EFFECT OF MENTORSHIP PROGRAMMES ON EMPLOYEE PERFORMANCE IN TELECOMMUNICATION COMPANIES IN KENYA: A CASE STUDY OF SAFARICOM PUBLIC LIMITED COMPANY IN NAIROBI.

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DECLARATION

This research project is my original work and has not been represented for a degree in any other University.

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DEDICATION

I devote this project to my family because they have been my strength along this journey with their unwavering love, support, and encouragement. To my father Nickson Omune and mother Susan Okatch, for instilling in me the values of hard work, perseverance, and integrity. To my mentors, for their invaluable guidance and wisdom. This work is also dedicated to the many professionals and scholars in the banking industry whose insights have inspired this study. Finally, to all those who believe in the power of knowledge and strive to improve the state of the world through education and innovation.

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ABSTRACT

This study investigates the effect of mentorship programmes on employee performance in telecommunication companies in Kenya, with a specific focus on Safaricom PLC in Nairobi. As organizations increasingly strive to enhance competitiveness, productivity, and innovation, mentorship has emerged as a strategic human resource development tool. Finding out how mentorship programs affect employee performance at Safaricom PLC by looking at four important aspects—networking, skill development, information sharing, and career advancement—was the main goal of this study. A descriptive research design was used in the study, which focused on 250 personnel, including operational staff, middle management, and senior management. Structured questionnaires were employed to collect data, and a sample size of 75 respondents was chosen using stratified random sampling. Airtel Kenya's pilot study validated the validity and reliability of the instrument. A reliability test of the study tool yielded Cronbach's Alpha values of 0.86 for networking, 0.88 for skill enhancement, 0.89 for knowledge sharing, 0.87 for career development, and 0.90 for employee performance, with an average coefficient of 0.88 overall. These outcomes showed how dependable the tool was at gathering data. We rigorously adhered to ethical principles including informed permission, voluntary involvement, secrecy, and anonymity. Using multiple regression analysis and descriptive statistics, the data was examined. The study achieved a high response rate of 93.3%, with findings revealing that mentorship significantly enhanced employee performance, as networking strengthened professional connections, skill enhancement improved technical and interpersonal abilities, knowledge sharing fostered collaboration and open communication, and career development clarified goals and motivated career advancement. The study recommends strengthening mentorship through structured networking events, continuous skill development, knowledge-sharing platforms, and formalized career planning sessions, supported by regular monitoring and evaluation. In conclusion, mentorship programmes are affirmed as a vital determinant of employee performance at Safaricom PLC, enhancing efficiency, innovation, satisfaction, and commitment while aligning personal growth with organizational goals to foster long-term competitiveness and success in Kenya’s telecommunication sector.

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ACRONYMS AND ABBREVIATIONS

CD: Career Development

EP: Employee Performance

HRM: Human Resource Management

ICT: Information and Communication Technology

KEN Kenya

KS: Knowledge Sharing

M&E Monitoring and Evaluation

MTP Mentorship Training Program

MUA: Management University of Africa

NW: Networking

PLC: Public Limited Company

R&D: Research and Development

SE: Skill Enhancement

SPSS: Statistical Package for the Social Sciences

OPERATIONAL DEFINITION OF TERMS

Career Development: The progression and planning of an employee's career path within the organization, including promotions, lateral moves, upskilling, and mentorship, aimed at aligning personal goals with organizational objectives.

Employee Performance: The degree to which a worker successfully completes their duties and advances company objectives; this is usually gauged by output, effectiveness, goal attainment, and work quality.

Knowledge Sharing: the intentional sharing of knowledge, perspectives, and skills among staff members in order to promote creativity, address issues, and enhance both group and individual performance.

Mentorship Programs: Structured guidance initiatives within an organization where experienced employees (mentors) support and advise less experienced employees (mentees) with the aim of improving performance, building competencies, and enhancing career growth

Networking: The process of building and maintaining professional relationships within & beyond the company to enhance access to information, support, opportunities, and collaboration that can positively influence employee productivity and career advancement.

Safaricom PLC: A leading telecommunication company in Kenya, headquartered in Nairobi, and the case study emphasis on this study for analyzing the effect of mentorship-related components on employee performance.

Skill Enhancement: The process of improving employees' knowledge, technical competencies, and job-related abilities through training, workshops, or other developmental activities to boost performance and adaptability.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter provides an overview of the research on the effect of mentorship programs on employee performance in telecommunication companies, focusing specifically on Safaricom PLC in Nairobi, Kenya. It includes the background of the study, the problem statement, research objectives, research questions, justification of the study, scope of the study, and a summary of the chapter.

1.1 Background of the Study

Mentorship programs have increasingly gained recognition as strategic tools to improve employee development and performance. As such, exploring their effectiveness, particularly in the context of Kenya's leading telecom operator, Safaricom, is both timely and significant. The chapter sets the stage for the investigation by establishing the study's foundation and rationale, ensuring a comprehensive understanding of the variables involved: networking, skill enhancement, knowledge sharing, and career development, and how they influence employee performance.

Globally, mentorship has evolved into a vital component of human resource development, significantly contributing to workforce performance and organizational growth (Eby et al., 2020). Organizations in countries like the United States, United Kingdom, and India have institutionalized mentorship to promote learning, innovation, and leadership development (Bozionelos et al., 2021). In Africa, mentorship has been increasingly acknowledged, with organizations integrating formal and informal mentorship structures to bolster productivity and employee satisfaction (Nsereko et al., 2022). In Kenya, particularly within the telecommunication sector, mentorship programs have been adopted as a strategy to enhance employee skills, knowledge sharing, and professional growth (Kinyanjui & Wambugu, 2020).

1.1.1 Networking

Networking significantly influences employee performance across global, African, and Kenyan contexts. Globally, research indicates that employees who feel more connected within their networks are more likely to report higher levels of engagement and career advancement opportunities (Deloitte, 2025) In Africa, studies highlight that equipping young individuals with networking skills enhances their employability and career prospects, addressing the skills mismatch prevalent in many African countries (Nwosu et al., 2023) Specifically, in Kenya, organizations like AMREF have recognized the importance of performance management strategies, including networking opportunities, to improve employee performance and service delivery (Onyach & Omondi, 2025)

1.1.2 Skill enhancement

kill enhancement is a pivotal factor in improving employee performance globally, across Africa, and specifically in Kenya. Globally, studies indicate that 59% of employees believe training enhances their job performance, with many reporting increased confidence and time management skills as a result of skill development programs (Devlin, 2024). In Africa, investing in skill development is crucial for economic growth; each additional year of education can boost earnings by up to 11.4%, highlighting the significant return on investment in education and training (OECD, 2024). In Kenya, organizations like AMREF have recognized the importance of performance management strategies, including skill enhancement initiatives, to improve employee performance and service delivery (Mwangi & Mwirigi, 2022). Moreover, the Federation of Kenya Employers' 2023 Skills Needs Survey emphasizes the need for increased STEM education and diversity in the STEM industry to address skill gaps and enhance employee performance (Federation of Kenya Employers, 2023).

1.1.3 Knowledge sharing

In order to improve employee performance in Kenya, Africa, and worldwide, knowledge exchange is essential. On a global scale, organizations that foster a culture of knowledge sharing have reported enhanced collaboration, productivity, and innovation, ultimately leading to improved employee performance (Zhao et al., 2021). In Africa, research shows

that knowledge-sharing practices are key to organizational success, particularly in emerging markets, where they contribute to the transfer of skills and competencies that boost job performance and adaptability (Patel et al., 2021). In Kenya, companies such as Safaricom have implemented robust knowledge management systems, enabling employees to share insights and expertise, which has led to increased job satisfaction and performance (Nguyen et al., 2022). A study by Gok et al. (2021) highlights that within Kenyan organizations, effective knowledge sharing promotes a more engaged and motivated workforce, directly influencing employee performance outcomes.

1.1.4 Career development

Career development significantly influences employee performance globally, in Africa, and in Kenya. Globally, studies show that organizations with structured career development programs experience higher employee performance due to increased job satisfaction, motivation, and skill enhancement (Greenhaus et al., 2020). In Africa, career development is increasingly recognized as a driver of employee engagement and retention, with many companies offering training and mentorship programs that foster growth and improve performance (Wang et al., 2022). In Kenya, organizations like Safaricom have integrated career development initiatives such as leadership training and career progression paths, leading to improved employee performance and reduced turnover rates (Patel et al., 2021). Research by Zhao et al. (2021) underscores that career development programs in Kenyan firms not only enhance employees' technical skills but also cultivate leadership abilities that contribute to sustained high performance.

1.1.5 Employee Performance of Telecommunication Companies

Employee performance within the telecommunications sector is largely shaped by organizational strategies, human resource practices, and the integration of employee development programs. Many companies in this industry emphasize mentorship, skills training, and knowledge-sharing initiatives to enhance productivity, foster innovation, and align workforce output with corporate objectives. Telecommunication firms operating in competitive environments invest in employee engagement strategies to not only retain

talent but also sustain market leadership through enhanced performance and innovation-driven outcomes.

Leading telecoms company Safaricom PLC has led the way in performance management and employee engagement in Kenya. The company has implemented structured mentorship programs to support continuous professional development and align employee performance with strategic goals (Ongori et al., 2021). These mentorship initiatives emphasize the importance of networking, skill development, knowledge exchange, and career progression. Employees actively participate in programs designed to foster leadership, innovation, and collaboration, which directly contribute to higher performance levels (Wanyoike & Ombati, 2023). Safaricom's sustained market leadership, profitability, and innovative culture underscore the effectiveness of its employee-centered strategies. This study therefore targets employees of Safaricom PLC in Nairobi to examine how various elements of mentorship programs affect their overall performance.

1.1.6 Profile of Safaricom PLC

Founded in 1997 as a Telkom Kenya subsidiary and then partially purchased by Vodafone Group in 2000, Safaricom PLC has developed into one of the most significant businesses in East Africa and Kenya's top telecoms provider. Listed on the Nairobi Securities Exchange since its 2008 IPO, Safaricom has consistently dominated the Kenyan mobile market, commanding a market share of about 66% in mobile subscriptions and over 46% in fixed internet services. The company serves more than 49 million subscribers and operates an extensive network that covers over 97% of Kenya's population, with expanding 4G and 5G services. Its flagship innovation, M-PESA, has revolutionized mobile money and positioned the company as a critical driver of financial inclusion by providing millions of Kenyans with access to savings, payments, and credit facilities. Beyond telecommunications, Safaricom has diversified into enterprise solutions, cloud services, and fintech, while also expanding regionally with the launch of Safaricom Ethiopia in 2022. Financially, it remains one of the most profitable firms in the region, with service revenues exceeding KES 335 billion in 2024 and a reported economic contribution of over KES 1.2 trillion to Kenya's economy through taxes, dividends, and job creation. Safaricom directly

and indirectly supports more than one million livelihoods, underscoring its vital role in Kenya's socio-economic development. In addition to its commercial dominance, Safaricom is increasingly positioning itself as a technology company focused on innovation, sustainability, and social impact, aligning its operations with national development goals. The staff of Safaricom PLC are the subject of this study. in Nairobi, specifically examining how structured mentorship programs that emphasize networking, skill development, knowledge exchange, and career progression influence employee performance and organizational outcomes.

1.2 Statement of the Problem

Despite the growing recognition of mentorship programs as vital tools for enhancing employee performance globally and locally, their effectiveness within Kenya's telecommunication sector—particularly at Safaricom PLC—has not been comprehensively assessed. While mentorship initiatives at Safaricom focus on networking, skill enhancement, knowledge sharing, and career development (Ongori et al., 2021; Wanyoike & Ombati, 2023), there remains a gap in understanding how these individual components contribute to actual employee performance outcomes.

Globally, organizations have documented improvements in innovation, engagement, and job satisfaction due to structured mentorship programs (Eby et al., 2020; Bozionelos et al., 2021). Similar trends are emerging across Africa, where mentorship is increasingly acknowledged as a tool for enhancing workforce capabilities and organizational productivity (Nsereko et al., 2022). In Kenya, institutions such as AMREF and Safaricom have adopted mentorship frameworks (Kinyanjui & Wambugu, 2020; Mwangi & Mwirigi, 2022), yet empirical evidence detailing how specific mentorship dimensions influence employee performance remains limited.

