



# GROWTH AND DEVELOPMENT OF EMPLOYEES AND ORGANIZATIONAL PERFORMANCE OF THE COUNTY GOVERNMENT OF WAJIR, KENYA

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## ABSTRACT

The focus of this study was to look at the correlation between growth and development and organizational performance in Wajir County Government in Kenya. The study was based on the theory of Herzberg's Two-Factor Theory. This study described a research design with a strictly quantitative approach. The target population included 1,000 employees from all the departments of the County Government of Wajir, of whom 286 responded and were selected using stratified random sampling. The descriptive results revealed that growth and development ( $M = 1.896$ ) was rated low to moderate. The ratings of organizational performance were also low ( $M = 2.238$ ). The results of the correlation analysis revealed that there was a significant positive relationship between growth and development ( $r = .304$ ,  $p < .001$ ) and organizational performance. The regression model accounted for 19.8% of the variability in organizational performance with growth and development ( $B = .253$ ,  $p < .001$ ) being significant factors. The study concluded that there is a significant effect of growth and development on Organizational Performance. It recommends the need to create opportunities for employee training and career development.

**KEYWORDS:** Growth and Development, Organizational Performance and Wajir County Government

## BACKGROUND OF THE STUDY

Quality of Work Life is increasingly recognized as an important factor in promoting employee growth and development within organizations. It encompasses working conditions, employee autonomy, participation in decision-making, compensation, job security, supportive relationships, and opportunities for employee well-being. These conditions influence employees' motivation, satisfaction, engagement, and capacity to develop their skills and contribute effectively to organizational goals (Shah, 2020). Handayani (2025) further observes that flexible working arrangements, participatory decision-making, and fair treatment can enhance employee satisfaction and engagement, thereby creating an environment that supports individual growth and development. Consequently, organizations that provide supportive work environments are better positioned to develop employees who are committed, productive, and capable of contributing to organizational improvement.

Employee growth and development are also closely associated with organizational performance. Organizational performance reflects the extent to which an organization achieves its objectives through effective service delivery, employee productivity, quality of outputs, and efficient use of resources. Evidence indicates that interventions aimed at improving employees' working experiences can reduce stress, strengthen motivation, and enhance productivity (PubMed, 2019). Similarly, Biedma-Ferrer and Medina-Garrido (2023) found that employee well-being and supportive human resource practices can improve job performance by reducing work-related stress and facilitating work-life balance. These findings suggest that investment in employee development and well-being can contribute to stronger organizational capacity and improved achievement of institutional objectives.

Within public sector organizations, employee growth and organizational performance are particularly important because the quality of employees' working experiences can influence the effectiveness of public service delivery. Studies in African contexts indicate that employee-oriented practices such as training, workplace safety, recognition, flexible working arrangements, and staff engagement can improve motivation and employee performance (Venugopal et al., 2011; Mulanya & Kagiri, 2018; Wakhungu et al., 2020). In devolved government settings, employee engagement and supportive management practices have similarly been associated with improved institutional outputs (Mulwa, 2017; Ngela & Kamaara, 2024). Thus, creating opportunities for employee growth and development can strengthen the human resource capacity required for county governments to achieve their service delivery and development objectives.



In the County Government of Wajir, employee growth and development are particularly relevant because organizational performance is influenced by the capacity, commitment, and effectiveness of county employees. Existing evidence points to challenges such as absenteeism, low staff morale, inadequate supervision, fragmented reward systems, and limited psychological support, which can constrain employee development and reduce organizational efficiency (Jehow et al., 2018). Where employees have limited opportunities to develop professionally and operate within less supportive working environments, their ability to contribute effectively to organizational objectives may be affected. Therefore, strengthening employee growth and development through supportive working conditions, effective supervision, appropriate rewards, training, and employee participation may enhance the capacity of the County Government of Wajir to improve organizational performance and deliver public services effectively.

### **Statement of the Problem**

In public organizations, performance is one major issue, especially in view of the fact that "developing" and gaining the trust of citizens depends on efficiency, accountability, and reactivity. The results of public organizations are frequently shown in parameters like quality of service, productivity of people, citizen satisfaction, and credibility of the institution, which are directly related to the motivation, engagement, and well-being of people at work. Without ensuring optimal utilization of human resources, even the most effective policies and resource allocation make no difference in achieving service delivery outcomes. Even after the national-level reforms in Kenya designed to enhance service delivery through devolution, the County Government of Wajir is still challenged with suboptimal performance of its operations. In the recent past, there have been several indicators of low employee morale, high rates of absenteeism, and disjointed service delivery across other departments, including the Controller of Budget (2023). The challenges are an indication of the underlying institutional weaknesses, such as unclear job descriptions, lack of infrastructure, poor supervision, and support systems. These conditions weaken the productivity of the individual as well as the overall county's ability to provide effective, timely, and citizen-centered services.

