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Effect of Management Development Programs on Organizational Performance: A Case of Telkom Kenya Ltd

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Abstract

This study sought to establish the effects of Management Development programs on Organizational Performance, particularly at Telkom Kenya Limited. The specific objectives of the study were: to determine the effects of Job rotation on performance at Telkom Kenya Limited, to determine the effects of Coaching on performance at Telkom Kenya Limited, to find out the effects of promotion on performance at Telkom Kenya Limited, and to establish the effects of Mentorship on performance at Telkom Kenya Limited. The research study adopted a descriptive design to collect data from the respondents. The target population was one hundred and fifty (150) employees from Telkom Kenya Limited, both at the Management level and Non-Management Level. Yamane's (1974) formula was used to get a sample size of 109 respondents. A pilot test was done on eleven (11) employees at Telkom Kenya Limited. A stratified random sampling technique was used to select the sample size of the number of employees. The study was based on primary data that was collected by way of questionnaires. The questionnaire was closed-ended and based on a five-point Likert scale. Content validity was used, and a reliability test was done by use of Cronbach's alpha. Data was analyzed using descriptive and inferential statistics with the help of the Statistical Package of the Social Sciences (SPSS) version 24. The result revealed that management development programs explained 84 percent of changes in organizational performance. Further, job rotation, coaching, promotion, and mentorship had a positive and significant effect on the performance of Telkom Kenya Limited. The study concluded that management development programs significantly contribute to the performance of Telkom Kenya Limited. The study recommends that Telkom Kenya management should focus on streamlining the job rotation policy to align with both the organization's and individuals' needs; should strengthen coaching-related aspects, including employee engagement, feedback, and coaching policy; should improve promotion-related aspects, including promotion policy and procedures; and should improve mentorship-related aspects, such as mentoring engagement, individual goals and mentorship policy.

Keywords: *Management Development Programs, Organizational Performance, Telkom Kenya Ltd*

1. Introduction

Tomal and Jones (2015) define organizational performance as the actual results or output of an organization as measured against that organization's intended outputs. According to the study conducted by Tedla (2016) on The Impact of Organizational Culture on Corporate Performance, he stated that in a corporate group, lack of effective organizational culture and poor cultural integration affect organizational performance and reduce shareholders' return (Idris et al., 2015). A case study research results also show a strong culture as a driving factor for organizational performance (Pinho, Rodrigues, & Dibb, 2014; Simoneaux & Stroud, 2014). New and historical literature showed the existence of a positive relationship between organizational culture and performance. According to the study conducted by Wachiuri (2017) on the effect of performance appraisal on organizational performance, Organizational performance is an analysis of a firm's performance in comparison to the set goals and objectives. Watson (2016) agrees that organizational performance has to be measured as the overall effectiveness of a firm in meeting identified needs of departments in the organization, but emphasizes that the efforts should also focus on the ability to increase its capacity to address those needs adequately and continuously. The recurring activities are often the primary role of leaders in organizations. As a leader in an organization's hierarchy, it is imperative to know the determinants of organizational performance (Watson, 2016). It allows managers to identify the key factors to prioritize to develop organizational performance. The analysis should enable managers to address deficiencies and use the information gained to improve the company's systems when it comes to customer service, investor demands, and employee motivation (Rock & David, 2015). A comprehensive analysis of organizational performance allows the company to improve its performance in the present and stay important for the future.

