

# PERCEIVED INFLUENCE OF EMPLOYEE COUNSELING ON THE PERFORMANCE OF YOUTH DEVELOPMENT OFFICERS IN KENYA

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## **Abstract**

*Strategic HRD aims at producing a coherent and comprehensive framework for developing employee through formulation of organizational and individual learning strategies. Indeed there is direct relationship between employee development and employee performance. This study investigated the perceived influence of employee counseling on the performance of youth development officers in Kenya. The study employed a descriptive survey research design. The target population was 195 youth development officers in 12 selected counties including Nairobi, Kiambu, Nyeri, Uasin Gishu, Nakuru, Narok, Kakamega, Bungoma, Kisumu, Meru, Mombasa, and Garissa. A sample size of 105 youth development officers was sampled from the selected counties. Primary data was collected using questionnaires while secondary data was obtained from literature in books, scholarly articles, magazines and journals. Data collected, was edited, coded and then analyzed using descriptive and inferential statistics using Statistical Package for Social Sciences (SPSS) version 21. The study established that employee counseling*

*components have positive relationship with the components of performance. As such, it was concluded that employee counseling plays a significant role in determining the performance of youth development officers.*

*Keywords: Employees, Employee Counseling, Performance, Youth Development Officers, Job Satisfaction*

## **INTRODUCTION**

Strategic business priorities involving operations processes and services remain critical issues for senior leadership (Haggerty & Wright, 2009). The strategic role in leveraging employee-related skills, abilities and knowledge, as a source of competitive advantage, remains an aspirational goal for most organizations (Alagaraja, 2013). Success or failure of the organization depends on employee performance. Many organizations are therefore, investing huge amount of money on employee development (Hameed, 2011). Employee development is directly related to employee performance (Hameed, 2011). Employees, who are developed, would be more satisfied and committed, hence increasing job performance. When employee performance increases, this will lead to firms' effectiveness (Champathes, 2006). Proponents of SHRD argue that it contributes to achievement of goals, helps to sustain long-term firm's success and to transform people as most valued firm assets (Garavan, 2007). SHRD arises from a clear vision about people's abilities and operates within overall firm's strategic framework (Harrison, 2005).

Strategic HRD aims at producing a coherent and comprehensive framework for developing people through the creation of a learning culture and formulation of organizational and individual learning strategies. It therefore develops the intellectual capital required by organization as well as ensuring that the right qualities of people are available to meet present and future needs. The main impact of SHRD is to provide an environment in which people are encouraged to learn and develop (Armstrong, 2006). Knowledge and skills of employees are to be constantly developed in order to be in line with changes and new technologies (Vilmanté, 2010). Strategic HRD is increasingly recognized as pivotal to alignment in supporting organizational transformation and change (Alagaraja, 2013) and is well placed to stimulate, support, and sustain creativity and innovation. SHRD is well placed to address intervention in personal, professional, and firms' development. Strengthening effective HRD strategies and policy decisions will ensure high quality care for de-motivated staff is addressed to (Hongoro, 2006).

In today's more competitive business world, it is not only important for the firms to earn profit but most important to satisfy competitive employees. Retention of employees is not so easy, until an organization provide them with opportunities for career progression through career counseling and goal setting. Career development also involves continuously learning new things, applying new knowledge and taking advantage of opportunities and taking risks in order to make your company more effective and productive and also achieving personal and organizational goals (Shujaat, Saira, Faisal & Ishtiaq, 2013).

Getting your people's management skills right can be the most challenging but rewarding part of running a business. The situations that require management of people can quite often be the most stressful part of a supervisor or manager's role (BACP, 2014). Employee counseling has emerged as the latest HRD tool to attract and retain its best employees and also to increase the quality of the workforce (Chepkilot, 2011). In today's fast-paced corporate world, there is virtually no organization that is free from too much anxiety rising out of various workplace related issues like managing deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and disturbed due to some personal problem. Organizations have realized the importance of having a stress-free yet motivated and capable workforce. Emphasis has been laid on work life balance aimed to reduce job burnout among employees. Many firms have integrated counseling services and making it a part of their culture that they are offering services of employee counseling to its employees (KIM, 2009).

Employee counseling can therefore be a vehicle to provide help in an effective and practical way. Employee counseling at workplace is the latest trend catching up in the corporate HR across the world. In the world of ever increasing complexity and the stress in the lives and especially employees workplaces. Possibility of employee's improved well-being can enable organization's considers using workplace counseling; as a tool to restore employees and potentially improve organizational performance positively (Chan, 2011). Counseling enables employees to explore alternative solutions to the problems with greater health and well-being resulting in better work performance (Porter et al, 2008). Business in the Community (2014) counseling is a psychological health care intervention aim to assist both the employer and employee by intervening with an active problem-solving approach to tackling problems at hand.

Counseling process is about providing a sounding board for an employee, giving them a safe place to talk about issues that trouble them, and allowing counselors to help them find their own solutions to problems or develop better ways to manage issues (Hughes, 2015). Workplace counseling is an employee support intervention that is usually short term in nature and provides an independent, specialist resource for people working across all sectors and in all working environments (Hughes, 2015). The greatest advantage of staff having workplace counseling

skills is that they can help to better identify when it is time to refer an employee to a specialist workplace counselor and can provide the crucial “bridge” into such a referral (McInnes, 2012). Workplace counselors offer support to people in firms across all sectors, locations and sizes.

Managers have found counseling skills training to be hugely helpful in terms of how they manage people. Poor people management skills are often cited in dysfunctional workplace relationships (McLeod, 2010). Counselors in Britain are accredited by British Association for Counseling & Psychotherapy (BACP) while in Kenya it is Kenya Psychological and Counselors Association (KPCA) and Kenya Institute of Professional Counselors (KIPC) among others. Workplace counseling will always remain an important resource for organizations. It offers employees a safe, confidential place to talk about anything that may be confusing, painful or uncomfortable, and allows them to talk with someone (Counselor) who is trained to listen attentively and to help them improve the situation (Hughes, 2015). Counseling appears to work best in a face-to-face context, with the counselor. However, a telephone option can provide a more immediate opportunity, as well as a measure of anonymity. Some counselors are using technologies that offer email, instant messaging and online counseling.

Counseling types includes: Disciplinary counseling that deals with lower standards of behavior or performance than are expected at work for example, being absent from work and bullying. It tries to bring an end to poor performance without taking disciplinary action. Personal counselling happens when your physical or mental health is affected by personal problems that may require help/advice due issues of stress, bullying and harassment, depression, alcohol abuse and drug abuse. Stress management that employers have legal duties to take care of the safety of their employees and managing stress (BACP, 2014). Counseling process simply involve the following steps: Step1- describes behavior change, Step 2 get employee comments on the changed behavior and the reason for it. Step 3- agree on a solution and emphasize on confidentiality. Step 4- Summarize and get commitment to change and final step 5 follow up (Raheja, 2014). Providing an environment where work-life issues are taken seriously is newest challenge for counselors, leaders and HR professionals. Critical and more difficult task is the leader’s ability to effectively balance time and focus between one’s career demands, family pleasures and obligations, and personal life over a lifetime (Muna & Ned, 2009). Work-life balance has huge implications to HRD; hence employees and counselors have a big role to play.

### **Performance of Youth Development Officers**

Kenya is a youthful nation, with 75 % of its population being under the age of 30 years and 22 % being between the ages of 15 to 24 years. Youth is a critical transition stage from childhood to

young adulthood is delicate and challenging and is dependent on support and guidance from the family, community, school, and society at large. Poverty remains a critical and widespread development challenge in Kenya. Young people are particularly affected by unemployment, lack of proper housing (particularly in the urban areas) and health challenges. Lack of opportunity can lead to crime. Youths living in poverty are also more likely to be diagnosed with psychological problems. Additional negative factors affecting the youth include marginalization; lack of voice in the family, the community and the national arena; poor representation in decision making and limited recreational facilities (MOYAS, 2009).