### **Objective of the Study**

To assess the relationship between opportunities for growth and development and organizational performance of the County Government of Wajir, Kenya.

## **THEORETICAL REVIEW**

### **Herzberg's Two-Factor Theory**

Frederick Herzberg (1959) developed his own Two-Factor Theory, which purports that the factors that influence employees can be classified under two broad categories, namely hygiene and motivators. Hygiene factors contribute to job satisfaction and include pay, company policy, supervision, working conditions, and relationships with people, and motivators contribute to job satisfaction and include achievement, recognition, responsibility, advancement, and development. Hygiene factors, as indicated by Herzberg (1959), do more to stop employees from being dissatisfied, whereas motivators are more likely to be a part of enjoying the job and to be motivating. The theory was used in the objective, which aimed at measuring the association between growth and development opportunity and County Government performance of Wajir, Kenya. Opportunities for advancement, professional development, learning, and career progression align very closely with Herzberg's motivational factors. Herzberg said that opportunities for achievement, growth, responsibility, and advancement in workers' roles are the things that satisfy the worker (Herzberg, 1959). Growth and development opportunities can build up employees' knowledge, know-how, and ability to carry out their work efficiently. They are therefore likely to see resulting employee capabilities, increased employee motivation, and participation in accomplishing organizational goals if employee learning and career development are prioritized. This is especially the case in the context of public organizations where the competence and capacity of public employees can impact service delivery quality and effectiveness (Noe, 2020).

Thus, Herzberg's Two-Factor Theory gave the main theoretical underpinning for the present study in regard to opportunities for growth and development. This theory helped the understanding of the relationship between professional growth opportunities and the motivation and positive work behaviors of employees. Note, however, that Herzberg's theory has been criticized for its separation of hygiene factors and motivators because the factors in the workplace do not necessarily act like entirely separate entities in other workplaces, organizational contexts, and cultures. What will satisfy one employee may not cause dissatisfaction among another employee, depending on the employee's expectations and circumstances at the workplace. Nevertheless, the theory's scope is beneficial for this present study since it offers a framework for how the various motivational implications of employee development opportunities are likely to affect workplace outcomes (Alshmemri et al., 2017).

### **Empirical Review**

Growth and development opportunities are planned activities and processes within an organization designed to help employees improve their knowledge, skills, and career paths. They include professional courses, on-the-job learning, formal learning, mentoring, and promotions. Growth opportunities are an integral component of Quality of Work Life and the roots of employee motivation, commitment



to the organization, and employee performance (Salas & Klein, 2021). In a public-sector setting, these opportunities may come in the form of capacity-building programs such as training sessions, certification courses, and career advancement. These factors are recognized as essential for the performance of single employees and for the organization to achieve overall efficiency, levels of service, and employee retention (Nor, 2025).

Employee growth and development opportunities, theoretically, are based on Human Capital Theory that suggests that investments in a person magnify their productivity and, therefore, the productivity of the organization into which they are invested (Becker, 1964). Formal and informal development is mentioned in public-sector human resource arrangements such as the ones put forward by the Civil Service Commission as important factors in making the service efficient and motivating staff. Strategic interventions include embedded mentorship, targeted training development, job rotations, and clear and powerful promotion pathways (Armstrong & Taylor, 2022). For the County governments, these growth mechanisms enable them to match the demands of changing governance with new staff skills and skills from existing staff members and offer structure and motivation in what would otherwise be a hierarchical setting.

Also, in recent international studies, investing in staff development is linked to a positive impact on organizational performance throughout the public sector. According to a study in Somalia conducted in 2025, good training for civil servants that improves their performance has been shown to improve services delivered, which is mediated by employee performance. Also in 2023, a U.S. study, based on Job Demands–Resources theory, found that structured training and reskilling functions enhance employee well-being and work-unit performance (Armstrong & Taylor, 2022). An agency meant to collect revenue in Semarang experienced better efficiency in the process and a shorter waiting time for the agency's clients after being allocated to employee training and digitalization. Whilst these studies have a wide range of viewpoints, the overall conclusion is that learning interventions have a positive impact on public-sector efficiency and effectiveness.

