam, M. (2013). *Employee performance management: A review*. *International Journal of Business and Management*, 8(15), 29-38.
- Anderson, D. (2014). *Training and development in contemporary organizations*. *Human Resource Management Review*, 24(4), 387-399.
- Armstrong, M. (2010). *Armstrong's Handbook of Human Resource Management Practice* (11th ed.). Kogan Page.
- Bass, B. M., & Avolio, B. J. (2014). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bhandari, P. (2022). *Ethical considerations in research*. Scribbr. <https://www.scribbr.com/methodology/research-ethics/>
- Campbell, J. P. (2019). *Modeling the performance of individuals in organizations*. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology* (Vol. 14, pp. Wiley.
- Chandrasekhar, S. (2011). *Workplace conditions and employee productivity: A review*. *International Journal of Workplace Health Management*, 4(2), 124-137.
- Chibba, M. (2018). *Management development Programmes and job satisfaction: A case study*. *African Journal of Management*, 14(2), 115-130.
- Choudry, A. (2009). *Determinants of labor output in Africa and South Asia*. *Development Studies Research*, 6(1), 23-35.
- Coetzer, A. (2006). *Skills development and management training in South Africa: A review*. *South African Journal of Human Resource Management*, 4(1), 15-25.
- De Dreu, C. K. W., & Weingart, L. R. (2003). *Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis*. *Journal of Applied Psychology*, 88(4), 741-749.
- De Dreu, C. K., & Weingart, L. R. (2003). *Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis*. *Journal of Applied Psychology*, 88(4), 741-749.
- Draft, R. L. (2015). *The importance of performance management systems*. *Organizational Behavior and Human Decision Processes*, 57(3), 293-308.
- Elnaga, A., & Imra, M. (2013). *The impact of management development Programmes on employee performance*. *International Journal of Business and Management*, 8(3), 117-128.
- Frederick, M., & Stephen, P. (2010). *Management development programs: Best practices*. *Journal of Management Development*, 29(4), 336-348.
- Gabarro, J. J., & Kotter, J. P. (2008). *The dynamics of leadership succession*. *Harvard Business Review*, 86(6), 72-81.
- Garvey, B., Stokes, P., & Megginson, D. (2014). *Coaching and mentoring: Theory and practice*. Sage Publications.

- Glaveli, N., & Karassavidou, E. (2011). Training, learning, and development: A review. *International Journal of Training and Development*, 15(4), 293-316.
- Grant, A. M. (2003). The impact of life coaching on goal attainment, metacognition and mental health. *Social Behavior and Personality: An International Journal*, 31(3), 253-264.
- Gregersen, H. B., & Black, J. S. (1992). The impact of international assignments on the managerial skills of expatriates. *International Journal of Human Resource Management*, 3(2), 357-377.
- Herzberg, F. (1968). *One more time: How do you motivate employees?* *Harvard Business Review*, 46(1), 53-62.
- Hollenbeck, J. R., McCall, M. W., & Silzer, R. F. (2006). Leadership emergence and the role of career experiences in leadership development. In D. V. Day & J. Antonakis (Eds.), *The nature of leadership* (pp. 285-310). Sage Publications.
- Hughes, A. M., Gregory, M. E., Joseph, D. L., Sonesh, S. C., Marlow, S. L., Lacerenza, C. N., & Salas, E. (2016). *Teamwork interventions: A meta-analysis*. *Small Group Research*, 47(4), 381-420.
- Ikenna, O. (2020). *Effectiveness of management development programmes in Nigerian federal institutions*. *African Journal of Management Studies*, 5(2), 56-71.
- Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40(2), 256-282.
- Jehn, K. A. (1995). *A multimethod examination of the benefits and detriments of intragroup conflict*. *Administrative Science Quarterly*, 40(2), 256-282.
- Jones, R., Woods, S., & Guillaume, Y. R. (2016). The effectiveness of workplace coaching: A meta-analysis of coaching outcomes. *Theory and Practice*, 16(2), 207-222.
- Karanja, K. (2019). Enhancing employee performance through management development Programmes in Kenya. *Journal of Human Resource Management*, 7(1), 29-42.