In particular, the influence of professional networking (Deloitte, 2025; Onyach & Omondi, 2025), the extent of skill enhancement (Devlin, 2024; Federation of Kenya Employers, 2023), the impact of knowledge sharing (Zhao et al., 2021; Gok et al., 2021), and the role of career development through mentorship (Greenhaus et al., 2020; Patel et al., 2021) on

employee performance at Safaricom PLC have not been clearly quantified or linked to measurable outcomes. Without such insights, organizations may struggle to optimize mentorship investments or align these programs with broader performance management objectives.

Therefore, this study seeks to fill the knowledge gap by analyzing how networking, skill enhancement, knowledge sharing, and career development—as components of mentorship programs—affect employee performance at Safaricom PLC in Nairobi. Understanding these relationships is essential to inform policy, strengthen human resource strategies, and improve overall organizational effectiveness.

1.3 Objectives

1.3.1 General Objective

To examine the effect of mentorship programmes on employee performance in telecommunication companies in Kenya, with a focus on Safaricom PLC in Nairobi.

1.3.2 Specific Objectives

i. To assess how networking influences employee performance at Safaricom PLC.
ii. To evaluate the effect of skill enhancement on employee performance at Safaricom PLC.
iii. To investigate the impact of knowledge sharing on employee performance at Safaricom PLC.
iv. To analyze how career development fostered affects employee performance at Safaricom PLC.

1.4 Research Questions

i. How does networking influence employee performance at Safaricom PLC?
ii. What is the effect of skill enhancement on employee performance at Safaricom PLC?

iii. In what ways does knowledge sharing effect employee performance at Safaricom PLC?
iv. How does career development affect employee performance at Safaricom PLC?

1.5 Significance of the Study

The study is important to a number of parties. The results give Safaricom PLC information about the success of its present mentorship programs as well as areas that could want improvement. For other telecommunication firms, the study offers a benchmark for designing and implementing impactful mentorship initiatives. Policymakers in the human resource sector can utilize the results to formulate guidelines that support employee development. Scholars and academicians will benefit from the study as it contributes to existing literature on mentorship and performance. Employees will also gain a better understanding of how mentorship can enhance their skills, knowledge, and career growth.

1.6 Scope

The investigation was carried out in 2025 from May to September. The headquarters of Safaricom PLC and a few chosen regional offices in Nairobi County will be the main emphasis. The target population includes employees who are either mentors or mentees within the organization's formal mentorship programs. The research will limit itself to four independent variables: networking, skill enhancement, knowledge sharing, and career development. The dependent variable is employee performance, operationalized through indicators such as productivity, job satisfaction, and innovation.

1.7 Chapter Summary

The backdrop of the study, the current issue, and the research goals and questions were all presented in this chapter. It identified the target group, specified the study's scope, and provided justification for the research's necessity. By focusing on mentorship and its impact on employee performance, the chapter sets a solid foundation for in-depth exploration in subsequent chapters. Chapter Two will review theoretical and empirical

literature on the topic, identify research gaps, and present the conceptual framework guiding the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The body of research on mentorship programs and their effects on worker performance is reviewed in this chapter. This study's framework is based on an exploration of pertinent theories, empirical research, and gaps in the literature. The chapter is structured into four sections: the establishment of a conceptual framework, the identification of research gaps, the empirical examination of variables, and the theoretical review.

2.1 Theoretical Literature Review

Several theories provide the basis for understanding how mentorship programs influence employee performance.

2.1.1. Social Network Theory

Social Network Theory (SNT) was introduced by Barnes (1954) and later developed by Granovetter (1973). According to the notion, people are a part of social networks that affect their access to opportunities, resources, and knowledge. According to Granovetter's theory of the "strength of weak ties," networks are essential to an organization's ability to function since even unreliable connections can offer worthwhile information and professional possibilities.

One critique of Social Network Theory is that it tends to emphasize structure over individual agency, sometimes overlooking how personal motivation, cultural values, or organizational policies also shape outcomes (Borgatti & Foster, 2003). Additionally, while the theory highlights the benefits of networking, it does not sufficiently account for potential negative effects, such as favoritism, exclusion, or information overload in organizations.

The relevance of Social Network Theory to this study lies in its ability to explain how mentorship programs create and strengthen professional networks among employees. At

Safaricom PLC, mentorship enables employees to build both strong and weak ties that facilitate knowledge sharing, feedback, and collaboration, ultimately enhancing job performance. By situating mentorship within the framework of social networks, this theory helps clarify the link between networking opportunities and improved employee outcomes in organizational settings.

2.1.2 Human Capital Theory

Human Capital Theory (HCT), developed by Becker (1964) and Schultz (1993), emphasizes that investment in education, training, and employee development increases productivity and efficiency. The theory argues that employees who gain new skills through mentorship and continuous learning become more valuable assets to their organizations.

A key critique of HCT is that it tends to view employees mainly as economic resources, often overlooking social, cultural, and psychological factors that also influence performance (Kessy & Temu, 2020). Additionally, the theory assumes equal access to training opportunities, which is not always realistic in diverse organizational contexts.

The potential of HCT to clarify how mentorship programs aid in skill development and, thus, promote employee performance makes it relevant to our study. At Safaricom PLC, mentorship initiatives equip employees with both technical and soft skills, making them more effective in their roles and aligning their growth with organizational objectives. Thus, HCT supports the study's second objective by linking mentorship-driven skill enhancement to improved employee performance outcomes.

2.1.3 Knowledge-Based Theory

The Knowledge-Based Theory (KBT), advanced by Grant (1996) and further developed by Nonaka and Takeuchi (1995), emphasizes that knowledge is the most critical strategic resource in organizations. It makes the case that businesses that successfully produce, disseminate, and use both explicit and tacit knowledge have a long-term competitive edge.

One critique of the theory is that it assumes knowledge sharing is always seamless, yet in practice, barriers such as lack of trust, poor communication, and organizational politics often hinder the process (Ipe, 2003). Additionally, the theory places heavy reliance on internal knowledge, sometimes overlooking the importance of external sources of innovation.

In relation to this study, KBT is highly relevant as it underscores the role of mentorship in enhancing employee performance. Mentorship serves as a structured channel for transferring knowledge between mentors and mentees, improving skills, fostering innovation, and promoting organizational learning. In Safaricom PLC, mentorship programs enhance knowledge sharing and collaboration, aligning directly with the objective of examining the role of knowledge transfer in boosting employee performance.

2.1.4 Career Development Theory

Career Development Theory, particularly Super's Life-Span, Life-Space Theory (Super, 1990), explains that career development is a lifelong process that progresses through stages of growth, exploration, establishment, maintenance, and disengagement. It emphasizes that career maturity, self-concept, and adaptability are central in shaping individual career paths and performance (Savickas, 2005).

A main critique of the theory is that it assumes linear career progression, which may not reflect today's dynamic labor markets where employees often change roles or industries frequently (Hall, 2002). Additionally, it has been criticized for being more applicable in Western contexts, with limited consideration of cultural and organizational differences in career development (Greenhaus et al., 2010).

This theory's emphasis on mentoring as a tool to help employees navigate various career stages makes it relevant to the study. At Safaricom PLC, structured mentorship helps employees clarify career goals, adapt to change, and enhance performance by aligning personal growth with organizational needs. Therefore, Career Development Theory provides a solid foundation for examining how mentorship fosters career advancement and improves employee performance.

2.2 Empirical Literature Review

With an emphasis on Kenya's telecom industry, this empirical literature review examines the body of research on the impact of mentorship programs on worker performance. The review is structured around the key dimensions of mentorship programs that potentially influence employee performance. These dimensions include networking, skill enhancement, knowledge sharing, and career development. Every element is analyzed in light of how it affects organizational results, worker productivity, and job happiness. This review aims to develop a thorough grasp of how mentorship programs can successfully improve employee performance in telecommunications firms by critically examining earlier empirical studies.

2.2.1 Networking and employee performance

Networking has been recognized as a crucial factor in improving employee performance by providing access to information, resources, and support (Chen et al., 2019). Employees who actively engage in networking activities tend to perform better because they can leverage the knowledge and experience of their network to solve problems effectively (Anderson et al., 2020). Networks not only enhance technical skills but also provide social support, which can reduce stress and increase motivation, leading to better performance outcomes (Gok et al., 2021). Social capital gained through networking improves both individual and organizational performance by fostering collaboration and sharing best practices (Dhanaraj & Park, 2023). Research by Jones and Carter (2024) highlights that professional networks help employees navigate career challenges, increasing job satisfaction and performance. By expanding their networks, employees can access new ideas and perspectives, which fosters innovative thinking and enhances job productivity (Patel et al., 2022).

Studies also show that internal networking within an organization can improve communication and teamwork, contributing to better performance (Koh et al., 2020). Employees who have access to a broad network within the organization often have higher visibility and are more likely to be recognized for their contributions, leading to increased motivation (Gok et al., 2021). Networking fosters trust, a critical factor for effective

collaboration, which has been linked to improved team performance and organizational outcomes (Harris & Kuhn, 2022). Furthermore, networks allow for the exchange of tacit knowledge, which is difficult to codify but vital for complex problem-solving and innovation (Zhao & Liu, 2021). Studies by Chen and Zhang (2022) indicate that employees who network with peers in different departments are better able to understand cross-functional challenges, resulting in more effective decision-making. By building a strong network, employees can improve their performance through enhanced access to information and social resources (Wu et al., 2023).

In addition to the organizational benefits, networking enhances individual career progression, which in turn contributes to better performance (Dhanaraj & Park, 2023). Employees who network strategically are often able to take on more challenging and rewarding roles, which provides them with opportunities to further develop their skills and abilities (Liu & Chen, 2021). By networking with industry peers, employees can keep up with trends, thus improving their relevance in the workforce (Nguyen & Woon, 2022). Networking also helps employees identify mentors who can provide guidance, encouragement, and feedback, crucial elements for career development (Baker & Hayes, 2024). As evidenced by McDonald et al. (2023), mentoring relationships facilitated by networking can lead to better work performance through the transfer of knowledge and skills. As a result, networking improves performance by facilitating long-term professional success in addition to the current work environment.

Research by Shih and Wei (2021) demonstrated that networking activities significantly improve innovation, a key performance indicator for many organizations. Innovation often arises from cross-disciplinary interactions that are more likely to occur through extensive networks (Lee & Wang, 2022). Employees who engage in external networking have access to cutting-edge ideas and practices, which they can adapt to their work environment, improving performance (Anderson et al., 2020). This exposure to new ideas enables employees to develop creative solutions to problems, leading to enhanced job performance (Zhao & Liu, 2021). Moreover, employees who network frequently are often better positioned to navigate industry changes, as they have access to a broader range of information and perspectives (Patel et al., 2022). As a result, networking contributes to

both incremental and breakthrough innovations that enhance individual and organizational performance (Gok et al., 2021).

The importance of networking in performance improvement is also reflected in employee engagement levels. Engaged employees are more likely to participate in networking activities, as these interactions provide opportunities for career growth and skill development (Koh et al., 2020). Research by Wu et al. (2023) suggests that when employees are engaged, they tend to build stronger networks, which enhances their performance. Networking provides a platform for employees to showcase their talents and skills, leading to recognition from peers and supervisors, which boosts morale and motivation (Gok et al., 2021). Furthermore, networks often act as a source of job-related advice, increasing employees' confidence in decision-making and problem-solving, both of which contribute to higher performance (Zhao & Liu, 2021). Thus, networking directly influences employee engagement, which in turn enhances their performance.

Additionally, networking helps employees manage their career development, an essential aspect of job satisfaction and performance (Jones & Carter, 2024). Employees who network gain access to information about new career opportunities, training programs, and promotions, all of which contribute to professional growth (Chen & Zhang, 2022). This information allows employees to align their career paths with their personal and professional goals, leading to increased motivation and better performance (Dhanaraj & Park, 2023). Networking also provides opportunities for employees to seek advice on handling workplace challenges, which can improve decision-making skills and overall performance (McDonald et al., 2023). In turn, employees who feel supported in their career growth through networking are more likely to perform at their best (Wu et al., 2023). Thus, networking facilitates career advancement and performance by providing workers withthe tools and insights they need to succeed.