To avert and overcome these challenges, the ministry of state for youth affairs (MOYA) was established in December 2005 to give special focus to the concern of the Kenyan youth and especially to assist in producing a responsible and empowered youth who would throw his/her weight behind building a better Kenya (MOYA Magazine, 2007). Before then, issues pertaining to youth were addressed by many different Government Ministries. In 2007, the Government committed itself to fully address youth concerns through "Sessional Paper No. 3 of 2007 on national youth policy and youth development. Initially the ministry comprised four departments; Administration and planning, Youth development, Youth training and National youth service (MOYAS, 2013). In order to integrate and harmonize issues affecting youth in sports related activities, the Government through circular No. 1/2008 reorganized the ministry to include the department of sports, hence changed the name to ministry of youth affairs and sports (MOYAS).

The Department of Youth Development was established in January 2007 with an aim of spear heading the general empowerment of the youths in Kenya in order to reduce risk factors and promote positive factors. The Department coordinates and mainstream youth issues in all aspects of national development as stipulated in the National Youth Policy. The Department of youth development visualizes an innovative, creative and vibrant youth building a better Kenya. It was mandated to develop programs to address strategic issues in the areas of employment, empowerment, youth crime and drugs, leisure, recreation and community services, youth and health, youth and environment among others. The department promotes youth development by designing various policies and programs that build the young people's capacity to resist risk factors and enhance protective factors. To execute the above mandate, Youth Development Officers (YDOs) were recruited at various levels (national and counties) to carry out the functions of the Department that include: coordination, designing and implementation of youth development programs at local, national and regional levels (MOYAS, 2013). They are currently employees in the ministry of devolution and planning since 2013. Activities of youth development officers are coordinated from directorate of youth affairs. Directorate is headed by

a director and has 463 youth development officers deployed at the headquarters, counties and sub-counties. Therefore the recruitment, selection, training and development of youth development officers is the responsibility of the PSC of Kenya through the ministry (MODP).

In summary, the department is founded on national aspirations as contained in the Vision 2030, Millennium development goals, the Kenya national youth policy of 2007 and the ministry's strategic plan. Successful implementation of the department's programs and activities is expected to improve efficiency in resource allocation, improve quality of life of young people, create opportunities for youth development and consequently empower the youth economically, socially and politically. The department of youth development was guided by this vision "To be a leader in developing and empowering youth for active participation in national development."

YDOs also mainstream youth issues at all levels and undertake research and dissemination of information on youth issues. According to ECOSOC youth mainstreaming is a strategy for making (youth) concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs, in all political, economic and social spheres so that (youth) benefit equally and inequality is not perpetuated. In addition the department undertakes research and consultancy in youth development work and promotes linkages and strategic partnerships among stakeholders (MOYAS, 2013).

Youth development is both an approach and a philosophy to policies and programs that serve young people. Its underlying philosophy is holistic, positive and preventive. It mainly focuses on development of assets and competencies in the development in all young people. Youth development provides a framework of programs and services that addresses human needs for the healthy growth of young people including necessary competencies for adult success. In an attempt to cope with the complex changes and challenges of development, they may engage in behavior considered to be experimental and risky. Due to this, young people tend to experience a number of social problems including homicide, suicide, substance use and abuse, sexually transmitted infectious diseases and teenage and unplanned pregnancies. Therefore the role of youth development officers is to assist in addressing the positive development of young people to decrease these problems by facilitating their adoption of healthy behaviors and helping to ensure a healthy transition into adulthood (MOYAS, 2013).

Youth development officers were expected to coordinate the implementation of youth empowerment programs aimed at alleviating the enormous challenges affecting them. Therefore performance indicators for youth development officers is measured on the following youth development programmes: Achievement of goals at directorated of youth affairs that includes: Youth empowerment through training on necessary skills for national development (entrepreneurship, leadership, life skills & ICT skills) and ensuring youth own their enterprises,

gender mainstreaming, sensitization and achievement of 30% affirmative action to youth and women in accessing (YEDF,UWEZO,WEF & Government procurement opportunities), youth empowerment and participation (national youth council, national youth policy, national cohesion/peace building, vision 2030, Constitution) among others. This study will therefore investigate the perceived influence of strategic HRD on performance of youth development officers in Kenya. Study focus area (variables) will include: Management development, employee training, career development and employee counseling and its perceived influence on performance of youth development officers.

### **Statement of the Problem**

In the recent past, there have been great concerns towards challenges related to youth unemployment, reinforcing policy debate on various issues affecting youth development. Apart from unemployment, youth also encounter challenges in accessing finance, entrepreneurial skills and government procurement opportunities. According to Kenya national census (2009), youth (15-30 years) make about 32% of the population and 60% of the total labour force. They are the largest source of human resource for national development (NYP, 2007). Economic growth rate has not been sufficient enough to employ the increasing labour force of about 800,000 annually leaving 75% unemployed youth (MOYAS, 2009). The unfortunate thing is that the government is unable to absorb the majority into employment (Mzungu, 2007).

Directorate of Youth Affairs have prioritized youth development work as a major avenue through which issues affecting youth of Kenya can be addressed. In view of this, national youth policy was developed to serve as a road map for youth development through training officers (NYP, 2007). Unfortunately, youth challenges are increasingly reported on daily basis. This could imply that performance of youth officers is lacking in actualizing the dream of youth empowerment as stipulated in Kenyan vision 2030.

Strategic HRD practices therefore have a major contribution to development of both DYA and youth development officers. There is limited scholarly work done on the effect of SHRD practices on performance of youth development officers in Kenya civil service as it is with many developing countries (Wachira, etal, 2012). Yet there is still little empirical evidence that SHRD practices actually contributes significantly to superior firm performance (Mabey & Gooderham, 2005). Therefore this study will build on the foregoing to investigate the perceived influence of SHRD practices on the performance of Youth development officers in Kenya. The plough back effect is that, they will therefore be expected to empower the youth in addressing those critical challenges affecting them.

## Objective of the study

To examine the influence of employee counseling on the performance of youth development officers in Kenya.

## Hypothesis of the Study

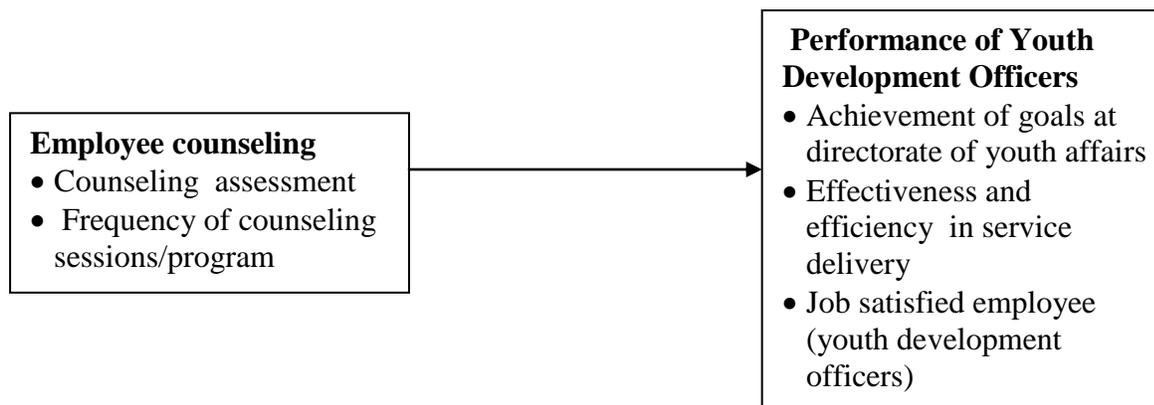
**H<sub>0</sub>:** Employee counselling does not have any significant influence on performance of youth development officers in Kenya.

**H<sub>A</sub>:** Employee counselling has a significant influence on performance of youth development officers in Kenya.

## Conceptual Framework

The conceptual framework explains the relationship between the independent variables, the dependent variables and moderating variables. The former is presumed to be the cause of the changes that influence the latter (Kothari, 2005). The conceptual framework for this study will be as in figure 1.