According to Alan (2016) defined Management Development is defined as a complex process where individuals learn to carry out managerial roles effectively. Management development programmes are designed to help managers acquire skills such as conceptual, Technical, interpersonal, and also have emotional Intelligence. Management development programs can be both Informational and experiential learning, and they include the following: Management education programs, Management Training Programs, and on–the–job development programs. Improvement of managerial skills is usually attained through conducting distinct training based on the company's needs, which is called the Management Development Program (MDP). It is a program which aims to improve employee managerial competencies; specifically, soft competencies related to each company needs. The objectives of the management development program is to improve managers' ability so that their performance is improved as well; and give a positive impact to organizational performance. Nurita *et al*. (2015) defined Management development program as a tool used by the company with an aim of preparing junior employees so that they can succeed in future that is for succession planning. Nuraini *et al*. (2015) conducted a research study on the Impact of Management Development Program to Employees' Job Performance of a Telecommunication Company in Indonesia. A sample size of thirty-three (33) trainee is used and finding show that there is no significant impact of management development programme to employees' job performance being conducted. Both primary and secondary data are used to analyze data. Nurita *et al.* (2015) conducted a research study on Management Development Programs and the readiness for changes among young managers: a study of Malaysia. The study examines four programs that is mentoring, assessment, on-the job prorgam and off-the job program. A sample size of three hundred and ninety-nine (399) is used. The study used Pearson's correlation, which shows that the assessment program is not significantly correlated to readiness for changes ($r=0.035$, $p >.01$) and readiness for changes is significantly correlated with the other programs.

1.1 Problem statement

According to a study by Kamau (2015), on the competitive strategies adopted to drive performance in the telecommunication industry in Kenya, the research findings indicated that the smaller firms in the telecommunication industry are faced by shortages in employee as well as cannot offer the lucrative remuneration packages offered by the larger firms such as Safaricom and Airtel thus diminishing overall organization performance. Lack of management development program can cause a great impact to the organizational performance for example, it can lead to much loss in terms of cost associated with turnover by mangers, poor managers impact team performance that is employee productivity is going to reduce due to poor

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management and turnover at other levels will increase that is some employees may decide to leave the organization not because they don't like but because poo relationship with their managers hence management development is a key part of the organization optimization and therefore should be embraced.

Nuraini *et al*. (2015) conducted a research study on the Impact of Management Development Program on Employees' Job Performance of a Telecommunication Company in Indonesia. Findings show that there is no significant impact of the management development programme on employees' job performance being conducted. Both primary and secondary data are used to analyze data. Nurita *et al.* (2015) conducted a research study on Management Development Programs and the readiness for changes among young managers: a study of Malaysia. The study examines four programs: mentoring, assessment, on-the-job program and off-the job program. The study used Pearson's correlation, which shows that the assessment program is not significantly correlated to readiness for changes ($r=0.035$, $p>.01$) and readiness for changes is significantly correlated with the other programs.

From the above studies, it shows that there is knowledge gap since none has focused on the effects of Management Development programs on Organizational Performance particularly at Telkom Kenya limited. The study is done outside Kenya yet the current study is based in Kenya. The reviewed studies majored on dependent variable on employee job performance and the readiness for changes among young mangers but the current study is focusing on the Organization performance thus their findings are not applicable in telecommunication company. The study therefore sought to establish the effects of Management Development programs on Organizational Performance particularly at Telkom Kenya limited.

1.2 Objectives of the Study

i. To determine the effects of Job rotation on performance at Telkom Kenya Limited.
ii. To determine the effects of Coaching on performance at Telkom Kenya Limited.
iii. To find out the effects of promotion on performance at Telkom Kenya Limited.
iv. To establish the effects of Mentorship on performance at Telkom Kenya Limited.

2. Literature Review

2.1Theoretical Framework of the Research Study

2.1.1 Human Capital Theory

Human Capital Theory (1994) by Gary Becker. The theory suggests that education or training increases the productivity of employees by imparting useful knowledge and skills hence raising employees' future income by increasing their lifetime earnings (Becker, 1994). Human capital theory is much valued and widely accepted in order to increase organizational performance meaning an organization relies on employees' knowledge, talents, skill, ability, experience, intelligence, training, and judgment possessed individually.as a key concept that brings about value creation.

Human capital theory is based on neo-classical of labour markets, education and economic growth. It takes for granted that employees are productive and attempts to find out whether highly trained staff are more productive than other personnel (Simon, 2008). According to Garcia (2005), as employees do not obtain considerable pay increases due to increased productivity after attending specific training sessions, they will not motivate to finance their own training requirements. On the other hand, companies will be keen to cover these training costs, as they will obtain almost all the returns from the enhanced productivity produced by the new skills.