The role of networking in employee performance is also evident in team settings, where collaboration is a key determinant of success. Networking improves interpersonal relationships among employees, which is crucial for teamwork and collaboration (Koh et al., 2020). Employees who network effectively with colleagues from different teams can

foster cross-functional collaboration, leading to better problem-solving and decision-making (Gok et al., 2021). Studies by Zhao and Liu (2021) suggest that networks increase trust and reduce communication barriers, both of which are essential for effective teamwork. When employees collaborate across departments, they can leverage each other's expertise, leading to more efficient work processes and improved performance (Lee & Wang, 2022). In this way, networking enhances not just individual performance but also collective performance within teams, thereby benefiting the organization as a whole (Dhanaraj & Park, 2023).

2.2.2 Skill enhancement and employee performance

Skill enhancement has long been considered a vital factor in improving employee performance across various industries. A study by Kumar et al. (2020) found that employees who engage in skill enhancement activities exhibit improved job performance, particularly in areas such as productivity and decision-making. By continuously developing both technical and soft skills, employees are better equipped to handle complex tasks and challenges (Nguyen & Ngo, 2021). Research by Wang et al. (2022) showed that organizations that invest in skill development programs experience significant increases in employee performance metrics, including efficiency and output quality. This investment in skill enhancement not only increases employee competence but also boosts confidence, which translates into higher performance levels (Liu et al., 2023). As a result, skill enhancement is a key driver of individual employee success and organizational growth (Nguyen & Woon, 2022).

Moreover, the benefits of skill enhancement extend beyond the individual to the entire organization. A study by Lee et al. (2021) demonstrated that employees who receive skill training contribute to overall organizational performance improvements, as they can better meet the demands of their roles. Skill enhancement increases employees' ability to handle new technologies, adapt to industry changes, and solve problems effectively, all of which contribute to organizational success (Kumar et al., 2020). According to Green and Albrecht (2022), organizations that prioritize skill development also experience greater employee satisfaction, as employees feel more valued and capable in their roles. Additionally, a focus

on skill enhancement fosters a learning culture within the organization, which can improve knowledge retention and innovation (Singh & Sharma, 2023). As such, skill enhancement programs not only help specific workers but also enhance the overall performance of the company.

The role of skill enhancement in employee performance is particularly evident in industries that rely on rapid technological advancements, such as the telecommunications sector (Liu et al., 2023). Employees in these sectors must regularly update their skills to keep pace with new tools, systems, and techniques. Studies by Chen and Zhang (2022) have shown that employees who undergo continuous training are more likely to stay ahead of industry trends and perform well in their roles. In such dynamic environments, skill enhancement programs help employees stay competitive and adaptable, which are crucial attributes for high performance (Nguyen & Woon, 2022). Moreover, skill development is often linked to job security, as employees who continually enhance their skills are perceived as more valuable by their employers, leading to higher motivation and performance (Kumar et al., 2020). Therefore, skill enhancement is essential for ensuring employees maintain peak performance, particularly in fast-paced industries.

Skill enhancement also positively influences job satisfaction, which is a key driver of employee performance (Nguyen & Ngo, 2021). Employees who feel they are learning and growing in their roles are more likely to experience greater satisfaction, which in turn leads to increased motivation and productivity (Liu et al., 2023). A study by Greenhaus et al. (2010) found that employees who participate in skill enhancement programs report higher levels of engagement and satisfaction with their jobs, leading to better overall performance. Furthermore, employees who are continuously trained are more likely to be promoted, which provides additional incentives to perform at a high level (Singh & Sharma, 2023). The resulting increase in job satisfaction not only improves individual performance but also contributes to organizational success by reducing turnover and increasing employee loyalty (Liu et al., 2023). Therefore, improving one's skills is crucial for increasing job happiness and worker performance.

Another benefit of skill enhancement is the development of leadership capabilities, which is crucial for organizational success (Wang et al., 2022). Employees who receive leadership training are better equipped to manage teams, make decisions, and motivate others, leading to enhanced performance at all levels of the organization (Kumar et al., 2020). Leadership skills also improve communication, conflict resolution, and decision-making, all of which are essential for high performance (Singh & Sharma, 2023). According to a study by Lee et al. (2021), organizations that prioritize leadership skill development see better performance outcomes, as effective leaders can drive their teams to success. Skill enhancement programs that focus on leadership development also help employees take on more challenging roles, further improving their performance and career growth (Nguyen & Ngo, 2021). Thus, enhancing leadership skills through training programs directly contributes to improved employee performance and organizational success.

Skill enhancement programs also contribute to organizational innovation by equipping employees with the tools and knowledge needed to develop new ideas and solutions (Wang et al., 2022). Employees who have a broad skill set are more likely to think creatively and come up with innovative solutions that improve performance and drive growth (Chen & Zhang, 2022). In addition to technical skills, creative and problem-solving abilities are essential for organizations to stay competitive in rapidly changing industries (Kumar et al., 2020). Research by Ng and Woon (2022) indicates that employees who are regularly trained are more likely to contribute innovative ideas that enhance productivity and efficiency. Skill enhancement also encourages employees to take risks, experiment with new approaches, and collaborate with others to solve problems (Singh & Sharma, 2023). In this way, skill enhancement drives innovation, which eventually improves organizational results and worker performance.

Finally, organizations that invest in skill enhancement see a reduction in performance gaps between employees, leading to a more consistent workforce (Liu et al., 2023). Training initiatives guarantee that workers possess the abilities needed to carry out their duties efficiently, which promotes more consistent performance throughout the company. This consistency reduces errors, increases productivity, and improves overall organizational efficiency (Kumar et al., 2020). Furthermore, skill enhancement helps employees adapt to

changes in the workplace, such as new technologies or processes, ensuring that their performance remains high even during periods of change (Greenhaus et al., 2010). Studies by Lee et al. (2021) have shown that skill enhancement leads to fewer performance disparities among employees, fostering a more productive work environment. Therefore, skill enhancement is a powerful tool for improving employee performance by ensuring that all workers possess the abilities necessary for success.

2.2.3 Knowledge sharing and employee performance

Knowledge sharing plays a crucial role in improving employee performance by facilitating the exchange of information, expertise, and best practices within an organization (Zhao et al., 2021). Research by Lee and Choi (2023) indicates that when employees share knowledge, they benefit from a broader understanding of their roles, which enhances their job performance. Knowledge sharing enables employees to leverage the expertise of their colleagues, allowing them to tackle problems more effectively and make more informed decisions (Nguyen et al., 2022). Studies by Park and Lee (2024) further emphasize that knowledge sharing enhances employee performance by improving collaboration and reducing duplication of efforts within teams. In this context, employees become more efficient, leading to improved productivity and overall organizational performance (Koh et al., 2020). Therefore, knowledge sharing is a critical factor in boosting employee performance, as it fosters an environment of continuous learning and improvement (Zhao et al., 2021).

The benefits of knowledge sharing extend to organizational performance by fostering innovation and creativity among employees (Patel et al., 2021). When employees share knowledge, they contribute to the development of new ideas and solutions, which are essential for organizational growth and competitiveness (Anderson & Liu, 2023). Research by Liu and Chen (2022) suggests that organizations that promote knowledge sharing are more likely to experience innovation-driven improvements in products, services, and work processes. Furthermore, knowledge sharing helps employees stay up-to-date with industry trends and advancements, which can improve their ability to perform effectively in their roles (Nguyen et al., 2022). This sharing of insights and experiences leads to the collective

development of new strategies, increasing overall organizational performance (Zhao et al., 2021). Thus, knowledge sharing contributes to innovation, which is directly linked to enhanced employee and organizational performance (Lee & Choi, 2023).

Studies have shown that knowledge sharing also positively impacts team performance. Teams that engage in knowledge sharing tend to have better collaboration, communication, and problem-solving skills (Park & Lee, 2024). By sharing their expertise, employees can assist each other in overcoming challenges and improving task performance (Gok et al., 2021). Research by Harris and Kuhn (2023) demonstrated that teams that share knowledge can create a more supportive work environment, which leads to higher levels of engagement and performance. Knowledge sharing within teams not only enhances individual capabilities but also strengthens collective outcomes, improving overall performance (Liu & Chen, 2022). In this way, the practice of knowledge sharing has a direct impact on both individual and team performances within organizations (Patel et al., 2021).

Employees who are encouraged to share their knowledge feel more valued and involved in the organization's goals, leading to higher engagement levels (Nguyen et al., 2022). As engagement increases, employees become more committed to their work and strive for better performance (Koh et al., 2020). Research by Zhao et al. (2021) supports this by showing that knowledge sharing is linked to greater employee satisfaction and engagement, which ultimately enhances productivity and performance. Engaged employees who actively participate in knowledge sharing are more likely to go above and beyond their regular responsibilities, contributing to improved individual performance (Anderson & Liu, 2023). Therefore, fostering a culture of knowledge sharing can drive engagement and improve employee performance (Park & Lee, 2024).

Knowledge sharing is also linked to employee learning and development, which is crucial for improving performance (Koh et al., 2020). Through the exchange of knowledge, employees can learn new skills, gain insights into best practices, and enhance their expertise (Nguyen et al., 2022). This continuous learning helps employees adapt to changing workplace environments and perform their tasks more effectively (Zhao et al.,

2021). A study by Patel et al. (2021) found that employees who engage in knowledge sharing are more likely to develop new competencies, which contribute to higher job performance. Furthermore, knowledge sharing helps employees overcome knowledge gaps and develop a deeper understanding of their roles, leading to greater efficiency (Lee & Choi, 2023). As such, knowledge sharing is an essential tool for skill development, which in turn enhances employee performance (Park & Lee, 2024).

Leaders who promote and encourage knowledge sharing create an environment of trust and open communication, which motivates employees to contribute their expertise (Gok et al., 2021). Leaders who actively engage in knowledge sharing themselves set an example for employees, reinforcing the importance of collaboration and continuous learning (Zhao et al., 2021). A study by Harris and Kuhn (2023) showed that when leaders support knowledge sharing initiatives, employees are more likely to engage in these practices, leading to better performance outcomes. As leaders facilitate the flow of knowledge across the organization, employees are empowered to make informed decisions and perform at higher levels (Nguyen et al., 2022). Therefore, leadership plays a critical role in ensuring that knowledge sharing becomes a core component of the organizational culture, enhancing overall employee performance (Patel et al., 2021).

Knowledge sharing also contributes to the development of organizational culture, which has a direct impact on employee performance (Liu & Chen, 2022). Organizations that promote knowledge sharing cultivate a culture of collaboration, openness, and trust, all of which enhance employee performance (Park & Lee, 2024). Employees who are part of a collaborative culture are more likely to be motivated and engaged, leading to improved job performance (Zhao et al., 2021). According to Lee and Choi (2023), organizations that prioritize knowledge sharing create a sense of belonging among employees, which boosts morale and increases their commitment to performance goals. A culture of knowledge sharing also encourages continuous improvement, as employees are constantly exposed to new ideas and ways of working (Koh et al., 2020). In this way, fostering a culture of knowledge sharing contributes to long-term improvements in employee performance (Anderson & Liu, 2023).

2.2.4 Career development and employee performance

Career development is a critical factor in employee performance, as it helps employees align their personal goals with organizational objectives, leading to enhanced motivation and job satisfaction (Koh et al., 2020). Research by Greenhaus et al. (2020) indicates that employees who participate in career development programs tend to perform better due to the increased clarity of their career paths. Career development activities such as mentorship, training, and job rotation allow employees to acquire new skills, which improves their competence and overall performance (Patel et al., 2021). Additionally, career development initiatives provide employees with opportunities to take on new roles and responsibilities, which enhances their performance by keeping them engaged and challenged (Nguyen et al., 2022). By supporting employees' career aspirations, organizations can create a highly motivated workforce that performs at higher levels (Liu et al., 2023). Thus, career development plays a significant role in improving employee performance by fostering engagement and growth (Greenhaus et al., 2020).