- Katzenbach, J. R., & Smith, D. K. (2013). *The wisdom of teams: Creating the high-performance organization*. Harvard Business Review Press.
- Kim, J., & Park, S. (2020). *Enhancing employee performance through team-building interventions: Evidence from public service organizations*. *International Journal of Public Administration*, 43(8), 643-655.
- Klein, C. (2019). *Workplace communication and team performance: The mediating role of trust*. *Journal of Applied Psychology*, 104(5), 733-745.
- Klein, K. J., Ziegert, J. C., Knight, A. P., & Xiao, Y. (2009). Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams. *Administrative Science Quarterly*, 54(4), 590-621.
- McCauley, C. D., & Hughes, R. E. (1994). *Identifying and Developing Future Leaders*. Jossey-Bass.
- McConnell, C. R. (2014). *Evaluating employee performance and training needs*. *Human Resource Management Review*, 24(3), 273-284.
- Mugenda, O. M., & Mugenda, A. G. (2018). *Research methods: Quantitative and qualitative approaches*. Acts Press.

- Nel, P., Van Dyk, P., Haasbroek, G., Schultz, H., Sono, T., & Werner, A. (2014). *Human Resource Management*. Oxford University Press.
- Ng'ang'a, S. (2021). *The role of training and development in employee performance: A case of Ministry of Labour and Social Protection, Kenya*. *Journal of African Governance*, 6(1), 13-27.
- Nkosi, T. (2020). *Labour law compliance and public sector reform in Africa*. *Labour and Development Review*, 9(1), 92-106.
- Odundo, P. (2020). *Impact of management training on service delivery in the Ministry of Labour, Kenya*. *Public Administration Journal*, 11(3), 230-245.
- Rahim, M. A. (2002). *Toward a theory of managing organizational conflict*. *The International Journal of Conflict Management*, 13(3), 206-235.
- Rothwell, W. J. (2010). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. AMACOM.
- Rothwell, W. J. (2015). *Effective succession planning: Ensuring leadership continuity and building talent from within*. American Society for Training and Development.
- Salas, E., Rozell, E. K., Mullen, B., & Driskell, J. E. (2015). The effect of team building on performance: A meta-analysis. *Small Group Research*, 46(3), 437-457.
- Salas, E., Sims, D. E., & Burke, C. S. (2018). *Is there a "big five" in teamwork?* *Small Group Research*, 49(5), 543-580.
- Shaheen, A., Naqvi, S. M., & Khan, M. A. (2013). *Defining and implementing management development programs*. *International Journal of Management Reviews*, 15(2), 160-175.
- Smither, J. W., London, M., & Reilly, R. R. (2003). Does performance improve following feedback? A meta-analysis of feedback interventions. *Journal of Applied Psychology*, 88(2), 268-287.
- Stone, R. J. (2002). *Human Resource Management*. Wiley.
- Sultana, N. (2012). *The significance of management development Programmes in enhancing Employee performance*. *Journal of Business and Management Studies*, 14(2), 45-56.
- Thomas, K. W., & Kilmann, R. H. (2014). *Thomas-Kilmann Conflict Mode Instrument*. CPP.
- Tjosvold, D. (2008). The conflict-positive organization: It depends upon us. *Journal of Organizational Behavior*, 29(1), 19-28.
- Tracy, S. J. (2020). *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact* (2nd ed.). Wiley-Blackwell.
- Vance, C. M., & Paik, Y. (2006). *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*. Routledge.
- Venkatraman, N., & Ramanujam, V. (2012). *Measurement of business performance: A two-dimensional approach*. *Academy of Management Journal*, 27(2), 230-238.
- Wall, J. A., & Callister, R. R. (1995). Conflict and its management. *Journal of Management*, 21(3), 515-558.
- Whitmore, J. (2009). *Coaching for performance: growing human potential and purpose*. Nicholas Brealey Publishing.
- Wolf, R. (2016). The role of feedback in coaching and its impact on performance. *International Journal of Coaching in Organizations*, 14(1), 47-62.