The theory applies to this research study since the management may be able to acquire knowledge and skills through the training and development, which in turn helps them to be able to make the right decision and be confident when guiding their employees. The organization may benefit as well since it has invested in their managers and expects a return on investment for any finances spent on all the activities of the organization, hence enhanced performance and improved productivity.

2.1.2 Experiential Learning Theory

Experiential learning theory (1984) by David Kolb. He states that learning involves the acquisition of abstract concepts that can be applied flexibly in a range of situations. In Kolb's Experiential Learning Theory, the drive for the development of new concepts is provided by a new experience. He, therefore, states that learning is the process whereby knowledge is created through the transformation of experience. According to Kolb, this type of learning can be defined as "the process whereby knowledge is created through the transformation of experience. Knowledge results from the combination of grasping and transforming the experience. Kolb's Experiential Learning Theory is represented by a four-stage experiential learning cycle, in which learners touch all of the following bases: Concrete experience (Feeling), reflective observation of the new experience (Watching), abstract conceptualization (Thinking), and active experimentation (Doing). In this theory, experiences play a central role in the learning process, which distinguishes it from other learning theories. The term "experiential "is used to differentiate ELT from cognitive learning theories, which tend to emphasize cognition over affect, and behavioral learning theories that deny any role for subjective experience in the learning process.

The theory applies to the study because through the learning, the management may be able to apply what they learned into practice or a real-world situation. Have critical thinking, problem-solving skills and decision-making. Help develop a positive attitude towards learning and influence both feelings and emotions, as well as enhancing knowledge and skills.

2.1.3 Action Learning theory

Action Learning (1940) by Reg Revans. He is known to have pioneered the new process of management development, which is called action learning. Recreating his early experiences of the benefits of a scientific research laboratory where colleagues share and compare problems, ideas, and solutions, he transferred these "action learning" techniques to management development programmes for the National Coal Board. Enabling managers to learn from each other's best practice, he put them into groups which he called action learning sets. Here, they could gain support and confidence from peers and introduce new ways of working. He was able to demonstrate that action learning was successful by measuring coal pit productivity. This was a method for individual and organizational development. The theory has been used to tackle strategic problems at the board level; help the unemployed start their own businesses; develop skilled managers for new responsibilities; improve productivity in retailing and manufacturing companies; bring about major changes in large organizations, and improve services in health and education. The theory applies to the study as it may help the managers to enhance confidence to bring about change, and learning about group dynamics and how to contribute effectively within a group.

2.2 Empirical Literature Review

According to Tarus (2014), a research study of the effect of job rotation strategies on high-performance workplace and a sample size of two hundred and seventy-six (276) was used for this study, and the results show that employees regard job rotation highly in view of the career and experience, which in turn will result positively in a high-performance workplace. The research used an explanatory survey design, a stratified sampling technique, and a simple random sampling technique.

Linge (2019) researched job rotation and employee motivation. The researcher used a sample size of 45 employees drawn from a population of 90 employees who work in a small ICT firm in Nairobi. They used random sampling to select a sample size; a structured questionnaire was used to collect data. Descriptive statistics is adopted to analyze data. To determine the relationship between job rotation and employee motivation, the researcher used Chi chi-square test.

Employees are a valuable asset of an organization. When they are developed, their performance will be improved and that of the organization. According to Utrilla et al. (2015), coaching is a programme to increase the development of employees and the organization, as it has an impact on individual performance and organizational indicators.

Núñez-Cacho Utrilla et al. (2015) conducted a study on the effects of coaching in employees and organizational performance and tested their model in a sample of four hundred and ninety-eight (498) Spanish firms. They found out that coaching has an influence on both individual and organizational performance indicators and that social exchange theory and resource-based view are proper frameworks to study the effects of coaching. The methodology used to analyze the data is structural equations modeling.