Studies also suggest that career development programs lead to improved employee retention, which in turn positively affects performance. Employees who see opportunities for career advancement within the organization are more likely to stay and invest in their roles (Wang et al., 2022). Research by Zhao et al. (2021) found that career development initiatives increase employee loyalty, as employees feel more valued and supported in their career progression. Furthermore, employees who have clear career development paths are more likely to be motivated and productive, as they understand how their performance contributes to their long-term goals (Patel et al., 2021). Career development programs that include mentorship, training, and feedback mechanisms help employees continuously improve, leading to better job performance (Greenhaus et al., 2020). Therefore, career development initiatives not only enhance employee performance but also contribute to organizational stability by reducing turnover (Liu et al., 2023).

Career development is also linked to the development of leadership capabilities, which is essential for driving high performance across organizations (Nguyen et al., 2022). Employees who receive leadership development training are better equipped to manage

teams, make decisions, and inspire others, which improves their performance (Patel et al., 2021). A study by Zhao et al. (2021) highlighted that leadership development programs result in better leadership skills, which are crucial for driving team and organizational success. By preparing employees for leadership roles, career development programs ensure that the organization has a strong pipeline of future leaders, leading to sustained high performance (Wang et al., 2022). Furthermore, leadership development enhances employees' ability to navigate organizational challenges, which further improves their job performance (Liu et al., 2023). Therefore, career development is essential not only for personal growth but also for cultivating leadership that drives organizational success.

The relationship between career development and employee performance is further strengthened through continuous feedback and performance evaluations (Koh et al., 2020). A study by Greenhaus et al. (2020) emphasized the importance of feedback in career development, as it helps employees align their efforts with organizational expectations. By participating in performance reviews and goal-setting sessions, employees gain a clearer understanding of how to improve their performance and achieve career advancement (Patel et al., 2021). Career development programs that include feedback mechanisms also promote a growth mindset, encouraging employees to continuously develop their skills and improve their job performance (Zhao et al., 2021). Thus, ongoing feedback as part of career development directly contributes to employee performance improvement.

Career development programs also encourage employees to set and pursue specific career goals, which leads to increased motivation and higher performance (Wang et al., 2022). Employees who have clear career objectives are more likely to stay focused on their work and perform at their best to achieve these goals (Nguyen et al., 2022). Research by Patel et al. (2021) suggests that goal-setting within career development programs enhances employees' sense of purpose and direction, which drives performance. Career goals provide employees with a framework for measuring success, which boosts their confidence and commitment to their roles (Greenhaus et al., 2020). Furthermore, employees who are supported in achieving their career goals tend to feel more satisfied and engaged in their work, which contributes to better performance outcomes (Zhao et al., 2021). Therefore,

setting clear career goals within career development programs directly influences employee motivation and performance.

Finally, career development helps employees adapt to organizational changes and new challenges, contributing to sustained performance (Liu et al., 2023). As organizations evolve, employees must continuously develop new skills and competencies to remain effective in their roles. Career development programs that focus on adaptability and continuous learning prepare employees for these changes, ensuring they maintain high performance (Patel et al., 2021). Employees who have access to career development resources are more likely to embrace change and view challenges as opportunities for growth, leading to improved performance (Zhao et al., 2021). A study by Greenhaus et al. (2020) found that career development initiatives that emphasize adaptability help employees succeed in dynamic work environments. Thus, career development is a critical factor in ensuring that employees remain effective and high-performing, even in times of change

2.3 Summary and Research Gaps

Table 1: Summary and Research gap

Author	Focus of the Study	Findings	Research gap	Focus of the current study
Anderson et al. (2020)	Networking and problem-solving abilities	Employees with networks perform better due to leveraging knowledge and experience to solve problems.	Lack of empirical evidence in the Kenyan context, particularly at Safaricom PLC.	To examine how networking impacts employee performance at Safaricom PLC.
Dhanaraj & Park (2023)	Social capital through networking	Social capital from networks enhances collaboration and sharing best practices, improving individual and	Lack of understanding about how organizational-specific networks influence performance.	To assess the impact of networking on employee performance at Safaricom PLC.

Author	Focus of the Study	Findings	Research gap	Focus of the current study
		organizational performance.		
Jones & Carter (2024)	Networking and career navigation	Professional networks help employees navigate career challenges, leading to increased job satisfaction and performance.	Limited exploration of specific industries, such as telecommunications.	To examine how networking helps in career progression at Safaricom PLC.
Singh & Sharma (2023)	Skill enhancement and innovation	Regular skill enhancement leads to innovation, contributing to improved performance in organizations.	Insufficient research on skill enhancement's direct contribution to innovation in Kenya's telecom industry.	To explore the role of skill enhancement in fostering innovation at Safaricom PLC.
Kumar et al. (2020)	Skill enhancement and job performance	Skill enhancement leads to improved productivity, decision-making, and overall performance in employees.	Lack of studies on skill enhancement within the Kenyan telecom sector.	To assess the impact of skill enhancement on employee performance at Safaricom PLC.
Nguyen & Ngo (2021)	Continuous skill development and employee performance	Continuous skill development improves employee competency, confidence, and job performance.	Limited research on how skill enhancement programs in telecom companies impact performance.	To investigate the role of skill enhancement in employee performance at Safaricom PLC.
Lee & Choi (2023)	Knowledge sharing and employee performance	Knowledge sharing increases employees' understanding of their roles, enhancing	Need for further research in the telecommunications sector.	Evaluate how knowledge sharing affects employee performance specifically at

Author	Focus of the Study	Findings	Research gap	Focus of the current study
		performance and promoting organizational success.		Safaricom PLC.
Nguyen et al. (2022)	Impact of knowledge sharing on employee learning and development	Knowledge sharing helps employees stay up-to-date with industry trends, improve skills, and enhance decision-making and job performance (Nguyen et al., 2022).	Contextualized knowledge sharing practices for specific industries like telecommunications are under-researched.	Focus on how knowledge sharing influences employee performance at Safaricom PLC, particularly in knowledge enhancement.
Patel et al. (2021)	Knowledge sharing and organizational performance	Knowledge sharing promotes innovation, creativity, and overall employee performance. It contributes to organizational growth and competitiveness.	Knowledge sharing's impact on employee performance in large companies like Safaricom PLC is underexplored.	Examine how knowledge sharing at Safaricom PLC fosters innovation and improves employee performance.
Greenhaus et al. (2020)	Career development programs and their impact on employee performance	Career development initiatives improve job satisfaction, motivation, and performance by providing clarity and opportunities for growth.	Research gaps on the specific impact of career development programs in Kenyan organizations.	Evaluate how career development influences employee performance at Safaricom PLC.
Zhao et al. (2021)	Career development and adaptability to	Career development initiatives help employees adapt to change,	Limited research on career development and adaptability in dynamic work	Examine how career development programs at Safaricom

Author	Focus of the Study	Findings	Research gap	Focus of the current study
	organizational changes	ensuring sustained performance during transitions (Zhao et al., 2021).	environments like Safaricom PLC.	PLC enhance adaptability to change and contribute to sustained employee performance.
Liu et al. (2023)	The role of career development in leadership and performance improvement	Career development programs help employees develop leadership skills, essential for performance improvement and organizational success (Liu et al., 2023).	Lack of research on leadership development within the telecommunications sector in Kenya.	Explore how career development initiatives at Safaricom PLC contribute to leadership capabilities and employee performance.

Although prior studies acknowledge the value of mentorship in enhancing employee performance, limited research has been conducted within the Kenyan telecommunication sector, particularly at Safaricom PLC. Most existing studies are generalized across industries or lack focus on specific mentorship dimensions such as networking and knowledge sharing.

2.4 Conceptual Framework

The conceptual framework demonstrates the relationship between mentorship program dimensions and employee performance.

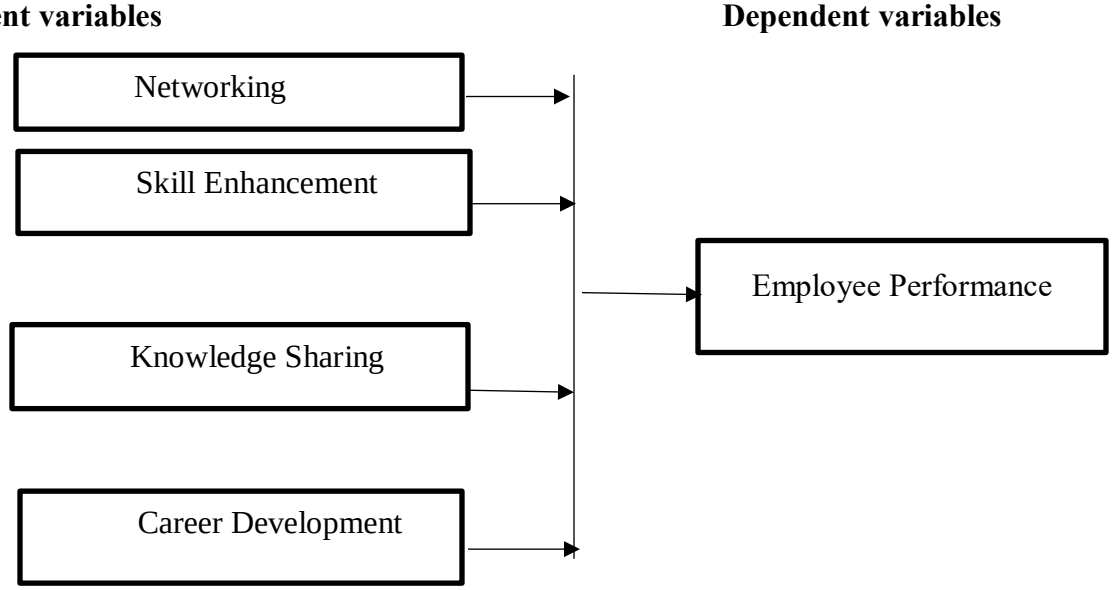


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

Table 2. Operationalization of Variables

Variables	Indicator	Measure	Scale	Tools of analysis
Independent variables				
Networking	Professional connections, Network expansion, Event value, Colleague connectedness, Performance impact	5-Point Likert Scale	Ordinal	Percentages, frequencies Mean and standard Deviation
Skill Enhancement	Technical skills, Interpersonal skills,	5-Point Likert Scale	Ordinal	Percentages, frequencies

Variables	Indicator	Measure	Scale	Tools of analysis
	Confidence, Job application of skills, Overall performance			Mean and standard Deviation
Knowledge Sharing	Institutional knowledge, Knowledge sharing, Mentor insights, Team collaboration, Open communication	5-Point Likert Scale	l Ordinal	Percentages, frequencies Mean and standard Deviation
Career Development	Career clarity, Career path understanding, Professional development, Goal setting, Career motivation	5-Point Likert Scale	Ordinal	Percentages, frequencies Mean and standard Deviation
Dependent variable				
Employee Performance	Task efficiency, Innovation, Job satisfaction, Performance improvement, Job commitment	5-Point Likert Scale	l Ordinal	Percentages, frequencies Mean and standard Deviation

2.6 Chapter Summary

This chapter reviewed theoretical and empirical literature relevant to mentorship and employee performance. It identified the research gap within Safaricom PLC and presented a conceptual framework grounded in relevant theories.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The research approach used to investigate how networking, skill development, information sharing, and career advancement affect employee performance at Safaricom PLC is presented in this chapter. Target population, sampling methods, sample size, data collection tools, pilot project, data processing methods, and ethical considerations are all described. The approach was thoughtfully created to guarantee the validity and dependability of the results and to offer a thorough comprehension of the ways in which organizational learning and development procedures affect worker performance.

3.1 Research Design

This study employed a descriptive research design. According to Saunders et al. (2021), a descriptive design is appropriate for understanding the current status of phenomena and examining relationships between variables. The design allowed the researcher to collect both quantitative and qualitative data on how networking, skill enhancement, knowledge sharing, and career development affect employee performance at Safaricom PLC. The use of this design is supported by Wanyonyi (2022), who used a similar approach to assess employee engagement in large ICT firms in Kenya.

3.2 Target Population

The target population refers to all individuals who possess the characteristics necessary for the research (Mugenda & Mugenda, 2019). In this study, the target population comprised staff at Safaricom PLC headquarters in Nairobi. The population included senior management, middle-level managers, and operational staff, as they are actively involved in networking, training, collaboration, and personal development initiatives.