These are global trends echoed in the public sector in Sub-Saharan Africa. Training by KMFRI's Kenya School of Government in Kenya led to improved performance of the public servants and ultimately increased effectiveness of service delivery (Nor, 2025). Studies in Nigeria also indicated that as the Government train their employees, their performance in the organization is improved, as salient and competent civil servants render responsive services to their clients. It has been associated with improved job satisfaction and employee development (particularly through workplace learning models) in public organizations in South Africa. The findings imply that investing in human capital development has value-for-money outcomes in public service and governance delivery in the region (Modise, 2023). Capacity building and growth within Kenya's county systems are key elements of performance strategies. The Kenya School of Governments has contributed to improving service delivery in counties, as their capability to deliver good services has improved when staff appear more efficient after undergoing a well-designed training program, scholars have said. The section noted that counties are also severely constricted in their budgets and logistics, with recurrent budget commitments crowding out development budget allocation and the skills demanded by the local communities differing from ongoing training frameworks within the country. These challenges may indicate a disconnection from the national policy with regard to sub-county implementation of development opportunities. Relevance and contextual alignment are also important factors for the effectiveness of training. Research shows that standardized, one-size-fits-all training has limited results when there are distinct socio-cultural and resource issues in different regions, such as Wajir County (Armstrong & Taylor, 2022). However, without context-sensitivity in approaches, staff training may be less likely to transfer into their actual service provision functions where training content does not take into account local realities.

There has been strong support for the opportunities for growth and organizational performance in the empirical literature. Workforce development investment can play a crucial role in improving public service delivery in addition to improving individual capabilities and job satisfaction (Nor, 2025). When training is well focused, it supports innovation, collaboration, and efficiency, all of which are essential to a high-performing County Service. This is because of the clear connection between skill development and its application as a motivational and functional instrument within the public sector for enhancing public-sector effectiveness (Modise, 2023).

There was ample theoretical backing, but there were also significant gaps. There was limited empirical research that looked at the relationship between employee development and performance of governance in Kenya at the county level. Regional needs and disparities, particularly in those marginalized counties such as Wajir, are under-researched. Further, training is frequently mentioned, but follow-up, mentoring, and utilization of resulting skills are not well strengthened. Development programs are negatively affected by budget limitations, the programs' content mismatching the needs for services in the area, and the lack of monitoring tools. Local research, capacity-building, and integrated performance evaluation systems will be needed to address these gaps.

### Conceptual Framework

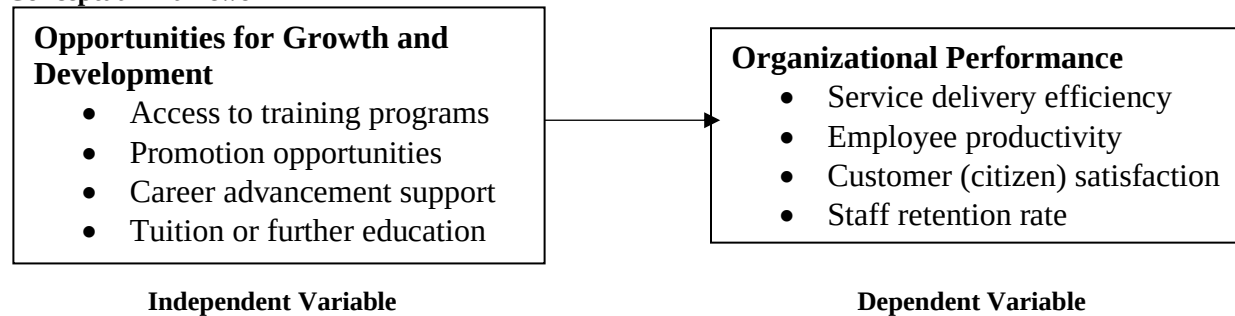


**Figure 1 Conceptual Framework**

### Research Methodology

The study employed the positivist research philosophy. Descriptive research was used as the research design of this study. The population targeted in this study was 1,000 employees of the County Government of Wajir from ten departments of employment. A stratified random sampling technique was used in this study in order to ensure each unit within the target population is equally represented. Kothari's formula is a popular approach to determining sample size for a finite population (2014). The formula is then applied to the target population of 1000 individuals and provides a sample size of 286 respondents. This study used only a structured questionnaire as the data collection instrument, as it was a purely quantitative study.