Szabo et al. (2019) conducted a study on coaching and its effects on individual and organizational performance in Central and Eastern Europe. The research is based on nine (9) countries of the Central and Eastern Europe region with a sample of one thousand sixty hundred and four (1064). The finding of the research shows that, high level of usage of coaching for career management in an organization is positively related to the level of output and negatively related to the level of employee turnover. The researcher used a questionnaire with closed-ended questions to collect data. Haryono et al. (2020) conducted a study on the effects of training and job promotion on work motivation and its implications on job performance: evidence from Indonesia. A sample size of two hundred and fifteen (215) was used, and the research study found that training, promotion, and work motivation had a positive and significant effect on work performance. The researcher collected data face-to-face by use of a questionnaire and also used structural equations modelling (SEM) with Amos version 24 to analyze data.

Mittal and Upamanyu (2017) conducted a research study on examining the influence of mentoring on organizational commitment and performance. A sample of one hundred and fifty (150) employees from various educational institutions from the Gwalior region is used. The results of the study revealed that there is no significant relationship between mentoring, organizational commitment, and performance. The results also show that mentoring has a positive impact on performance, and guiding increases the performance of persons. Survey method is used to collect data of the study, and SPSS 18, explanatory factor analysis, and linear regression are used to analyze data.

Sebastian and Zacharias (2016) conducted a research study on mentoring and Affective Organizational commitment in selected new generation private sector banks in Kerala. The data is collected from a sample size of thirty-six (36) employees working in Axis Bank, ICICI Bank, and HDFC Bank in Kottayam district, Kerala. The result of the study shows that there is no correlation between psychosocial mentoring and affective commitment ($r = -.038$, $p = .412$).

It also states that career mentoring and affective commitment are not correlated (r =-.065, p = .352). The data of this study are analyzed using SPSS 21.0.

3. Methodology

The study adopted a descriptive research design since it allows for a quantitative description of trends, attitudes or opinions of the population in the form of who, what, when, where, and how of the topic. The target population consisted of the 150staff at the Management level at Telkom Kenya Limited. The sample size was 109. The study adopted a stratified random sampling technique since the population is categorized into the various departments with both employees at the management level and non-management. The study used primary data. A questionnaire was used to collect primary data and was closed-ended based on a five-point likert scale. The study generated data using quantitative data. Quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS) version 24 and presented through descriptive statistical techniques using graphs, bar graphs, and pie charts. Inferential statistics, such as a multiple linear regression model, were adopted. Multiple linear regression was used to determine the effect of independent variables on the dependent variable.

4.0 Findings

4.1 Analysis of Study Variables

This section presents descriptive statistics findings for the analysis of study variables in terms of mean and standard deviation. The scale used included: Strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

4.1.1 Job Rotation

The study sought to establish the effect of job rotation on performance at Telkom Kenya Ltd. The participants were asked to state their views on statements relating to job rotation. The results are presented as shown in Table 1.

Table 1: Job Rotation

Statements	Mean	Std.dev
Telkom Kenya Limited exercises lateral transfer of jobs	4.00	1.18
Telkom Kenya Limited has an existence of the Job Rotation policy	4.05	1.03
Job Rotation is effective at Telkom Kenya Limited	4.05	1.09
Job rotation increased innovation and improved work process efficiency	4.01	1.11
Job rotation occurs regularly at Telkom Kenya Limited.	4.00	1.04
Job rotation is applied at Telkom Kenya Limited	4.01	1.01
Overall mean	**4.02**	

Based on the findings, majority of the respondents agreed that Telkom Kenya Limited exercise lateral transfer of job (mean=4.0), Telkom Kenya Limited has an existence of the Job Rotation policy (4.05), Job Rotation is effective at Telkom Kenya Limited (4.05), Job rotation increased innovation and improved work process efficiency (4.01), Job rotation occurs regularly at Telkom Kenya Limited (4.0), and Job rotation is applied at Telkom Kenya Limited (4.01). The overall mean of 4.02 denoted that most of the respondents agreed with the statements relating to job rotation. This means that job rotation can be attributed to enhanced organizational performance. The finding was consistent with Tarus' (2014) assertion that employees regard job rotation highly in view of the career and experience, which in turn will result positively on positive performance workplace.