Figure 1: Conceptual Framework



## THEORETICAL REVIEW

### Counseling Theory

Reality therapy is a relatively new form of therapy in counseling. Therapy was founded by William Glasser a psychologist in California in 1965. Reality therapy refers to the client's phenomenal world and emphasizes the subjective way the client will see and interact with their surrounding world through internal control assessment. Glasser (1985) have emphasized that people see the world through the five basic needs of genetics and not the real world as it is the locus of evaluation. Like any other therapy, reality therapy has been pointed out that people have freedom, can make responsible choices and options. People can effectively control this life

if they are willing to try setting a goal. So by putting the principles of control theory, people can prevent many problems that can lead to therapy. Reality-oriented behavior therapy as a whole that involves components of doing, thinking, feeling and physiology this means that the client is responsible for choosing not only what they do, but whatever they think, feel, and experience it physically. In other words therapy focuses on the behavior and thinking. In general, the goal of reality therapy is to provide an environment that can help clients to build psychological strength to assess the current behavior or values. It can be used in therapy (counseling), family counseling, rehabilitation counseling, institutional management, and development and progress of society. Like in this study employee counseling program will help improve on area of absenteeism, turnover and productivity among youth development officers. Kottler and Brown state that reality therapy is an approach to teaching that emphasizes problem solving, personal responsibility and he also said the reality therapy is based on the assumption or assumptions that individuals need to build the identity of either succeed or fail.

## **EMPIRICAL REVIEW**

Organizations' to survive today, they need to take advantage of the strategic potential and competencies of employees for the benefit of the organization (Ruona and Gibson, 2004). A key concern of strategic HRD is to ensure that HRD activities align with corporate strategies (Garavan, 2007). Strategic HRD has a major role to play in managing organizational change and in preparing organizations to engage in socially responsible activities. This role involves incorporating societal issues into the HRD vision, mission, and strategies and demonstrating a strong commitment to such issues in practice. For organizations to have a good reputation socially, they must be consistent in how they manage their employees as well as stakeholders.

### **Employee Counseling**

Study review of published empirical research by Chan, (2011) on the effectiveness of workplace counseling in improving employee well-being (including workplace stress, burnout and depression) and performance. These studies indicate that workplace counseling improves employee well-being; the intervention helps employees alleviate symptoms of workplace stress, burnout and depression. However, workplace counseling seems to have neutral effect on employee performance, although some studies reported reduction in absenteeism and positive impact on performance. Regardless to outcome, employees almost unanimously reported satisfaction with the workplace counseling sessions and found them to be helpful, personally and professionally. A study by McLeod, (2010), research evidence, showed that workplace counseling interventions have been found to reduce sickness absence rates in organizations by

as much as 50%. This fact alone demonstrates the cost-effective nature of counseling, and the positive impact it can have on an organization's productivity. Further studies on an evaluation by the University of Manchester Institute of Science and Technology in 1990 found that the introduction of a counseling service at Post Office saved it £102,000 over a six-month period.

A study by Mapira et al, (2013), it was found that employees have high respect for the role of workplace counseling arguing that it reduces rate of absenteeism, grievances, hearings and dismissals. Counseling helps to increase staff morale, boost confidence, self-esteem, improve productivity and efficiency. It can also deal with employees' behavioral issues, thereby increasing their job satisfaction. Managers' and employee's sentiments are still consistent with Cole, (2003), who connotes that counseling enables employees to experience greater health and well-being, impacting on better work performance. Research concluded that there are significant perceptual similarity between management and employees in Zimbabwe regarding the role of counseling. Management showed that workplace counseling plays a greater role in changing employee behavior. It was also found that some employees feel that counseling is a waste of resources because it is used by managers as a way of suppression/torture of vibrant employees in name of disciplinary counseling. There is evidence that counseling support can accelerate rehabilitation of an absent employee, saving firms' money in the long run (Hughes, 2015).

In recent years, it has been established that workplace counseling has resulted in significant increases of about 15% of compensation claims of work-related stresses in the United States and in Australia. At least 35% of costs of compensation payouts were paid to government workers following work-related stress claims according to the Labour Research Department (1994). Study by Mayor, (2006) found that workplace counseling can achieve reduction in work related stress in more than 50 % of employees who have received counseling. Findings showed that work-related symptoms and stress had returned to normal levels for more than 50 % of clients in two thirds of the studies. Research by McLeod, (2008) found that employees have to be aware of all workplace counseling policies and practices for easy evaluation. That 80 % of those who were aware of these policies and practices were able to recommend or use counseling again.

Study by McInnes (2007) found out that wellbeing and personal development by employees is better approached when they are all informed. This gives employees produce better results when all participants are informed of their existence and rationale. This gives employees a better understanding and appreciation of workplace counseling. Study by Mellor-Clark et al, (2012) at Cambridge University study showed clearly that the effect of time-limited counseling (an average of seven sessions) on distressed clients is positive. Evidence drawn

from a sizeable treatment group suggested that such counseling leads to an increased sense of wellbeing. Another study found that workplace counseling contributed to “significant improvements on most attitude-to-work factors: opportunity for control, skill use, job demand, clarity, feeling valued, interpersonal contact, competence, work spill-over, adequacy of pay and job satisfaction.” This implies counseling leads to happier, more positive and secures employees.

Employee Assistance Professionals Association (EAPA, 2014) study reviewed the outcome of more than 28,000 EAP counseling interventions. The findings indicate the success of EAPs when it comes to engaging with clients and matching client problems with relevant and appropriate counselors, as well as offering speedy interventions that minimize the time employees are required to wait for professional support. A key finding from the study is that 70% of the EAP clients were demonstrably shown to recover or improve following their counseling intervention. Study shown EAPs offer services available and clients were more likely to see counseling treatment through to completion. According to study by Raheja, (2014) study done in Mumbai India majority of the employee 61% sampled were unaware of the concept of employee counseling, 25% had partial idea the it related to distress, advising, creating self-awareness and personality development. Those agreed that there was a perceived need for employees counselling in the company were 69%. Employees who felt that counseling is an important HRD function were 78%. Those unaware of the companies practicing employee counseling in India were 83% of employees. McLeod (2001) concludes that of these 34 studies, at least 85 percent of those who received counseling at their workplace had experienced increased productivity as compared to those who did not practice workplace counseling.

Research by Attridge and VandePol, (2010) on the cost-effectiveness of crisis preparation and workplace services by EAPs has been largely positive, particularly regarding outcomes of avoiding trauma-related costs in employee disability leave and shorter duration periods before return to work after a critical incident. Strong evidence exists supporting the effectiveness of potential EAP partners in the areas of worksite wellness and stress management intervention programs that have been shown to improve employee health and work performance (Parks & Steelman, 2008). Also important are the findings from a recent survey that found that majority of EA professionals consider prevention to be a core component of their professional identity and deliver prevention-oriented services to employees (Bennett & Attridge, 2008). Study by Megrnahan, (2007) prevention services provided most oftenly by EAPs to their client organizations were alcohol, team building and depression screening.

According to Ralph Kellett, (2014) information on availability of career and employment counseling services across Canada has been lacking. There is also little evaluative information

to demonstrate the contribution of counseling in helping people make the transition from school to work or unemployment to employment. A survey of career and employment counseling conducted showed that little counseling evaluation is being done in the schools, colleges, universities, within Canada employment centers. Absence of evaluative information places the service at risk of being discontinued so those in leadership positions have to be convinced on the need for better evaluation of counseling.

Existence for most EAPs has relied on anecdotal evidence with limited empirical data to support outcomes from clinical and firms interventions. According to Jacobson et al, (2010), improvements resulting from to EAP counseling interventions were measured through self-report surveys of client satisfaction and through Global Assessment of Functioning (GAF). Although several key research-based books and texts on EAPs exist, the empirical research base for the EAP field is limited (Attridge et al., 2005). Basic research is also needed on factors that determine which kinds of operational practices drive service quality, user a survey satisfaction and important outcomes (Amaral et al, 2007). Professionals (EA), experienced in services delivery(EAP) for employees struggling with alcohol problems, reported that almost 90% of EAP clients referred out of EAP and into community treatment for alcohol and drug treatment were successful in completing their recommended specialized treatment (Attridge, 2003).