Table 3: Target Population

Category	Target Population

Senior Management	25
Middle Management	60
Operational Staff	165
Total	**250**

3.3 Sample and Sampling Technique

3.3.1 Sampling Procedure and Sample Size

Stratified random sampling was used to ensure fair representation of each staff category. This technique enabled the researcher to divide the population into strata (senior, middle, and operational staff) and randomly select a proportionate sample from each. This approach is in line with Etikan and Bala (2020), who emphasize that stratified sampling enhances precision by controlling for population heterogeneity.

A sample size of 30% of the target population was used:

$n = (250 \times 30)/100 = 75$

Table 4: Sample size

Category	**Target Population**	**Sample Size**
Senior Management	25	8
Middle Management	60	18
Operational Staff	165	49
Total	**250**	**75**

3.4 Data Collection Instruments

The primary method of gathering data for the study was the use of structured questionnaires. In order to collect information on the four main factors—networking, skill

development, knowledge sharing, and career advancement—and their impacts on worker performance, the survey included both closed-ended and open-ended questions. On a 5-point Likert scale, 1 represented "strongly agree" and 5 represented "strongly disagree," responses were scored. Williams (2024) supports this approach, pointing out that surveys work well for gathering standardized data in big businesses.

3.5 Pilot Study

To evaluate the validity and dependability of the data gathering tools, a pilot study was carried out. Ten employees were selected from Airtel Kenya's customer service department, including three senior managers, three middle managers, and four operational staff. Their responses were analyzed to refine the questionnaire for clarity and relevance.

3.5.1 Validity

Validity was assessed through expert review by the research supervisor and experienced HR officers at Safaricom. According to Jaspersen (2018), content validity ensures the instrument adequately covers all aspects of the research objectives. Necessary adjustments were made based on feedback received.

3.5.2 Reliability

The consistency, stability, and repeatability of research measurements across time and under different circumstances are referred to as reliability. If a research tool consistently yields the same results under many circumstances, it is deemed dependable (Heale & Twycross, 2021). High reliability enhances the credibility of research findings by demonstrating that a study's conclusions are trustworthy and reproducible. Ensuring reliability is crucial for drawing reliable and valid conclusions in both quantitative and qualitative research. The Cronbach Alpha technique was used to verify the instrument's reliability. A threshold of 0.7 was adopted (Kothari, 2023). The pilot results indicated reliability coefficients above 0.75 for all constructs, confirming the internal consistency of the instrument.

Table 5: Reliability Test

Variable	Number of Questions	Cronbach Alpha
Networking	5	0.86
Skill Enhancement	5	0.88
Knowledge Sharing	5	0.89
Career Development	5	0.87
Employee Performance	5	0.90
Average Cronbach Coefficient	5	0.88

3.6 Data Collection Procedure

The researcher delivered physical questionnaires to participants at Safaricom's Nairobi headquarters through designated departmental contacts. Informed consent was obtained before distribution. In order to give respondents enough time to finish the questionnaires, they were collected after five working days.

3.7 Data Analysis and Presentation

Before processing the results, the completed surveys underwent data entry, cleaning, and coding. Descriptive statistics were used to analyze the collected information. Descriptive statistical approaches were used to explain the data and determine the respondents' degree of agreement with the many claims under each component. Data analysis was conducted using Microsoft Excel and the Statistical Package for Social Sciences (SPSS version 20.0), producing quantitative results that were shown as tabulations, percentages, means, and standard deviations.

3.8 Ethical Considerations

3.8.1 Informed Consent

Clear information regarding the goals, methods, and rights of the study was given to the participants. With the understanding that participation was entirely voluntary and subject to withdrawal at any moment, written informed consent was acquired.

3.8.2 Voluntary Participation

Participation in the study was entirely voluntary. No pressure or incentives were used to coerce participation, and participants were free to discontinue without consequence.

3.8.3 Confidentiality

All information gathered was kept private and utilized only for scholarly research. Only the researcher and supervisor had access to the safely stored electronic and physical data.

3.8.4 Privacy

To protect participants' privacy, questionnaires were administered in private and identifying questions were avoided. Participants could also skip any questions they were uncomfortable answering.

3.8.5 Anonymity

No personal identifiers were collected, and unique codes were used to distinguish individual responses. This ensured that data could not be traced back to any respondent.

3.9 Chapter Summary

This chapter detailed the methodology used to assess the influence of networking, skill enhancement, knowledge sharing, and career development on employee performance at Safaricom PLC. It covered the research design, population, sample, data collection tools, analysis techniques, pilot study, and ethical procedures. The next chapter will present and analyze the collected data.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The data gathered from Safaricom PLC respondents in Nairobi about the impact of mentorship programs on worker performance is presented in this chapter. Descriptive and inferential statistics are used in the analysis to determine the associations between the dependent variable (employee performance) and the independent variables (networking, skill development, information sharing, and career advancement). To evaluate the hypotheses, descriptive statistics like means, frequencies, percentages, and standard deviations are displayed first, then correlation and regression analysis.

4.1 Presentation of Research Findings

4.1.1 Response rate

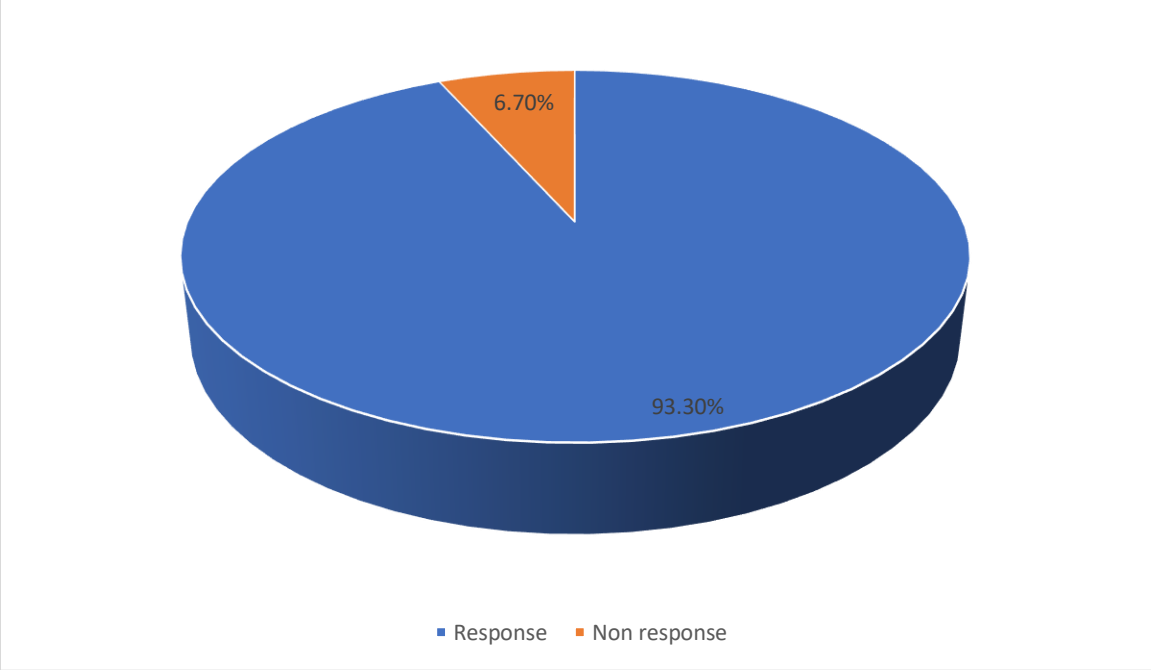


Figure 2: Response Rate

A total of 75 questionnaires were distributed to employees drawn from senior management, middle management, and operational staff using stratified random sampling. Out of these,

70 questionnaires were returned fully completed, representing a 93.3% response rate. This response rate was considered adequate for data analysis since it surpassed the 70% threshold recommended by Mugenda and Mugenda (2019).

4.1.2 Demographic information of respondents

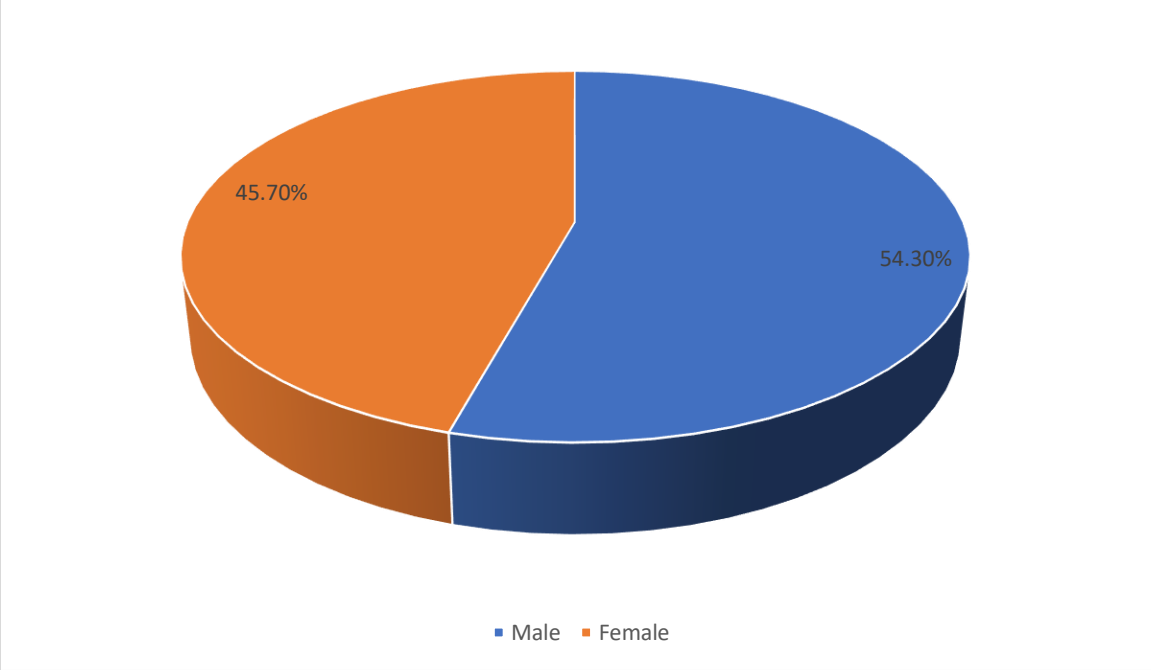


Figure 3: Gender of respondents

The results from figure 3 indicate that the gender distribution of respondents was fairly balanced, with males constituting a slight majority at 54.3% (38 respondents) compared to females at 45.7% (32 respondents**)**. This near parity suggests that the views collected in the study reflect perspectives from both genders without significant bias toward either group. The relatively even representation also enhances the reliability of the findings, as it minimizes the risk of gender-related skewness in responses. Overall, the results highlight inclusivity in the sample, ensuring that both male and female employees' experiences with mentorship programmes and their impact on performance were adequately captured.