### Data Analysis and Presentation

The collected data were reduced to their constituents through a process of editing, coding, and classification to ascertain that they are complete, correct, and consistent for the purpose of analysis. The structured questionnaires collected quantitative data that were coded and then analyzed using SPSS Version 26 software. Summarization and description of characteristics of the data were done by using descriptive statistical techniques. Specifically, the mean, standard deviation, frequency, and percentage were computed and presented as tables to give an overview of respondents' perceptions as per the various dimensions of Career Growth and Development Opportunities.

Inferential statistical techniques were used to determine the relationship between Career Growth and Development Opportunities and Organizational Performance. Pearson's Product-Moment correlation was conducted to determine the degree and direction of the relationship between the independent variables and the dependent variable (organizational performance). The correlation coefficient ( $r$ ) is between -1 and +1; the closer the  $r$  value is to +1, the stronger the positive relationship; the closer the  $r$  value is to -1, the stronger the negative relationship; the closer the  $r$  value is to 0, the less the linear relationship. Multiple Linear Regression Analysis was then used to identify the level of disposition of the Career Growth and Development Opportunities in predicting the organizational performance of County Government of Wajir. The regression model allowed the researchers to determine the unique contribution of the predictor variable in the context of the other variables in the model. The multiple linear regression model was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

$Y$  = Organizational Performance

$\beta_0$  = Constant (Intercept)

$X_1$  = Career Growth and Development Opportunities

$\beta_1$  = Regression Coefficients

$\varepsilon$  = Error Term

The result of the analysis was presented in tables and was followed by the description of the interpretation that will be done. The study used a 95% confidence level ( $p \leq 0.05$ ) and determined whether the relationships between career growth and development opportunities and Organizational Performance found were statistically significant. The results were subsequently analyzed in the context of the study objectives, as well as the empirical literature.

### RESULTS

The researcher distributed 286 questionnaires to respondents at the Wajir County Government, Kenya. 205 questionnaires were retrieved, giving a response rate of 71.7%, while 81 questionnaires were not retrieved, representing 29.3%. The response rate was deemed satisfactory for data analysis because it was above the minimum acceptable level of 50% suggested by survey research studies (Babie 2020). The rate of return was thus adequate to ensure valid conclusions regarding the career growth and development opportunities of workers and organizational performance. The high percentages of returns suggested that the study was able to gather



sufficient information from the respondents, which increases the reliability and validity of the results of the study. Moreover, a high response rate reduces the chances of non-response bias and makes the findings of the study credible (Kothari & Garg, 2021).

## Descriptive Results

### Growth and Development

The study's goal was to ascertain how growth and development affected the performance of the County Government of Wajir, Kenya. Table 1 shows that the results for opportunities for growth and development indicated low perception by the employees in the County Government of Wajir, Kenya. Respondents reported that the county government provided job-related training opportunities to them infrequently ( $M = 1.800$ ,  $SD = 0.854$ ). These results also revealed that promotions within the county government were seen as unfair and opaque ( $M = 1.585$ ,  $SD = 0.798$ ). Supervisors were also found to lack the resources that enabled employees to get the mentorship and professional guidance that they needed ( $M = 2.034$ ,  $SD = 0.769$ ). The county government was also rated low for providing support for employees to attend continuing education and professional development ( $M = 2.010$ ,  $SD = 0.846$ ). Besides, there was no effective use of the performance appraisal results to identify the needs of employees for development ( $M = 1.971$ ,  $SD = 0.816$ ). The findings also indicated that there was poor support for departments to have clear career progression within the department ( $M = 1.976$ ,  $SD = 0.843$ ). An overall mean score of 1.896 ( $SD 0.821$ ) indicated that opportunities for employee growth and development in the county government were lacking.

The overall mean score ( $M = 1.896$ ,  $SD = 0.821$ ) suggests that the limited opportunities for growth and development could have a negative impact on employees' motivation, competence, commitment, and performance at the County Government of Wajir. Poor training and poorly defined promotion and career development processes can lead to a decrease in employee morale and may not allow staff to properly carry out their responsibilities. Investment in employee development improves employee performance and, in turn, delivery of public service, as cited by Nor (2025). In addition, Armstrong and Taylor (2022) say that structured training, mentorship, and career development positively impact the well-being of employees, their productivity, and organizational efficiency. Likewise, Modise (2023) says that workplace learning and development programs enhance the capacity of institutions and job satisfaction in public institutions.