A survey of career and employment counseling conducted under the sponsorship of the CLFDB showed that little counseling evaluation is being done in the schools, colleges, Ralph Kellett, (2012). Leadership has to be convinced on need for more and better evaluation. The effectiveness of EAPs as a means of identifying and controlling alcohol misuse has been shown to be substantially reduced if the EAP system is not fully integrated into existing organizational systems such as the formal or informal performance appraisal procedures. It is also recognized that a crucial factor in implementation of EAP is the attitude of the supervisor towards the program (Schmidenberg & Cordery, 2007).

Research shows that for children, family breakdown can be as painful as death of a parent. A recent survey of male chief executives in Britain showed that 2/3 reported that pressure of work made them irritable and short-tempered with their wives (Bachelor & Thorburn, 2014). Numerous studies have affirmed the effects of job stressors on work-family conflict (Schaffer, 2001). Job or work role stressors in turn are posited to influence individual career satisfaction and well-being. Studies on stress and work-family relationships indicate that work stressors contribute to job dissatisfaction, heightened life stress and decreased career satisfaction (Hassan, 2008). Empirical evidence supports the positive linkage between role conflict in both work and family domains and behavior-based work-family conflict (Carlson,

1999). In their study of women entrepreneurs in Singapore, Kim and Ling (2001) found work role conflict and worries about financial health of the business to be positively correlated to work-family conflict.

Numerous research results show that job satisfaction is found to be significantly and negatively related to turnover intentions on a consistent basis (Susskind et al, 2000). Recent models of turnover intentions have linked on perceived job stress with turnover intentions through various intermediate withdrawal cognitions such as job satisfaction and organizational commitment (Mikkelsen et al., 2000). Causal influence between job satisfaction and job stress has been hypothesized (Williams et al, 2001), empirically tested. Analytical results confirm that job stress is predictive of numerous negative attitudinal and behavioral outcomes as job dissatisfaction, commitment toward firms and a greater propensity to leave firm (Barsky et al, 2004). Test results show that job stress is an important influence on firm commitment and job satisfaction, in which job stress is negatively related commitment (Chou-Kang & Chieh-Peng, 2005).

According to study by Davis and Gibson, (1994) employee counseling is geared toward comprehensive firm's welfare strategy. A needs assessment should aim to provide a range of information which will affect the design of subsequent interventions. Clearly it needs to investigate the type, prevalence and severity of problems affecting employees. Needs assessment therefore should incorporate an evaluation of resources currently available to employees for dealing with problems, such as, absenteeism, turnover, financial aid, family issues in-patient and out-patient drug and alcohol (Davis & Gibson, 1994).

### **Employee performance**

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed. Since every firm cannot progress by one or two individual's effort, it is collective effort of all the members (Qaisar & Yaqoob, 2009). Management Development as an integral component of HRD is premised on organizational performance improvement mediated through human expertise and human effort. Profitability is an important parameter for business managers as it reflects the overall organizations performance (Edwinah & Ahiauzu, 2013). Productivity is basic to organizational effectiveness that is combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized (Amah, 2006). Productivity improves, when quantity of output increased relative to quantity of input. Efficiency among officers may include time, cost and waste minimization in service delivery.

Firm's growth and survival in today's globally competitive and fast changing environment requires organizations to come up with interventions to provide employees with the required technical, managerial and personality competencies. This would help the employees achieve and sustain a high level of performance. Adoption of this position in Directorate of youth affairs would be the way to achieve competitive position in the global scheme. Thus Degraft-Otoo, (2012) provides a performance (mathematical) model that must be considered:  $\text{Performance} = (\text{Ability}) \times (\text{Motivation})$ . According to study by Richard et al, (2009) organizational performance encompasses three specific areas of firm outcomes: 1, Financial performance (profits, return on assets, return on investment, etc.); 2, Product market performance (sales, market share, etc.) and 3, Shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness is broader. To enhance job performance, training skills and behaviors have to be transferred to the workplace, maintained over time, and generalized across contexts (Holton & Baldwin, 2000), job training is a complex matter (Chiaburu & Teklab, 2005).

Training aids an employee to continue making the necessary positive contribution to the success of organization in good job performance (Degraft-Otoo, 2012). Study by Luoma, (2005) MD can be used strategically, as a factor affecting the performance of an organization. Study by Sharma, (2014) concludes that Indian origin organizations fall short in terms of importance given and performance of training function compared to multinational companies. Further, it is found that service companies have an edge over manufacturing companies in terms of importance and performance of training. Study by Manyasi, Kibasa and Chepkilot, (2013) sought to examine the effect of university support for career development on lecturers' performance in public universities. The results indicated that organizational support for career development of employees positively affected their performance in public universities. This support in terms of study leave, financial support for further studies as well as incentives such as salary increases and promotions on programs completion enhanced employee performance.

Study by Dierendonck et al, (2007) performance improvements after receiving upward feedback could have been influenced by, for example, other events occurring within the organization. Study by Edwinah and Ahiauzu, (2013) found that employee involvement is significantly related to profitability in the Nigerian banks. This implies that increase in employee involvement is associated with increase in firms' productivity. There is significant relationship between employee involvement and productivity in the banks studied. So when employees are involved they tend to develop and implement better ways of achieving organizational goals. Employee tends to be interested in taking part in decision making, deriving solution to urgent

problems and receiving assignments that are challenging/involving. Indicating that managerial qualifications can be an important process in improving the profitability of an organization.

According to a study by (Mimina & Nikitina, 2012) the higher the intelligence of the individual, the more unexpected and original solution he can find to any performance problem. Management development is concerned with improving managers' performance in their present roles and preparing them for greater responsibilities in the future. It involves coaching, human resource planning to assess their demand for managers, appraisal of manager abilities, effectiveness and efficiency. It is also the structured process by which managers enhance their skills, competencies or knowledge, via formal or informal learning methods, to the benefit of both individual and organizational performance (Luke, 2011). A UK study of 500 firms found HRD managers were twice as likely to rate management development as having high firm impact on performance where fast-track development was used (Thomson et al, 2001).

According to a study conducted by Qaisai and Yaqoob, (2009), the rest of the 50 percent contribution towards employee performance other than development factors was attributed to other factor such as: attitude, commitment, motivational factors, and trust in the organization, and other factors such as compensation, reward and bonuses can also increase employee performance. Training needs to have an impact on the professional skills of that employee will improve performance that is a source of competitive advantage driven on human capital development (McKeown & Teicher, 2006). According to study by Roger (2014), genuine integration of individual and organizational goals or transfer of learning from the individual to the organization is not evident. Few qualitative measures of organizational performance are employed Motivation is increased not only because assessment signals to the participants that the organization takes the training seriously, it also helps the trainee to see skill acquisition as a developmental tool that will benefit them personally (Tyson & Ward, 2004).

In a study of organizational effectiveness, it was found that providing career development opportunities has a marked positive impact on employee engagement and a range of other factors directly related to organizational performance (Scales, 2010). Walia and Bajaj, (2012) examined the impact of HRM practices on employee satisfaction. It was concluded that retention is very important and could be done through employee job satisfaction, better organizational policies-work life balance, supervisor support and good working conditions. It was also analyzed that career development and working environment show the highest relationship with the satisfaction that means employees want to work at that organization where they get support from peers and colleagues and development of their careers.

According to the studies by Podsakoff et al. (2000), organizational citizenship behavior consists of categories like courtesy and working time flexibility. Courtesy is referred as

discretionary behavior on the part of an individual, which involves helping others by minimizing work-related problems to occur. Behaving courteously will allow employees to get well among themselves which in turn prevent conflicts. This will decrease the amount of time and energy spent by the supervisor in negotiating conflicts which otherwise would have occurred. Courteous behavior therefore enhances organization's ability to quickly adapt to environmental changes, thus having a positive impact on organizational performance (Podsakoff, 2000).