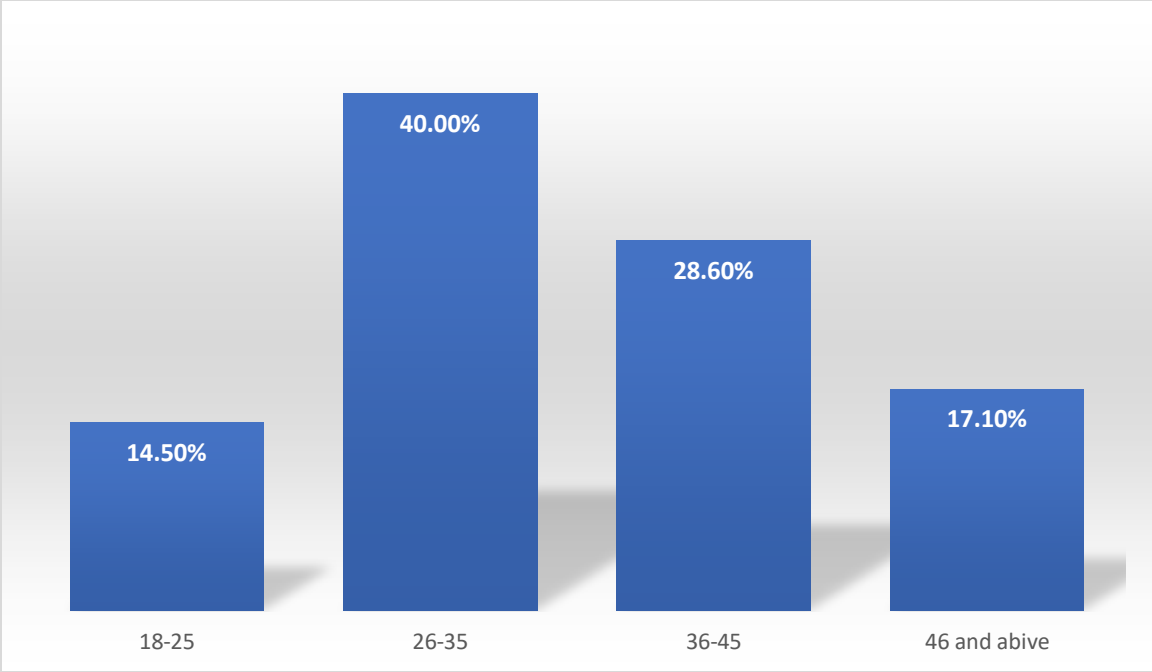


Figure 4: Age of Respondents

The results from figure 4 show that the largest proportion of respondents, 40.0% (28 respondents), were aged between 26–35 years, indicating that Safaricom PLC's workforce is largely composed of young professionals. This is followed by 28.6% (20 respondents) in the 36–45 years category, suggesting a significant presence of mid-career employees who bring experience and stability to the organization. Meanwhile, 17.1% (12 respondents) were aged 46 years and above, representing senior and more experienced staff, while the youngest group, aged 18–25 years, accounted for 14.3% (10 respondents), reflecting entry-level or early-career employees. These results highlight a well-distributed workforce with a strong youthful base complemented by experienced employees, a balance that supports both innovation and institutional knowledge within Safaricom PLC.

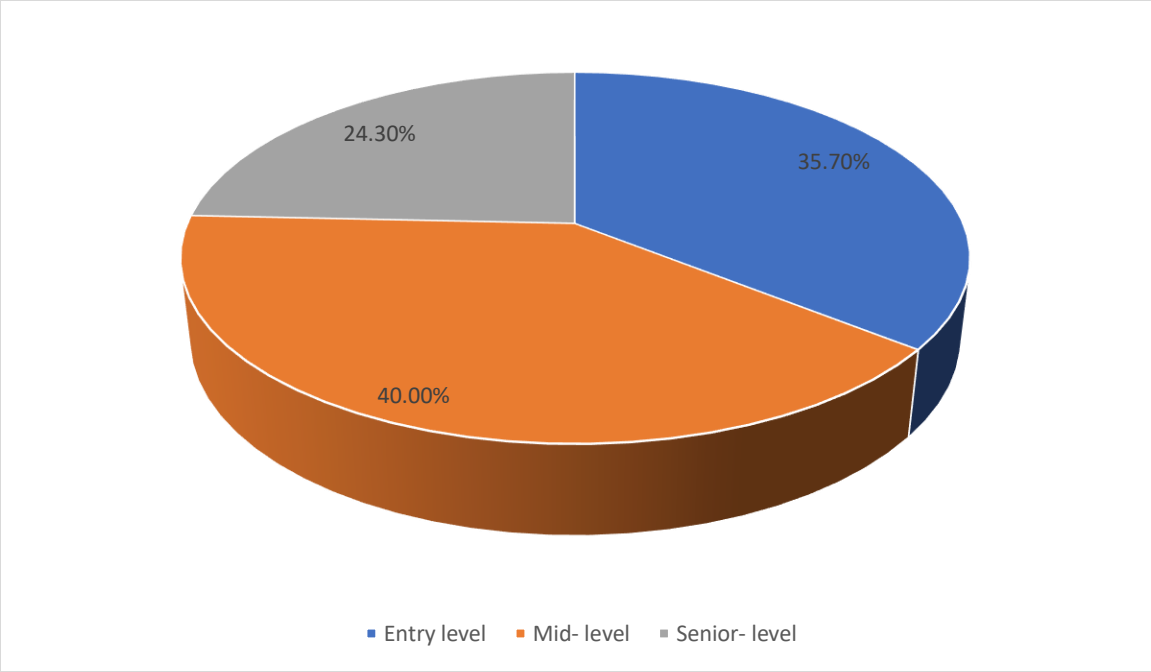


Figure 5: Position of respondents

The results from figure 5 indicate that the majority of respondents, 40.0% (28 respondents), were in mid-level positions, reflecting that a significant portion of Safaricom PLC's workforce is composed of employees with moderate experience and responsibility. This was closely followed by entry-level staff, who accounted for 35.7% (25 respondents), showing that the organization also has a strong base of junior employees, likely contributing to innovation, learning, and growth. Meanwhile, 24.3% (17 respondents) were in senior-level positions, representing experienced staff involved in leadership and strategic decision-making. This distribution suggests a balanced organizational structure where knowledge and expertise flow between different levels, with mid-level employees forming the backbone of operations, while entry-level staff provide new energy and senior-level staff offer guidance and oversight

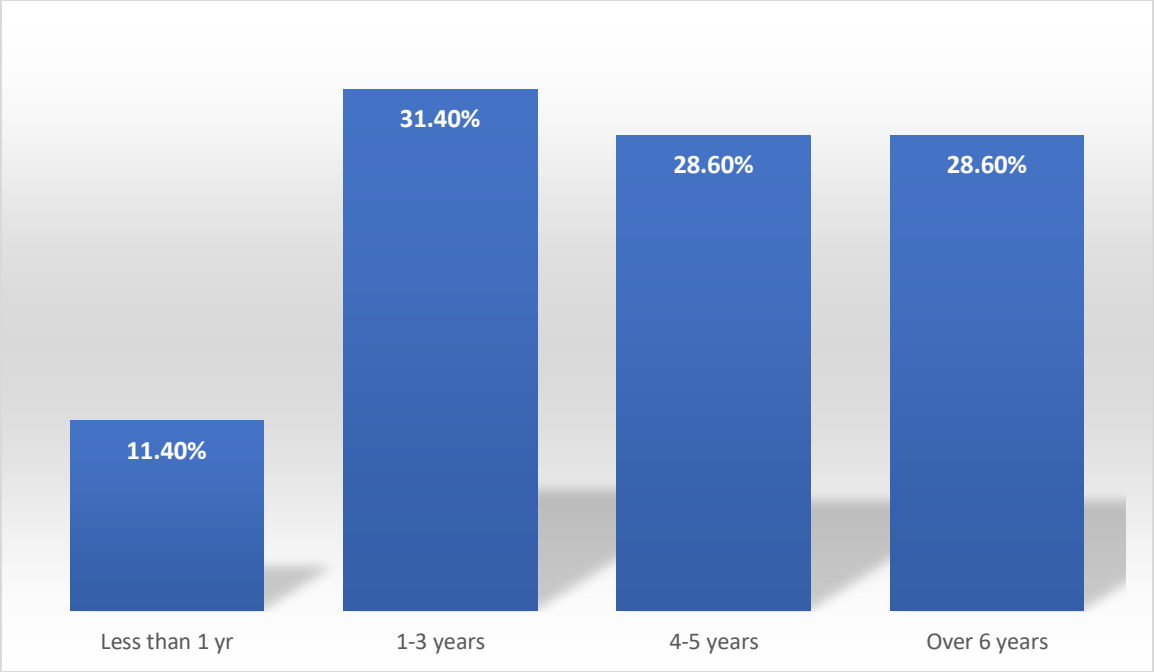


Figure 6: Years worked at Safaricom PLC

The results from figure 6 reveal that the largest group of respondents, 31.4% (22 employees), had worked at Safaricom PLC for 1–3 years, indicating a considerable proportion of relatively new staff who bring fresh perspectives and adaptability to the organization. Additionally, 28.6% (20 employees) had served for 4–6 years, while another 28.6% (20 employees) had worked for over 6 years, showing a strong presence of experienced employees who contribute stability, institutional knowledge, and continuity. Meanwhile, 11.4% (8 employees) had less than 1 year of experience, highlighting ongoing recruitment and workforce expansion. Overall, this distribution reflects a healthy mix of new and seasoned employees, which is beneficial for mentorship, knowledge transfer, and sustained organizational performance.

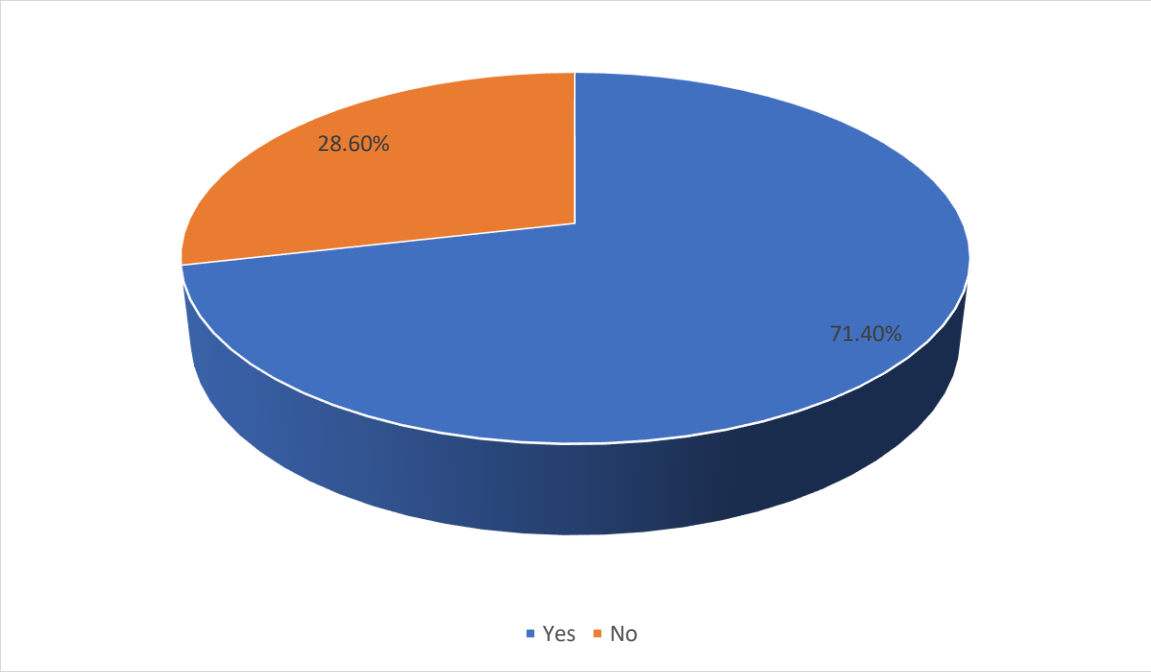


Figure 7: Participation in mentorship programs

The results from figure 7 show that a significant majority of employees, 71.4% (50 respondents), reported active participation in mentorship programs at Safaricom PLC. This demonstrates that mentorship is a well-established and widely adopted practice within the organization, reflecting management's commitment to employee growth and development. On the other hand, 28.6% (20 respondents) indicated that they had not participated in such programs, suggesting that while mentorship is common, there is still a portion of employees who may not be benefiting directly. This highlights an opportunity for Safaricom PLC to expand mentorship coverage and ensure inclusivity so that all employees can access the career development, networking, and performance benefits associated with such programs.

4.1.3 Descriptive analysis of study variables

This section presents the descriptive analysis of the study variables, which provides a summary of the data collected in relation to the research objectives. Descriptive statistics such as frequencies, percentages, means, and standard deviations are used to describe the characteristics of the variables under investigation. The analysis highlights patterns, distributions, and central tendencies, thereby offering an overview of the respondents'

views and experiences. By outlining these descriptive results, the study establishes a foundation for discussion of the findings.