4.1.2 Coaching

The study sought to establish the effect of coaching on performance at Telkom Kenya Ltd. The participants were asked to state their views on statements relating to coaching. The results are presented as shown in Table 2.

Table 2: Coaching

Statement	Mean	Std.dev
Coaching boosts employee engagement at Telkom Kenya	3.86	1.16
Telkom Kenya Limited provides feedback on the coaching program.	3.83	1.24
Coaching policy exists at Telkom Kenya	4.04	1.07
The Coaching Program provides you with satisfaction at Telkom Kenya.	3.97	1.28
Coaching improved individual performance	4.04	1.11
The coaching program is applied at Telkom Kenya Limited	4.14	1.09
Overall mean	**3.98**	

The findings revealed that, majority of the respondents agreed with the statement thatcoaching boost employee engagement at Telkom Kenya (mean= 3.86), Telkom Kenya Limited provides feedback on coaching program (3.83), coaching policy exist at Telkom Kenya (4.04), coaching program provide you with satisfaction at Telkom Kenya (3.97), coaching improved individual performance (4.14), and coaching program is applied at Telkom Kenya Limited. The overall mean of 3.98 denoted that most of the respondents agreed with the statements relating to coaching. This implies that coaching can be attributed to enhanced organizational performance. The outcome concurred with Utrilla et al. (2015)'s assertion that coaching is a programme to increase the development of employees and the organization, as it has an impact on individual and organizational performance.

4.1.3 Promotion

The study sought to establish the effect of coaching on performance at Telkom Kenya Ltd. The respondents were asked to state their views on statements relating to promotion. The results are presented as shown in Table 3.

Table 3: Promotion

Statement	Mean	Std.dev
Promotion gives employee satisfaction at Telkom Kenya Limited	3.85	1.12
Promotion Policy and procedure exist at Telkom Kenya Limited	4.01	1.15
Telkom Kenya Limited meets your expectations through promotion.	3.94	1.18
Internal promotion saves on costs at Telkom Kenya Limited	4.09	1.03
Promotions occur regularly at Telkom Kenya Limited	4.14	1.04
Promotion is exercised at Telkom Kenya Limited	4.14	1.04
Overall mean	**4.03**	

From the results, majority of the respondents agreed with the statement that promotion gives employee satisfaction at Telkom Kenya Limited (mean=3.85), promotion policy and procedure exist at Telkom Kenya Limited (4.01), Telkom Kenya Limited meets your expectation through promotion (3.94), internal promotion save on cost at Telkom Kenya Limited (4.09), promotion occur regularly at Telkom Kenya Limited (4.14), and promotion is exercised at Telkom Kenya Limited (4.14). The overall mean of 4.03 meant that most of the respondents agreed with the statements relating to promotion. This implies that promotion can be attributed to enhanced organizational performance. The results mirrored those of Tadesse (2017), who established that there was a positive, moderate, and statistically strong relationship between perception of promotion and job satisfaction.

4.1.4 Mentorship

The study sought to establish the effect of mentorship on performance at Telkom Kenya Ltd. The respondents were asked to state their views on statements relating to mentorship. The results are presented as shown in Table 4.