Strategic Fit Performance underscores the value of firms taking the responsibility for management development, focusing on long-term development, seeking to develop an individual's potential (rather than just training for the next job), promoting managers internally where possible and expecting to retain them, and linking their training and development to a competency framework. In contrast, the regression analysis shows that the Management Development Systems variable, incorporating a number of systems conventionally viewed as best practice, does not have a significant impact on organizational performance (Mabey, 2005). Studies tracking the performance impact of progressive HRM practices have invariably included management training as key element. By definition such research explains much about the collective impact of HRM practices but does not allow us to assess the specific contribution of management training and development practices (Mabey, 2005).

According to Champathes (2006), coaching has become an important technique to improve performance. It is not a one way communication and proves to be a two way communications where coaches identify what can be improved and how it can be improved. Further coaching addresses the beliefs and behaviors that hinder performance (Toit, 2007). It can be further seen that coaching is all about helping someone else to improve performance (Starr, 2004). Study by Vilmanté, (2008) development process has the potential to make a strong positive impact on performance of individuals, teams and organizations as a whole.

## **RESEARCH METHODOLOGY**

### **Research Design**

A research design is the total strategy for the investigation, connecting theoretical perspective and problem identification with data collection and analysis (Fain, 1999). Hence the most appropriate research design to be adopted for this study will be descriptive survey design. The design expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on the relations of the problem. This study therefore seeks to highlight the effects of strategic HRD practices, specifically employee training on performance of youth development officers in Kenya. It is also hoped to address major objectives and research hypothesis proposed on the study. Descriptive studies are designed to gain more information

about characteristics of groups in a study (Majumdar, 2005) and data for study will be collected using pre-tested questionnaires.

### Target Population

The study population will include all youth development officer in Kenya. The total number of youth development officer is 463 as at August 2015. The target population will therefore be the 195 youth development officers drawn from selected counties where the study sample will be drawn from. Distributions of youth development officers across the country are relatively not homogeneous in terms of population and geographical location in the 47 Counties in Kenya.

### Sample Size

Churchill and Brown (2004) noted that the correct sample size in a study is dependent on the nature of the population and the purpose of the study. The sample size usually depends on the population to be sampled, although there are no general rules. Generally, sample sizes larger than 30 and less than 500 are appropriate for most research. However, in multivariate study, the sample size should be several times as large as the number of variables in the study in order to achieve good results. Nevertheless, the determination of the sample size is usually a balance between the margin of error and the confidence level.

To arrive at a sample size, the study will adopt a formula by Nassiuma, (2000) for estimating a sample size,  $n$ , from a known population size,  $N$ , a coefficient of variation (V.C) of 30% and a standard error of 2%.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where,

$n$  = sample size;

$N$  = population size;

$C$  = coefficient of variation and  $e$  is error margin.

Substituting these values in the equation, estimated sample size ( $n$ ) was:

$$n = 195 * 0.3^2 / \{0.3^2 + (195-1)0.02^2\}$$

$$n = 105$$

### Sampling Procedure

To arrive at the above sample size, the study will adopt a multistage sampling design in three stages. In the first stage, Purposive sampling technique with a maximum variation technique will be used to select 12 counties out the 47 counties in the country. These counties will be drawn

from the 8 regions of Kenya based on high population of the youth and officers. Therefore the 12 counties to be selected will include: Nairobi (Nairobi region), Kiambu and Nyeri (Central region), Kakamega and Bungoma (Western region), Uasin Gishu, Nakuru and Narok (Rift valley region), Kisumu (Nyanza region), Meru (Eastern region), Mombasa (Coast region) and Garissa (Northeastern region) counties respectively since they meet the criteria for selection as shown in table 3.1 above.

According to Cochran, (1977), multi stage sampling is useful when the population sampled is divided in subsets which may be considered exchangeable and which have a role of some administrative nature. Small number of units or cases that maximize the diversity relevant to the research question can be used in the sample selection. Financial, accessibility and time constraints can be taken into consideration in the selection of the first-stage sample. Cohen, Manion, & Morrison (2001), state that the whole population should be shared into homogenous groups, each group having comparable features. In this respect, it is assumed that youth development officers have similar characteristics.

Lee, Forthofer and Lorimer (1989), considered random sampling technique as a more practical approach because it offers no biasness by providing every element with equal chance of being selected. In the second stage simple proportionate random sampling technique suggested by Vuuren and Maree (2002) will be adopted to select the portion of the sample by dividing the total number of youth development officers in that county by the total number of all youth development officers in the twelve selected counties and then multiplied by the sample size (105). Finally in the third stage simple random sampling will then used to select the specific number of individual youth development officers allocated to each selected county as respondent for the study.

### **Data Collection Instruments**

The study will employ the use of both primary and secondary data. Primary data will be collected through the use of questionnaires. The questionnaires will be administered to the 105 youth development officers. Questionnaires will include closed ended statements formulated on a five point Likert scale (1-SD, 2-D, 3-U, 4-A, 5-SA).

The questionnaires will seek responses relevant to the study variables. The variables on those questionnaires items will be drawn from include: management development, employee training, career development, employee counselling and performance of employee (youth development officers). The secondary data will be obtained from literature in books, scholarly articles, magazines and journals.

## **Pilot testing**

The instruments will be pilot tested in two Counties(that shall not be included in the study) to establish the duration required by respondent to respond to the items and to find out whether there are any problems with the administration of the instruments. The purpose of the pilot is to determine the characteristics of the instruments i.e. readability, discrimination index, index of difficulty and the readability level. Data from the pilot will be used to modify the instruments.

## ***Validation of research Instruments***

Validity is the degree to which results obtained from the analysis of the data represent the phenomenon under study (Mugenda & Mugenda, 2003). Validity is also the extent to which research findings accurately represent what is really happening in the situation (Cant et al., 2011). Validity is the accuracy and meaningful of inferences which are based on the research results. For the purpose of this study, validity will be achieved through expert judgements of the research supervisor will check and approved that analysis of the data actually represented the phenomena under study. Validity also relates to the extent to which the research data and the methods for obtaining the data are accurate, honest and on target (Denscombe, 2003).

According to Cooper and Schindler (2006) the researcher may choose to do it alone or may use a panel of experts to judge how well the instrument meets standards. The questionnaire which will be used in this study will be given to a statistician to evaluate it for face and content validity as well as for conceptual clarity and investigative bias. Mugenda and Mugenda state that there are five types of validity namely, construct validity, content validity, face validity, predictive validity and criterion related validity. Content validity will be considered in this study so as to modify the instruments to maximize the information gathered. Content validity refers to the extent to which a test covers the various objectives of the study while construct validity is the accuracy with which a test measures some characteristics or constructs in the individual respondents (Majumdar, 2005).

Supervisors will validate instruments. The content validity of items in the questionnaire will be obtained by determining the extent to which the raters agree with the test developer assignment of the test items to respective objective. The raters also will provide answers to the test items to verify the accuracy and objectivity of the scoring key. The items on which the raters will disagree on correct answer or with the developer's assignment of the test items to the respective objective will be either modified or discarded. To improve the readability of items in the questionnaire a lecturer in communications skills from JKUAT Nakuru CBD Campus will check the language of the instruments in terms of item faults, spelling mistakes and sentence length.

### ***Reliability of Research Instruments***

Reliability is the instrument which measures the repetition of the research findings. This study will use Cronbach's alpha as a measure of reliability. Cronbach's alpha is a test for survey's internal consistency. It is also called scale reliability test. It is a measure of how well each individual items in a scale correlates with the remaining items. The reliability co-efficient reflects consistency with which an instrument measures whatever it is supposed to measure (Fain, 1999). According to Mugenda and Mugenda, a reliability coefficient of 0.7 and above is considered suitable to make inferences that are accurate enough. The questionnaire is pre-tested among a few counties before being used to the rest of the population to check for reliability and validity of the questionnaire. The reliability of the study will therefore be assessed by conducting a pilot study using 11 youth officers from two counties (Baringo & Nyandarua) which are not included in the study. This is for the purpose of modifying the content in the questionnaire.