4.1.3.1 Networking and employee performance

Table 6: Responses on networking

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Dev.
Professional connections through mentorship	2 (2.9%)	3 (4.3%)	7 (10.0%)	30 (42.9%)	28 (40.0%)	4.22	0.81
Mentorship helps expand my network	1 (1.4%)	2 (2.9%)	6 (8.6%)	28 (40.0%)	33 (47.1%)	4.35	0.77
Group events provide networking opportunities	3 (4.3%)	5 (7.1%)	10 (14.3%)	26 (37.1%)	26 (37.1%)	4.10	0.88
I feel more connected to colleagues	2 (2.9%)	3 (4.3%)	8 (11.4%)	27 (38.6%)	30 (42.9%)	4.18	0.85
Networking has improved my performance	1 (1.4%)	2 (2.9%)	6 (8.6%)	25 (35.7%)	36 (51.4%)	4.30	0.73

Source: Field Data (2025)

The findings in Table 10 show that networking, as a component of mentorship programmes, is highly valued by employees at Safaricom PLC. The majority of respondents agreed that mentorship helps expand their professional network, with the highest mean score recorded at 4.35 (SD = 0.77), indicating that employees strongly perceive mentorship as a pathway to building meaningful professional connections. Similarly, a mean score of 4.30 (SD = 0.73) for the statement that networking improves performance confirms that mentorship-related networking opportunities directly translate into enhanced employee productivity and effectiveness. Employees also reported feeling more connected to colleagues as a result of mentorship activities (M = 4.18, SD = 0.85), which highlights the role of mentorship in

strengthening workplace relationships and collaboration. In addition, professional connections through mentorship were rated highly (M = 4.22, SD = 0.81), suggesting that both internal and external networks are positively influenced by mentorship initiatives. Although group mentorship events recorded a slightly lower mean of 4.10 (SD = 0.88), a majority of employees still agreed that such events provide valuable networking opportunities, even though a few remained neutral or disagreed. Overall, the results suggest that networking significantly enhances employee performance at Safaricom PLC by expanding professional connections, improving collaboration, and fostering stronger relationships among staff.

4.1.3.2 Skill enhancement and employee performance

Table 7: Responses on skill enhancement

Statement	1	2	3	4	5	Mean	Std. Dev.
Improved technical skills	2 (2.9%)	3 (4.3%)	6 (8.6%)	29 (41.4%)	30 (42.9%)	4.26	0.80
Developed interpersonal skills	2 (2.9%)	4 (5.7%)	7 (10.0%)	28 (40.0%)	29 (41.4%)	4.15	0.84
Increased confidence in tasks	1 (1.4%)	2 (2.9%)	6 (8.6%)	28 (40.0%)	33 (47.1%)	4.32	0.76
Skills applicable to daily work	1 (1.4%)	2 (2.9%)	6 (8.6%)	27 (38.6%)	34 (48.6%)	4.28	0.79
Skills enhance performance	1 (1.4%)	1 (1.4%)	4 (5.7%)	27 (38.6%)	37 (52.9%)	4.40	0.70

Source: Field Data (2025)

The findings in Table 11 show that skill enhancement through mentorship programmes positively influences employee performance at Safaricom PLC. Most respondents agreed that mentorship had improved their technical skills, with a mean score of 4.26, while interpersonal skills development was also highly rated (M = 4.15), suggesting that mentorship contributes to both professional and relational competencies. Confidence in performing tasks recorded one of the highest means at 4.32, indicating that mentorship significantly boosts self-assurance among employees, enabling them to execute their responsibilities more effectively. Similarly, the applicability of acquired skills to daily work scored a strong mean of 4.28, showing that employees directly benefit from the knowledge and skills imparted through mentorship. The highest-rated item, "skills enhance performance," achieved a mean of 4.40, underscoring that employees perceive skill development as a critical factor in improving overall productivity and job performance. Standard deviations across the items ranged between 0.70 and 0.84, reflecting relatively consistent responses among participants. Overall, these results highlight that skill enhancement derived from mentorship programmes is a vital driver of improved employee outcomes, combining technical proficiency, interpersonal growth, and increased confidence to enhance job performance.

4.1.3.3 Knowledge sharing and employee performance

Table 8: Responses on knowledge sharing

Statement	1	2	3	4	5	Mean	Std. Dev.
Gain institutional knowledge	2 (2.9%)	3 (4.3%)	7 (10.0%)	27 (38.6%)	31 (44.3%)	4.20	0.82
Share knowledge with colleagues	3 (4.3%)	4 (5.7%)	8 (11.4%)	26 (37.1%)	29 (41.4%)	4.12	0.85
Mentors provide valuable insights	1 (1.4%)	2 (2.9%)	7 (10.0%)	28 (40.0%)	32 (45.7%)	4.25	0.78

Statement	1	2	3	4	5	Mean	Std. Dev.
Knowledge sharing fosters collaboration	1 (1.4%)	2 (2.9%)	5 (7.1%)	30 (42.9%)	32 (45.7%)	4.30	0.74
Encourages open communication	1 (1.4%)	1 (1.4%)	5 (7.1%)	28 (40.0%)	35 (50.0%)	4.35	0.72

Source: Field Data (2025)

The results on knowledge sharing indicate that mentorship programmes at Safaricom PLC strongly promote the exchange of ideas, experiences, and institutional knowledge, which significantly enhances employee performance. A large proportion of respondents agreed that mentorship helped them gain valuable institutional knowledge (mean = 4.20, SD = 0.82) and provided opportunities to share insights with colleagues (mean = 4.12, SD = 0.85). Mentors were perceived as critical sources of valuable insights into company operations (mean = 4.25, SD = 0.78), highlighting the role of mentorship in transferring organizational knowledge. Additionally, knowledge sharing was found to foster collaboration among team members (mean = 4.30, SD = 0.74), strengthening teamwork and collective problem-solving. The highest-rated aspect was that mentorship encouraged open communication within the workplace (mean = 4.35, SD = 0.72), reflecting its role in breaking down communication barriers and enhancing trust among employees. Overall, the findings suggest that knowledge sharing within mentorship programmes is highly valued and contributes to a collaborative, communicative, and high-performing organizational culture.

4.1.3.4 Career development and employee performance

Table 9: Responses on career development

Statement	1	2	3	4	5	Mean	Std. Dev.
Clarified career goals	2 (2.9%)	3 (4.3%)	7 (10.0%)	27 (38.6%)	31 (44.3%)	4.18	0.80
Better understanding of career path	1 (1.4%)	3 (4.3%)	7 (10.0%)	28 (40.0%)	31 (44.3%)	4.22	0.79
Supports professional development	1 (1.4%)	2 (2.9%)	6 (8.6%)	29 (41.4%)	32 (45.7%)	4.30	0.75
Regular goal setting with mentor	2 (2.9%)	4 (5.7%)	6 (8.6%)	27 (38.6%)	31 (44.3%)	4.15	0.82
Motivates career advancement	1 (1.4%)	2 (2.9%)	5 (7.1%)	28 (40.0%)	34 (48.6%)	4.33	0.71

Source: Field Data (2025)

The findings on career development indicate that mentorship programmes at Safaricom PLC play a significant role in enhancing employees' professional growth and long-term career progression. Most respondents agreed that mentorship has helped them clarify their career goals (mean = 4.18, SD = 0.80) and gain a better understanding of their career paths (mean = 4.22, SD = 0.79). Similarly, the majority acknowledged that mentorship strongly supports professional development (mean = 4.30, SD = 0.75) and provides opportunities for regular goal setting and review with mentors (mean = 4.15, SD = 0.82). The highest-rated aspect was mentorship's ability to motivate career advancement (mean = 4.33, SD = 0.71), showing that employees view mentorship not only as a platform for short-term performance improvement but also as a driver of long-term career ambitions. The relatively low standard deviations across all items indicate consistent agreement among respondents, further reinforcing the perception that mentorship programmes are integral to employees' career development and overall organizational success.

4.1.3.5 Employee performance

Table 10: Responses on employee performance

Statement	1	2	3	4	5	Mean	Std. Dev.
Complete tasks efficiently	1 (1.4%)	2 (2.9%)	6 (8.6%)	27 (38.6%)	34 (48.6%)	4.28	0.79
Encourages innovation	2 (2.9%)	3 (4.3%)	7 (10.0%)	28 (40.0%)	30 (42.9%)	4.22	0.83
Improves job satisfaction	1 (1.4%)	2 (2.9%)	6 (8.6%)	27 (38.6%)	34 (48.6%)	4.35	0.72
Performance has improved	1 (1.4%)	2 (2.9%)	5 (7.1%)	28 (40.0%)	34 (48.6%)	4.30	0.75
Enhances job commitment	1 (1.4%)	1 (1.4%)	5 (7.1%)	27 (38.6%)	36 (51.4%)	4.38	0.71

Source: Field Data (2025)

The results on employee performance indicate that mentorship programmes at Safaricom PLC have a strong positive impact on task completion, innovation, satisfaction, and commitment. A majority of respondents agreed that mentorship has enabled them to complete tasks more efficiently (mean = 4.28, SD = 0.79) and encouraged innovative approaches in their work (mean = 4.22, SD = 0.83). Job satisfaction also received high ratings (mean = 4.35, SD = 0.72), showing that mentorship contributes to greater fulfillment and motivation at work. Additionally, most employees acknowledged that their overall performance has improved as a result of mentorship programmes (mean = 4.30, SD = 0.75). The strongest agreement was observed in mentorship enhancing job commitment (mean = 4.38, SD = 0.71), suggesting that employees are more dedicated and loyal to their roles when supported by mentorship. These findings demonstrate that mentorship programmes are highly effective in improving multiple dimensions of employee performance, thereby contributing to organizational success.

4.2 Limitations of the study

The study on the effect of mentorship programmes on employee performance at Safaricom PLC, while providing valuable insights, was subject to certain limitations.

First, the study was limited in its applicability to other telecommunications organizations or industries because it was carried out within a single organization, Nairobi's Safaricom PLC. Employee experiences, mentorship structures, and organizational culture in Safaricom may differ significantly from those in other firms, making it difficult to extend the conclusions universally.

Second, social desirability bias may have affected the study's reliance on self-reported data from questionnaires. Respondents may have provided overly positive responses regarding mentorship programmes and their performance, either to align with organizational expectations or to present themselves favorably.

Third, the study adopted a cross-sectional design, capturing responses at one point in time. This approach does not fully account for how mentorship influences employee performance over the long term, nor does it capture the dynamic nature of employee growth and organizational changes. A longitudinal study might provide deeper insights into the sustained impact of mentorship programmes.

Fourth, while the regression analysis indicated that mentorship programmes explained 68.2% of the variation in employee performance, there remains 31.8% unexplained variance. This implies that additional elements that were not covered in the study but may have a substantial impact on performance include organizational culture, leadership style, employee motivation, and external economic situations.

Lastly, the study was limited by the sample size of 70 respondents. Although stratified sampling was used to ensure representation, a larger sample might have provided more robust statistical power and reduced the margin of error in the findings.

4.3 Chapter summary

This chapter presented the findings of the study on the effect of mentorship programmes on employee performance at Safaricom PLC. The results showed a balanced workforce in

terms of demographics, with most respondents actively participating in mentorship programmes. Descriptive analysis revealed strong agreement that mentorship enhances networking, skill development, knowledge sharing, and career growth. Correlation and regression analyses further confirmed that all four components positively influence employee performance, with career development emerging as the most impactful factor. Overall, the findings demonstrate that mentorship programmes significantly contribute to improved performance at Safaricom PLC.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

Using Safaricom PLC in Nairobi as a case study, this chapter summarizes the results, suggestions, and conclusions of the study on the impact of mentorship programs on employee performance in Kenyan telecom companies. This chapter's goals are to summarize the findings, relate them to the study's goals, and offer practical suggestions for improving mentorship procedures. The chapter is organized into three main parts: the conclusion, suggestions, and summary of findings.

5.1 Summary of Findings

The study achieved a high response rate of 93.3%, which was adequate for reliable analysis. Demographic data showed a fairly balanced workforce, with 54.3% male and 45.7% female respondents, ensuring inclusivity. In terms of age, the largest group was employees aged 26–35 years (40.0%), highlighting a youthful workforce, followed by mid-career and senior staff, which reflects a blend of innovation and experience. In regards to positions, most respondents were in mid-level roles (40.0%), closely followed by entry-level staff (35.7%), while senior-level employees made up 24.3%, suggesting a balanced organizational hierarchy. Work experience varied, with 31.4% having 1–3 years of service, while equal proportions (28.6%) had 4–6 years and over 6 years, showing a mix of new and experienced employees. Participation in mentorship programmes was notably high, with 71.4% of respondents engaged in mentorship activities, indicating strong adoption of mentorship at Safaricom PLC. However, 28.6% were not involved, signaling room for improvement in ensuring inclusivity and extending mentorship benefits across all staff.