Table 4: Mentorship

Statement	Mean	Std.dev
Mentee and mentor engage at Telkom Kenya Limited	3.86	1.17
Mentorship contributes to the attainment of an individual's goal at Telkom Kenya Limited	3.97	1.16
Mentorship policy exists at Telkom Kenya Limited	4.01	1.19
Mentorship promotes teamwork and sound working relationships at Telkom Kenya Limited	3.91	1.18
Mentors are already in place for the mentees at Telkom Kenya Limited	3.77	1.31
Mentorship is exercised at Telkom Kenya Limited	3.67	1.36
Overall mean	**3.87**	

According to the outcome, majority of the respondents agreed with the statement that mentee and mentor do engage at Telkom Kenya Limited (mean=3.86), mentorship contributes to attainment of individual's goal at Telkom Kenya Limited (3.97), mentorship policy exist at Telkom Kenya Limited (4.01), mentorship promote teamwork and sound working relationship at Telkom Kenya Limited (3.91), mentors are already in place for the mentees at Telkom Kenya Limited (3.77), and mentorship is exercised at Telkom Kenya Limited (3.67). The overall mean of 3.87implied that most of the respondents agreed with the statements relating to mentorship. This means that mentorship can be attributed to enhanced organizational performance. According to Seema and Sujatha (2015), mentoring is significantly and positively related to career satisfaction.

4.1.5 Organizational Performance

The study sought to establish the effect of performance at Telkom Kenya Ltd. The respondents were asked to state their views on statements relating to organizational performance. The results are presented as shown in Table 5.

Table 5: Organizational Performance

Statement	Mean	Std.dev
Telkom Kenya Limited attains its set targets and goals within the stipulated time.	3.99	1.29
The quality of products and services offered to customers has increased in the last 5 years	3.74	1.29
Labour turnover has reduced in the last 5 years at Telkom Kenya Limited.	3.68	1.29
Customer satisfaction and loyalty level have increased in the last 5 years	3.92	1.20
Working at Telkom Kenya Limited gives employees satisfaction	4.06	1.16
The number of complaints from customers has reduced in the last 5 years at Telkom Kenya Limited.	3.88	1.33
Overall mean	**3.88**	

Based on the findings, the majority of the respondents agreed with the statement that Telkom Kenya Limited attains its set targets and goals within the stipulated time (mean=3.99). the quality of products and services offeredto customers has increased in the last 5 years (3.74), labour turnover has reduced in the last 5 years at Telkom Kenya Limited (3.68), customer satisfaction and loyalty level has increased in the last 5 years (3.92), working at Telkom Kenya Limited gives employee's satisfaction (4.06), number of complaints from customers has reduced in the last 5 years at Telkom Kenya Limited (3.88). The overall mean of 3.88 implied that most of the respondents agreed with the statements relating to organizational performance.

4.2 Inferential Analysis

This section presents both correlation and regression results on the relationship between management development programs and organizational performance at Telkom Kenya Ltd.

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4.2.1 Correlation Analysis

Table 6 indicates the correlation analysis results.

Table 6: Correlation Results

		Organizational Performance	Job Rotation	Coaching	Promotion	Mentorship
Organizational Performance	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Job Rotation	Pearson Correlation	.760**	1.000			
	Sig. (2-tailed)	.000				
Coaching	Pearson Correlation	.749**	.778**	1.000		
	Sig. (2-tailed)	.000	.000			
Promotion	Pearson Correlation	.879**	.740**	.749**	1.000	
	Sig. (2-tailed)	.000	.000	.000		
Mentorship	Pearson Correlation	.777**	.779**	.725**	.771**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	

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

Based on the findings, job rotation was positively and significantly correlated with organizational performance (r=0.760, p=0.000). Coaching was positively and significantly correlated with organizational performance (r=0.749, p=0.000). Promotion was positively and significantly correlated with organizational performance (r=0.879, p=0.000). Mentorship was positively and significantly correlated with organizational performance (r=0.77, p=0.000). The study findings implied that improvement in management development programs was significantly associated with improvement in organizational performance at Telkom Kenya Ltd.