### **Data Processing and Analysis**

Data analysis consists of running various statistical procedures and tests on the data (Cooper & Schindler, 2006). The purpose of any research is not simply having data, but to deduce information from the data gathered. Both descriptive and inferential statistics will be used to analyze the research data. The data collected from the close ended items will be assigned numerical values (coded) and analyzed by use of a computer package- Statistical Package for Social Scientists (SPSS) version 21. Quantitative data will be analyzed using descriptive statistics tabulated in percentages, and frequencies to describe the categories formed from the data. The data will be tabulated to permit interpretation. Descriptive (frequencies and percentages) will therefore be used to portray the sets of categories formed from the data. Descriptive statistics enable the researcher to meaningfully describe a distribution of measurements and summarize data (Mugenda & Mugenda, 2003 and Fain, 1999). Findings will be presented using tables and discussions thereof.

## **RESEARCH FINDINGS AND DISCUSSION**

### **Response Rate**

The response rate for this study was 90.5% which can be characterized as very good and thus a good indicator that the results are externally valid and therefore can be generalized. Essentially the response rate that every researcher would pursue would be 100%. In reality however this is not possible due to sampling measurement and coverage errors. A response

rate below 51% is considered inadequate in social sciences (Pinsonneault & Kraemer, 1993). Babbie (1990) suggested that a response rate of 60% is good; 70% is very good.

### Factor Analysis for Employee Counseling

Principal component analysis was done on 10 of employee training items of the questionnaire. The findings from the analysis were as presented in table 1

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	466.503
	df	45
	Sig.	.000

From the table, a sampling adequacy of 0.853 was obtained which exceeded the recommended value of 0.5 (Field, 2009). Bartlett's test of sphericity was statistically significant at  $p < 0.01$  which supports the factorability of the correlation matrix. Eigen value criterion was employed in PCA to examine the variance explained by each of the employee training items. Assessment of communalities resulted to the findings as presented in table 2.

Table 2: Communalities

	Initial	Extraction
i. Youth directorate organizes frequent counseling sessions for youth development officers	1.000	.545
ii. An elaborate counseling assessment has enabled effective counseling process for youth officers	1.000	.653
iii. Employee counseling help reduce workplace stress, burnout and depression among youth officers	1.000	.650
iv. Through employee counseling, there has been a reduction in absenteeism and thus improving organizational performance	1.000	.619
v. Counseling helps improve morale, confidence and self esteem of youth officers in their workplace	1.000	.688
vi. Youth officers are aware of the concept of counseling program aimed at improving productivity in the ministry	1.000	.662

vii.	Officers are aware of all ministry's counseling policies and practices and able to use the services and recommend others	1.000	.751
viii.	Employee counseling has made youth officers develop positive attitudes to their work or job	1.000	.568
ix.	Workplace counseling plays an important role in changing employee behavior that will be cost effective in the long run	1.000	.682
x.	The ministry have set up clear monitoring mechanisms to follow up on youth officers counseling and evaluate its success	1.000	.642

Extraction Method: Principal Component Analysis.

The table above showed that all the factors loaded above 0.5 thus most of the components could account for a significant amount of variance observed. On further examination, the researcher used the Eigen 1 factor criterion to examine the amount of variance explained by each of the components of employee counseling. The findings of the analysis are as in table 3.

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of	Cumulative	Total	% of	Cumulative	Total
		Variance	%		Variance	%	
1	4.952	49.520	49.520	4.952	49.520	49.520	4.460
2	1.508	15.076	64.596	1.508	15.076	64.596	3.295
3	.792	7.922	72.518				
4	.607	6.072	78.590				
5	.528	5.276	83.866				
6	.435	4.346	88.211				
7	.382	3.816	92.027				
8	.335	3.349	95.376				
9	.257	2.568	97.944				
10	.206	2.056	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Principal component analysis revealed the presence of 2 components with Eigen values greater than 1 explaining 64.6 % of the total variance. Ten components were shown to cumulatively contribute significantly to the total variance. As such a clear factor solution was obtain by all of the employee training components. Consequently, none of the items was redundant and hence none was removed. The pattern matrix to show factor loadings on the components was as shown in table 4.

Table 4: Pattern Matrix<sup>a</sup>

	Component	
	1	2
Directorate of youth affairs organizes frequent counseling sessions for youth officers	.748	
An elaborate counseling assessment has enabled effective counseling process or program for youth officers	.768	
Employee counseling help reduce work place stress, burn out and depression among youth officers		.681
Through employee counseling, there has been a reduction in absenteeism and thus improving organizational performance		.566
Employee counseling helps improve youth officers' morale, confidence and self esteem in their work place.		.813
Youth officers are aware on the concept of counseling program aimed to improve their productivity in the ministry.	.812	
Officers are aware of all ministry's counseling policies and practices and able to use the services and recommend others	.908	
Employee counseling has made youth officers develop positive attitudes to their work	.557	
Work place counseling plays an important role in changing employee behavior that will be cost effective in the long run		.865
Youth directorate have set up clear monitoring mechanisms to follow up on officers counseling and evaluate its success	.841	

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization. a. Rotation converged in 5 iterations.

Table 4 indicated that six items loaded strongly on one component of employee counseling while four of the items were strongly loading on the second component. In regard to the frequency of counseling component, six items loaded on it including that the directorate of youth affairs organizes frequent counseling sessions for youth officers, that an elaborate counseling

assessment has enabled effective counseling process or program for youth officers and that Youth officers are aware on the concept of counseling program aimed to improve their productivity in the ministry. Additionally, other items loading under frequency of counseling were that officers are aware of all ministries counseling policies and practices and are able to use the services and recommend others, that employee counseling has made youth officers develop positive attitudes to their work and that youth directorate have set up clear monitoring mechanisms to follow up officers counseling and evaluate its success. Four items loaded on the counseling assessment component of employee counseling. The items included the assertions that employee counseling help reduce work place stress, burn out and depression among youth officers, that through employee counseling, there has been a reduction in absenteeism and thus improving organizational, that employee counseling helps improve youth officers morale, confidence and self esteem in their work place and that work place counseling plays an important role in changing employee behavior that will be cost effective in the long run.

### Employee Counseling

The researcher went ahead to establish respondents perceptions towards employee counseling. The responses were established in relation to the two components of employee counseling which were counseling session frequencies and counseling assessment. The means and standard deviation values were established to aid in making inferences. The findings from the analysis were as presented in table 5

Table 5: Perceptions on Frequency of Employee Counseling

	N	Mean	Std. Dev
1. Directorate of youth affairs organizes frequent counseling sessions for youth officers	95	1.92	.895
2. An elaborate counseling assessment has enabled effective counseling process or program for youth officers	95	2.02	.850
3. Youth officers are aware on the concept of counseling program aimed to improve their productivity in the ministry.	95	2.62	1.204
4. Officers are aware of all ministry's counseling policies and practices and able to use the services and recommend others	95	2.18	.911
5. Employee counseling has made youth officers develop positive attitudes to their work	95	2.68	1.123
6. Youth directorate have set up clear monitoring mechanisms to follow up on officers counseling and evaluate its success	95	2.06	.943
Valid N (listwise)	95		

Based on the analysis, respondents disagreed that the directorate of youth affairs organizes frequent counseling sessions for youth officers and that an elaborate counseling assessment has enabled effective counseling process or program for youth officers. They also did not accept that the officers are aware of all the ministry's counseling policies and practices and able to use the services and recommend others and that the youth directorate have set up clear monitoring mechanisms to follow up on officers counseling and evaluate its success. These assertions registered mean responses averaged at 2 (Disagree). The respondents however remained apprehensive on whether the youth officers are aware of the concept of counseling program aimed at improving their productivity in the ministry. Further they were undecided on whether employee counseling has made youth officers develop positive attitudes to their work. The researcher observed some level of consistency in the respondents' views with most responses having a standard deviation less than one. Regarding the counseling assessment component of employee counseling, the respondents' opinions were as presented in table 6.