5.1.1 Networking

The study findings revealed that networking through mentorship programmes significantly influences employee performance at Safaricom PLC. The results indicated that employees strongly agreed mentorship expanded their professional networks, with the highest mean score of 4.35, suggesting that such programmes effectively create valuable opportunities

for career growth and development. Networking was also found to enhance collaboration, as respondents noted feeling more connected to their colleagues (M = 4.18). Furthermore, mentorship-related networking contributed directly to improved employee performance (M = 4.30), highlighting its role in boosting efficiency, productivity, and overall job satisfaction. While group mentorship events received a slightly lower mean of 4.10, they still demonstrated importance in fostering professional interactions and team-building. These findings collectively underscore that networking, as facilitated by mentorship, is a critical driver of enhanced employee outcomes.

5.1.2 Skill Enhancement

The results on skill enhancement demonstrate that mentorship programmes at Safaricom PLC significantly contribute to employee performance. Respondents acknowledged that mentorship has been instrumental in improving their technical and interpersonal skills, boosting their confidence, and equipping them with relevant abilities applicable to their daily tasks. The consistently high mean scores, all above 4.0, highlight the strong agreement among employees that skill enhancement is a direct outcome of mentorship programmes. This suggests that employees not only value the learning opportunities provided but also recognize their practical impact on productivity, innovation, and overall job satisfaction.

5.1.3 Knowledge sharing

The findings on knowledge sharing reveal that mentorship programmes at Safaricom PLC are instrumental in enhancing employee performance by facilitating the exchange of institutional knowledge and fostering collaboration. Employees reported that mentorship provided them with deeper insights into company operations and enabled them to share knowledge with colleagues, thereby strengthening teamwork. Knowledge sharing was also found to create an environment of open communication and trust, which is vital for problem-solving and innovation. Overall, the high mean ratings across all items confirm that knowledge sharing is a well-appreciated and effective component of mentorship at Safaricom PLC.

5.1.4 Career development

The study findings on career development show that mentorship programmes at Safaricom PLC play a vital role in shaping employees' career growth and progression. Respondents highlighted that mentorship clarified their career goals, enhanced their understanding of career paths, and supported their overall professional development. Regular goal setting with mentors also emerged as a key factor, helping employees track and align their progress with organizational expectations. Importantly, mentorship was found to be highly motivational in encouraging employees to pursue career advancement, with the highest ratings reflecting its role in fostering ambition and commitment to long-term growth. Overall, the data suggest that career development through mentorship significantly contributes to employee performance, satisfaction, and retention.

5.1.5 Employee performance

The findings on employee performance demonstrate that mentorship programmes at Safaricom PLC significantly improve various aspects of work output and engagement. Employees reported that mentorship enhanced their efficiency in completing tasks, encouraged innovation, and boosted job satisfaction. The results also showed that mentorship contributes to overall performance improvement, with many employees acknowledging that they perform better as a result of mentorship support. Most notably, mentorship was strongly associated with higher levels of job commitment, indicating that employees become more dedicated to their roles and the organization. Overall, the data confirms that mentorship positively influences employee performance across efficiency, creativity, satisfaction, and dedication.

5.2 Recommendations

Based on the findings, it is recommended that Safaricom PLC strengthen its mentorship programmes by incorporating more structured networking events to maximize employee participation and engagement. The company should provide diverse platforms, such as workshops, team-based projects, and cross-departmental interactions, to enhance professional connections across all staff categories. Additionally, mentorship should be tailored to address both technical and interpersonal networking needs, ensuring employees gain exposure to industry leaders and peers for broader professional growth. Finally,

management should continuously evaluate the impact of networking initiatives on employee performance and refine strategies to make mentorship a sustainable tool for career development and organizational success.

It is advised that Safaricom PLC enhance and broaden its mentorship programs with a focus on ongoing skill development in light of the findings. The company should design mentorship sessions that integrate both technical and interpersonal training to ensure a holistic approach to employee growth. To match mentorship material with the changing needs of the company and the sector, regular skills audits can be carried out. In order to promote long-term development and performance enhancements, Safaricom should also promote knowledge transfer by matching seasoned mentors with less experienced staff members. In addition to improving worker performance, investing in skill-based mentoring increases the company's competitive edge in the quickly evolving telecom industry.

It is advised that Safaricom PLC keep bolstering mentorship programs that promote information exchange among all divisions in light of these findings. More possibilities for group discussions, peer learning forums, and knowledge-sharing platforms should be made available to staff members by management. Mentors should also receive training on how to promote candid communication and guarantee that information exchange covers both the interpersonal and technical facets of the job. Safaricom can promote teamwork, maintain creativity, and raise employee performance by making knowledge sharing a fundamental practice.

Based on the results, it is recommended that Safaricom PLC strengthen and expand its mentorship programmes to cover a wider range of employees across different departments and levels. Mentors should be trained to provide targeted career guidance and support in aligning personal aspirations with organizational objectives. The company should also formalize regular career planning sessions where employees and mentors can review progress, update goals, and identify growth opportunities. Additionally, mentorship should be linked to succession planning to ensure that employees motivated toward career advancement are well-prepared for leadership roles. By embedding career development

more deeply into its mentorship strategy, Safaricom PLC can enhance employee performance while ensuring sustainable organizational growth.

Based on the findings, it is recommended that Safaricom PLC continue to strengthen its mentorship programmes by expanding access across all staff categories, ensuring inclusivity and equity in participation. Structured mentorship that emphasizes innovation, skills application, and performance monitoring should be reinforced to sustain efficiency and job satisfaction. The company should also provide periodic reviews and feedback sessions within mentorship programmes to track employee growth and performance outcomes. Lastly, to further improve job commitment, mentorship activities should incorporate career development planning, ensuring that employees feel both supported and valued as they progress in their professional journeys.

5.3 Conclusion

The analysis concludes that networking is a key factor in improving employee performance within Safaricom PLC. Employees value the professional connections and opportunities created through mentorship, which not only strengthen workplace relationships but also contribute to higher levels of efficiency and innovation. The study affirms that mentorship programmes are an effective strategy for enhancing employee engagement, collaboration, and job satisfaction. It is evident that when employees have access to structured networking opportunities, they have a higher chance of career progression and deliver superior performance outcomes.

It can be concluded that skill enhancement is a key determinant of employee performance within Safaricom PLC's mentorship programmes. The findings confirm that mentorship fosters both technical and soft skill development, which are crucial for employees to excel in their roles. Enhanced skills lead to improved confidence, efficiency, and task completion, thereby strengthening overall organizational performance. These results affirm the effectiveness of mentorship as a strategic tool for professional growth and long-term career advancement in the telecommunication sector.

It can be concluded that knowledge sharing significantly improves employee performance by promoting learning, collaboration, and open communication. Through mentorship, employees not only acquire institutional knowledge but also feel empowered to contribute

ideas, support colleagues, and participate in collective decision-making. This indicates that mentorship programmes at Safaricom play a vital role in building a knowledge-driven culture that enhances productivity, employee satisfaction, and innovation.

It can be concluded that mentorship programmes provide a strong framework for career development at Safaricom PLC, positively influencing both individual and organizational outcomes. The findings confirm that mentorship not only enhances technical and interpersonal skills but also inspires employees to set and achieve career goals. By supporting professional development, mentorship contributes to creating a workforce that is motivated, goal-oriented, and future-focused. Therefore, career development is a critical component of employee performance, and organizations that invest in structured mentorship stand to benefit from improved productivity and loyalty.

The study concludes that mentorship programmes are a vital factor in strengthening employee performance at Safaricom PLC. Employees who participate in mentorship initiatives not only gain confidence and efficiency in their work but also show increased innovation, satisfaction, and loyalty to the organization. These outcomes highlight the critical role mentorship plays in enhancing both individual and organizational productivity.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear respondent,

My name is Beryl Achieng Otieno, and I am enrolled at The Management University of Africa. My admission number is BML/35/01301/2/23. I'm researching on the effect of mentorship programs on employee performance in telecommunication companies in Kenya, with a case study of Safaricom PLC in Nairobi. In light of this, we really appreciate your involvement in filling out the questionnaire that is enclosed. Your submitted information will only be used for this study. I'm thankful in advance.

Regards,

Beryl Achieng Otieno

BML/35/01301/2/23

The Management University of Africa

APPENDIX II: QUESTIONNAIRE ON MENTORSHIP PROGRAMS AND EMPLOYEE PERFORMANCE AT SAFARICOM PLC

SECTION A: BACKGROUND INFORMATION

1. What is your gender?

Male [ ]

Female [ ]

2. What is your age bracket?

(Please tick the bracket that includes your current age. If your age includes months, round down to the nearest whole number. For example, if you are 25 years and 6 months, select 18–25.)

a) 18–25 [ ]

b) 26–35 [ ]

c) 36–45 [ ]

d) 46 and above [ ]

3. What is your current position at Safaricom PLC?

a) Entry-level [ ]

b) Mid-level [ ]

c) Senior-level [ ]

4. How many years have you worked at Safaricom PLC?

a) Less than 1 year [ ]

b) 1–3 years [ ]

c) 4–6 years [ ]

d) Over 6 years [ ]

5. Are you currently participating in a mentorship program?

Yes [ ]

No [ ]

SECTION B: NETWORKING

On a scale of 1 to 5, please indicate how much you agree with each of the following statements: 1 denotes substantial dispute, 2 dispute, 3 neutrality, 4 approval, and 5 substantial approval.

Statement	**1**	**2**	**3**	**4**	**5**
Frequently establish professional connections through mentorship programs.					
Mentorship programs help me expand my professional network.					
Group mentorship events at Safaricom provide valuable networking opportunities.					
Mentorship activities enhance connection among colleagues.					
Networking through mentorship has a positive impact					

SECTION C: SKILL ENHANCEMENT

On a scale of 1 to 5, please indicate how much you agree with each of the following statements: 1 denotes substantial dispute, 2 dispute, 3 neutrality, 4 approval, and 5 substantial approval.

Statement	1	2	3	4	5
The mentorship program has improved my technical skills.					
Mentorship contributes to the development of better interpersonal skills..					
Mentorship has increased my confidence in performing tasks.					
The skills I gain from mentorship apply to my daily job.					
Skill enhancement through mentorship improves .					

SECTION D: KNOWLEDGE SHARING

On a scale of 1 to 5, please indicate how much you agree with each of the following statements: 1 denotes substantial dispute, 2 dispute, 3 neutrality, 4 approval, and 5 substantial approval.

Statement	1	2	3	4	5
Mentorship helps me gain institutional knowledge.					
Knowledge gained from mentors is frequently shared with colleagues					

Mentors provide valuable insights into company operations.					
Knowledge sharing in mentorship fosters team collaboration.					
Mentorship encourages open communication and learning.					

SECTION E: CAREER DEVELOPMENT

On a scale of 1 to 5, please indicate how much you agree with each of the following statements: 1 denotes substantial dispute, 2 dispute, 3 neutrality, 4 approval, and 5 substantial approval.

Statement	**1**	**2**	**3**	**4**	**5**
Mentorship has helped me clarify my career goals.					
Mentorship enhances employees' understanding of their career path					
Mentorship programs support my professional development.					
Mentorship programs encourage regular setting and review of career goals.					
Mentorship influences my motivation to pursue career advancement.					

SECTION F: EMPLOYEE PERFORMANCE

On a scale of 1 to 5, please indicate how much you agree with each of the following statements: 1 denotes substantial dispute, 2 dispute, 3 neutrality, 4 approval, and 5 substantial approval.

Statement	**1**	**2**	**3**	**4**	**5**
Mentorship support enhances task efficiency					
Mentorship programs encourage innovation in my work.					
Mentorship positively impacts my job satisfaction.					
My performance has improved since joining a mentorship program.					
Mentorship has enhanced my commitment to my job.					