4.2.2 Regression Analysis

The study's main aim was to establish the effect of Management Development Programs on Organizational Performance at Telkom Kenya Ltd. A multiple regression analysis was conducted to determine the effect of mentorship, promotion, job rotation, and coaching on organizational performance. Tables 7, 8, and 9 present the model summary, ANOVA, and regression coefficient results, respectively.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917a	0.84	0.831	0.22375

a Predictors: (Constant), Mentorship, Promotion, Job Rotation, Coaching

The model summary findings reveal that all four independent variables jointly explain 84% (R^2= 0.84) of the total variations in the dependent variable. This denoted that mentorship, promotion, job rotation, and coaching were significant determinants of organizational performance.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.2	4	4.8	95.875	.000b
	Residual	3.655	73	0.05		
	Total	22.855	77			

a Dependent Variable: Organizational Performance

b Predictors: (Constant), Mentorship, Promotion, Job Rotation, Coaching

The ANOVA findings reveal an F statistic of 95.875 and a probability value of 0.000was less than 0.05, implying that the study model was statistically significant (good fit). This implied that mentorship, promotion, job rotation, and coaching were significant predictors of organizational performance.

Table 9: Regression of Coefficients

Model		**Unstandardized Coefficients**		**Standardized Coefficients**		
		B	**Std.Error**	**Beta**	**t**	**Sig.**
1	(Constant)	0.267	0.251		1.064	0.291
	Job Rotation	0.349	0.086	0.407	4.064	0.000
	Coaching	0.574	0.146	0.507	3.921	0.000
	Promotion	0.957	0.107	0.816	8.926	0.000
	Mentorship	0.18	0.063	0.248	2.847	0.006

a Dependent Variable: Organizational Performance

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The regression of coefficients results indicate that at a 95% confidence level, job rotation had a positive and significant effect on organizational performance (β = 0.407, P = .000). This means that a unit increase in job rotation would lead to an increase in organizational performance by 0.407 units. Results also indicate that coaching had a positive and significant effect on organizational performance (β = 0.507, P = .000). This means that a unit increase in coaching would lead to an increase in organizational performance by 0.507 units.

Further, the findings reveal that promotion had a positive and significant effect on organizational performance (β = 0.816, P = .000). This means that a unit increase in promotion would lead to an increase in organizational performance by 0.816 units. Finally, mentorship had a positive and significant effect on organizational performance (β = 0.248, P = .006). This means that a unit increase in mentorship would lead to an increase in organizational performance by 0.248 units.

5. Conclusion

The study concluded that management development programs influence organizational performance at Telkom Kenya Ltd. In particular, the study concluded that job rotation had a positive and significant effect on organizational performance. This implied that an increase in job rotation was likely to enhance organizational performance. Lateral transfer between jobs and Job Rotation Policy were identified as critical in enhancing the effectiveness of job rotation. The study also concluded that coaching had a positive and significant effect on organizational performance. This implied that an increase in coaching was likely to enhance organizational performance. The key aspects of coaching included: employee engagement, feedback, and coaching policy.

Further, the study concluded that promotion had a positive and significant effect on organizational performance. This implied that an increase in promotion was likely to enhance organizational performance. Promotion policy and procedure, internal promotion, and regular promotion were identified as essential aspects of promotion. Finally, the study concluded that mentorship had a positive and significant effect on organizational performance. This implied that an increase in mentorship was likely to enhance organizational performance. The key aspects of mentorship were: mentoring engagement, individual goal, and mentorship Policy.

6. Recommendations

The study determined that job rotation had a positive and significant effect on organizational performance. Based on the findings, the study recommends that Telkom Kenya management should focus on enhancing the effectiveness of job rotation. The management should primarily focus on streamlining the job rotation policy to align with both the organization's and individuals' needs.

The study determined that coaching had a positive and significant effect on organizational performance. Based on the findings, the study recommends that Telkom Kenya management should focus on strengthening coaching-related aspects. These are: employee engagement, feedback, and coaching policy.

The study determined that promotion had a positive and significant effect on organizational performance. Based on the findings, the study recommends that Telkom Kenya management should focus on improving promotion-related aspects. These are: promotion policy, procedures, as well as internal promotion.

The study determined that mentorship had a positive and significant effect on organizational performance. Based on the findings, the study recommends that Telkom Kenya management should focus on improving mentorship-related aspects. The key aspects include: mentoring engagement, individual goal, and mentorship policy.

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