Table 6: Perceptions on Counseling Assessment

	N	Mean	Std. Dev
Employee counseling help reduce work place stress, burn out and depression among youth officers	95	3.28	1.366
Through employee counseling, there has been a reduction in absenteeism and thus improving organizational performance	95	2.78	1.084
Employee counseling helps improve youth officers' morale, confidence and self esteem in their work place.	95	3.55	1.165
Work place counseling plays an important role in changing employee behavior that will be cost effective in the long run	95	3.84	1.151
Valid N (listwise)	95		

It was observed that the respondents accepted that employee counseling helps improve youth officers' morale, confidence and self esteem in their work place. Further they agreed that workplace counseling plays an important role in changing employee behavior that will be cost effective in the long run. However respondents remained undecided on whether employee counseling help reduce work place stress, burnout and depression among youth officers and whether through employee counseling, there has been a reduction in absenteeism and thus improving organizational performance. Additionally, the researcher noted the lack of consistency in the respondents' views with most of the responses having standard deviation values greater than one.

The researcher then classified the responses in terms of either negative, neutral or positive to analyse the classification of the responses across the different categories. The findings from the analysis were as demonstrated hereafter.

Table 7: Attitudes on Frequency of Counseling Programs

		Frequency	Percent
Valid	Negative	62	65.3
	Neutral	26	27.4
	Positive	7	7.4
	Total	95	100.0

The findings showed that 65.3% of the respondents had negative attitudes towards the frequency of the counseling programs organized by the directorate of youth affairs. As such, the researcher observed that the respondents were not satisfied with issues relating to the frequency of the counseling programs.

The researcher further performed a chi square test to establish whether the experience of the respondents was responsible for the respondents' diverse views. The findings from the analysis were as presented in table 8.

Table 8: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.029 <sup>a</sup>	6	.805
Likelihood Ratio	3.710	6	.716
Linear-by-Linear Association	1.611	1	.204
N of Valid Cases	95		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .59.

The analysis derived a chi square value of 3.029 between experiences and respondents perceptions towards the frequency of the training program. However the researcher observed that the value was statistically insignificant at  $p < .05$  level of significance. Therefore the researcher concluded that the respondents experience have no role in their perceptions towards the frequency of the counseling programs.

On the other classification of responses relating to the attitudes on counseling assessment yielded the following results.

Table 9: Attitudes on counseling assessment

		Frequency	Percent
Valid	Negative	24	25.3
	Neutral	28	29.5
	Positive	43	45.3
	Total	95	100.0

The researcher established that 45.3% of the respondents had positive attitude, 29.5% were neutral while 25.3% were negative. Therefore the researcher observed that the responses were evenly distributed across all the attitudes categories. Chi-square test was done to establish whether experience could have resulted to the observed differences in opinion or it was basically out of mere chance. The findings from the analysis were as shown in table 10.

Table 10: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.127 <sup>a</sup>	6	.908
Likelihood Ratio	2.153	6	.905
Linear-by-Linear Association	.269	1	.604
N of Valid Cases	95		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is 2.02.

From the analysis, a chi-square value of 2.127 was realized between counseling assessment and respondents work experiences. However the value was statistically insignificant at  $p < .05$ . Therefore the researcher concluded that experience had no significant influence on the respondents' perceptions towards counseling assessment.

### Factor Analysis for Performance of Youth Development Officers

Principal component analysis was done on the components of performance of youth development officers to establish the underlying relationships and the measurement models.

Table 11: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.837
	Approx. Chi-Square	370.092
Bartlett's Test of Sphericity	df	45
	Sig.	.000

PCA indicated a sampling adequacy of 0.837 which exceeded the recommended value of 0.5 (Field 2009). Bartlett's test of sphericity was statistically significant at  $p < 0.01$  which supports the factorability of the correlation matrix. Eigen value criterion was employed in PCA to examine the variance explained by each of the items regarding performance of youth development officers. The findings from the analysis are as presented in table 12.

Table 12: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.402	44.019	44.019	4.402	44.019	44.019	3.294
2	1.397	13.970	57.989	1.397	13.970	57.989	2.507
3	1.077	10.775	68.764	1.077	10.775	68.764	3.024
4	.656	6.564	75.328				
5	.587	5.865	81.193				
6	.523	5.228	86.421				
7	.442	4.422	90.843				
8	.359	3.587	94.430				
9	.306	3.059	97.489				
10	.251	2.511	100.000				

Extraction Method: Principal Component Analysis.

- a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Principal component analysis revealed the presence of 3 components with Eigen values greater than 1 explaining 68.764 % of the total variance. Ten components were shown to cumulatively contribute significantly to the total variance. As such a clear factor solution was obtained by 10 out of 12 items of performance of youth development officers components. Consequently, two redundant items of the variable were removed. The pattern matrix for the analysis was as presented in table 13.

Table 13: Pattern Matrix<sup>a</sup>

	Component		
	1	2	3
There is higher achievement of performance goals at the directorate of youth affairs by youth development officers			-.640
Youth officers feel satisfied with their job performance	.700		
There is increased staff productivity on performance of youth development officers			-.565
The directorate is committed to enhance the performance of youth development officers.	.513		
Preparation of performance work plans, appraisals and reports enhances performance of youth development officers		.834	
Officers equipped with technical, managerial and personality competencies enhances quality decision making skills		.936	
Performance of youth development officers has been enhanced through strategic thinking in achieving directorate strategic objectives		-.599	
Youth officers are greatly involved in all functions at directorate of youth affairs and that coaching has influenced improvement in their performance	.779		
Youth development officers are very committed in meeting performance objectives of the directorate in the coordination of implementation of youth empowerment programs			-.870
Facilitation of programs, better remuneration and other motivation factors have led to improved performance among youth officers	.926		

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 9 iterations.

The pattern matrix indicated that three items were loading strongly on the first component (achievement of goals) of the youth performance, three others were loading on effectiveness and efficiency and four others were loading on employee job satisfaction.

### Performance of Youth Development Officers

The researcher further sought to establish the perception of the employees towards the performance of youth development officers in the directorate of youth affairs. factor analysis demonstrated the presence of the three components of the performance of youth development officers including goal achievement, performance efficiency and employee job satisfaction. The

researcher first computed the means and standard deviation values to assist in drawing inferences. This was done in respect to every of the sub-component of the performance of youth development officers. The findings from the analysis were as discussed hereafter.

Table 14: Perceptions on Goals Achievement

	N	Mean	Std. Dev
There is higher achievement of performance goals at the directorate of youth affairs by youth development officers	95	3.49	1.090
There is increased staff productivity on performance of youth development officers	95	3.12	1.184
Youth development officers are very committed in meeting performance objectives of the directorate in the coordination of implementation of youth empowerment programs	95	3.94	.783
Valid N (listwise)	95		

The findings indicated that the respondents agreed that the youth development officers are very committed in meeting the performance objectives of the directorate in the coordination of implementation of youth empowerment programs. However, respondents remained non-committal on whether there is higher achievement of performance goals at the directorate of youth affairs by youth development officers and on whether there is increased staff productivity on performance of youth development officers. The researcher observed that there was lack of consistency in responses with two items relating to goal achievement having standard deviation greater than 1. Regarding the performance efficiency, the perceptions of the respondents were as shown in table 15.

Table 15: Perceptions on Performance Efficiency

	N	Mean	Std. Dev
Preparation of performance work plans, appraisals and reports enhances performance of youth development officers	95	3.97	1.015
Officers equipped with technical, managerial and personality competencies enhances quality decision making skills	95	4.25	.743
Performance of youth development officers has been enhanced through strategic thinking in achieving directorate strategic objectives	95	3.82	1.021
Valid N (listwise)	95		

The study established that the respondents agreed that the preparation of work plans, appraisals and reports enhances performance of youth development officers, that officers equipped with technical, managerial and personality competencies enhances quality decision making skills and that the performance of youth development officers has been enhanced through strategic thinking in achieving directorate strategic objectives.

All these responses had a mean approximately equal to 4 (Agree). Respondents however had diverse views in relation to the performance efficiency with the observed standard deviation values being greater than 1 apart from one statement that had a standard deviation value of 0.743. On the other hand respondents' perceptions in regard to job satisfaction were as depicted in table 16.

Table 16: Perceptions on Job Satisfaction

	N	Mean	Std. Dev
Youth officers feel satisfied with their job performance	95	2.79	1.138
The directorate is committed to enhance the performance of youth development officers.	95	2.80	1.126
Youth officers are greatly involved in all functions at directorate of youth affairs and that coaching has influenced improvement in their performance	95	2.88	1.138
Facilitation of programs, better remuneration and other motivation factors have led to improved performance among youth officers	95	2.37	1.185
Valid N (listwise)	95		

The findings showed that the respondents disagreed that the facilitation programs, better remuneration and other motivation factors have led to improved performance among youth officers. However, they were undecided on whether youth officers feel satisfied with their job performance, whether the directorate is committed to enhance the performance of youth development officers and on whether Youth officers are greatly involved in all functions at directorate of youth affairs and that coaching has influenced improvement in their performance. In addition, the researcher observed greater spread of responses with all the responses having standard deviation greater than 1.

The researcher then categorized the responses for all the subcomponents of the performance of youth development officers as negative, neutral or positive. The frequency distribution tables were developed to show the spread of the responses across the three categories. The findings for goal achievement were as presented in table 17.

Table 17: Attitudes on Goal Achievement

		Frequency	Percent
Valid	Negative	14	14.7
	Neutral	26	27.4
	Positive	55	57.9
	Total	95	100.0

The researcher observed that 57.9% of the respondents were positive towards goal achievements in the directorate of youth affairs. However 27.4% had neutral attitude while 14.7% had negative attitude. As such the majority of the respondents were positive about the aspect of goal achievement in the performance of youth officers. The researcher then performed chi-square test to find out the whether experience plays any significant role in the respondents perceptions towards goal achievement. The findings from the analysis were as demonstrated in table 18.

Table 18: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.774 <sup>a</sup>	6	.342
Likelihood Ratio	7.416	6	.284
Linear-by-Linear Association	2.743	1	.098
N of Valid Cases	95		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is 1.18.

A chi-square value of 6.774 was established between experience and goal achievement sub-component of the performance of youth development officers. This value was however insignificant at  $p < .05$  level of significance. Therefore the researcher concluded that experience of the respondent does determine the respondents' perception towards the goal achievement of youth development officers. In regard to performance efficiency, the distributions of respondents' perceptions were as shown in the following table.

Table 19: Attitudes on Performance Efficiency

		Frequency	Percent
Valid	Negative	5	5.3
	Neutral	15	15.8
	Positive	75	78.9
	Total	95	100.0

The results demonstrated that 78.9% of the respondents had positive attitude regarding the performance efficiency of the employees in the directorate of youth affairs. 15.8 % of the respondents had neutral attitudes while only 5.3% had negative perception. The respondents sought to establish whether experience significantly influences respondents perception towards the performance efficiency. As such a chi-square test was carried out. The findings from the analysis were as shown in table 20.

Table 20: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.044 <sup>a</sup>	6	.418
Likelihood Ratio	6.738	6	.346
Linear-by-Linear Association	.416	1	.519
N of Valid Cases	95		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .42.

The analysis revealed a chi-square value of 6.044 between respondents experience and the performance efficiency of the directorate employees. This value was however insignificant at  $p < .05$  level of significance. The researcher therefore concluded that the respondents experience did not have any significant effect on their attitude towards the performance efficiency.

The distribution of the responses along the three attitude categories relating to job satisfaction yielded the following results.

Table 21: Attitudes on Job Satisfaction

	Frequency	Percent
Valid Negative	44	46.3
Valid Neutral	37	38.9
Valid Positive	14	14.7
Total	95	100.0

The table indicated that 46.3% of the respondents had a negative attitude, 38.9% were neutral while 14.7% were positive. As such the researcher observed that most of the respondents inclined towards negative perceptions regarding the job satisfaction sub-component of the performance of youth directorate. A chi square analysis was undertaken to find out the effect of experience on respondents perceptions towards job satisfaction. The findings for the analysis were as presented in table 22.

Table 22: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.153 <sup>a</sup>	6	.789
Likelihood Ratio	3.333	6	.766
Linear-by-Linear Association	.975	1	.324
N of Valid Cases	95		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is 1.18.

A chi-square value of 3.153 was established between experience and the job satisfaction sub-component of the performance of youth officers. This value was however insignificant at  $p < .05$  level of significance. Therefore the researcher concluded that experience have no significant effect on the perceptions of respondents regarding job satisfaction.

### Employee Counseling and Performance of Youth Development Officers

Additionally, the researcher sought to establish the relationship between employee counseling and performance of youth development officers. Responses in regard to employee counseling were on a Likert scale and thus were transformed into a composite score of their means and correlated with composite score of aspects of performance of youth development officers. Pearson correlation coefficient was used to establish the relationship. The findings from the analysis were as in Table 23.

Table 23: Correlations

		Counseling Frequency	Counseling Assessment
Goal Achievement	Pearson Correlation	.434**	.220*
	Sig. (2-tailed)	.000	.032
	N	95	95
Job Satisfaction	Pearson Correlation	.466**	.203*
	Sig. (2-tailed)	.000	.049
	N	95	95
Performance Efficiency	Pearson Correlation	.288**	.228*
	Sig. (2-tailed)	.005	.026
	N	95	95

\*\* . Correlation is significant at 0.01 level (2-tailed). \* . Correlation is significant at 0.05 level (2-tailed).

It was established that there was a slightly weak positive significant relationship ( $r = .434$  and  $r = .466$ ,  $p < .01$ ) between the frequency of counseling and both goal achievement and job

satisfaction respectively. However a weak positive significant relationship ( $r=.288$ ,  $p<.01$ ) was observed between the frequency of counseling and performance efficiency of youth development officers. As such, the researcher noted that counseling frequency plays a key role in determining the goal achievement, job satisfaction and the performance efficiency of youth development officers. Therefore increasing the counseling frequency also increases the performance of youth development officers.

Conversely, very weak positive significant relationships were observed between counseling assessment and all the subcomponents of performance of youth development officers. The relationships were significant at  $p<.05$  level of significance. The researcher therefore noted that counseling also influences the performance of the youth development officers even though to a small extent. Based on the findings the researcher noted that employee counseling plays a significant role in determining the performance of youth development officers in the directorate of youth affairs. As such the null hypothesis  $H_0$  that Employee counselling does not have any significant influence on performance of youth development officers in Kenya was consequently rejected in favour of the alternative hypothesis

## CONCLUSIONS AND RECOMMENDATIONS

The researcher concluded that on overall, employee counseling significantly influences the performance of the directorate of youth affairs in Kenya. The researcher observed that counseling frequency was positively correlated with all the components of the performance of youth development officers. Thus counseling frequency influences the goal achievement, job satisfaction and performance efficiency of the directorate of youth development officers. On the other hand, the researcher concluded that counseling assessment had a significant contribution on the performance of the directorate of youth development officers. The researcher however observed that the influence of counseling assessment on performance is not as strong as the counseling frequency. Thus, counseling should be emphasized in the directorate to enhance the performance of the youth officers in the directorate. It was recommended that the directorate of youth affairs should invest resources to aid in employee counseling. This will improve employee job satisfaction leading to performance efficiency. As a result, the performance of the directorate of youth affairs will consequently improve. The researcher further recommended that a similar study should be carried out in different jurisdiction to authenticate the findings of this study. Further it was recommended that studies should be conducted to establish the effect of performance appraisal on employee performance. This will shed more light on the factors that play a role in influencing the performance of the directorate of youth affairs.

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