The findings are supported by previous empirical studies. The findings of the study by Nor (2025) in Somalia indicated that public service training played a significant role in enhancing the performance of civil servants and effective service delivery. Likewise, Modise (2023), who researched public institutions in South Africa, concluded that employee development programs improved the performance of the institutions and employee satisfaction. Furthermore, Armstrong and Taylor (2022) found that organized staff development efforts, like mentoring and reskilling, enhanced work-unit performance and employee engagement. These studies corroborate the present results that poor growth and development opportunities could impact organizational performance and employee effectiveness in county governments.

**Table 1: Descriptive Statistics Results for Growth and Development**

| Statement                                                                                                   | Mean         | Std Dev      |
|-------------------------------------------------------------------------------------------------------------|--------------|--------------|
| The county government provides employees with regular job-related training opportunities.                   | 1.800        | 0.854        |
| Promotion processes within the county government are fair and transparent.                                  | 1.585        | 0.798        |
| Employees receive adequate mentorship and professional guidance from supervisors.                           | 2.034        | 0.769        |
| The county government supports employees who wish to pursue further education and professional development. | 2.010        | 0.846        |
| Performance appraisal results are utilized to identify employees' development needs.                        | 1.971        | 0.816        |
| Clear career progression paths exist within employees' departments.                                         | 1.976        | 0.843        |
| <b>Overall Mean</b>                                                                                         | <b>1.896</b> | <b>0.821</b> |

### Organizational Performance

The study's goal was to ascertain how the County Government of Wajir's performance in Kenya impacted the career growth and development opportunities of employees. Table 2 shows that the results showed that the County Government of Wajir, Kenya, has poor perceptions among the respondents. The county government received a very low score for providing public services efficiently ( $M = 2.141$ ,  $SD = 0.866$ ), with employees indicating that public services were not provided efficiently. Likewise, service delivery processes were viewed as not being achieved within the time frame ( $M = 2.171$ ,  $SD = 0.820$ ). Moderate disagreement was also found that employees working in the county government have high levels of productivity ( $M = 2.424$ ,  $SD = 0.780$ ). Also, the county government was not effectively using financial and human resources ( $M = 2.185$ ,  $SD = 0.872$ ). Citizens were also perceived as generally not satisfied with the services provided by the county government ( $M = 2.146$ ,  $SD = 0.879$ ). In addition, the county government was perceived as not being effective in attracting good employees in the long term ( $M = 2.361$ ,  $SD = 0.777$ ). A mean score of 2.238 and a standard deviation of 0.832 showed that overall, the performance of the County Government of Wajir was generally low.



The overall mean score ( $M = 2.238$ ,  $SD = 0.832$ ) suggests that service delivery, employee productivity, resource utilization, and employee retention among the County Government of Wajir may be facing challenges that affect the overall effectiveness of the organizational service delivery. Low ratings indicate that staff may lack motivation, authority, and/or assistance to maximize performance results. The lack of employee support systems and poor practices at work affect the effectiveness of public organizations in delivering services and their productivity, according to Katabalo and Mwita (2024). In the public sector, on the other hand, Nor (2025) concludes that insufficient opportunities for employee development have negative consequences for the efficiency and effectiveness of the organization. Further, Ryan and Deci (2020) point out that when employees are not empowered and autonomous, they are less motivated, committed, and perform less in organizations.

The results are corroborated by the existing empirical research. In a study in public institutions in Tanzania, Katabalo and Mwita (2024) concluded that poor support and compensation practices in the workplace had a negative impact on the productivity and organizational performance of workers. Likewise, Modise (2023), in his study on the effectiveness of public organizations in South Africa, concluded that inadequate employee development and support affected the effectiveness of the institutions and the satisfaction of employees. Furthermore, Abdullah Adewumi Sulaiman et al. (2024) studied the extent to which employee autonomy and employee engagement affected service delivery and organizational productivity in Nigerian federal agencies, with limited employee autonomy and employee engagement negatively impacting service delivery and organizational productivity. The studies cited in the above section corroborate the findings of the present research that poor quality of work-life practices can create problems for organizational performance in county government.

**Table 2: Descriptive Statistics Results for Organizational Performance**

| Statement                                                                             | Mean         | Std Dev      |
|---------------------------------------------------------------------------------------|--------------|--------------|
| The county government delivers public services efficiently.                           | 2.141        | 0.866        |
| Service delivery processes are completed within the required timelines.               | 2.171        | 0.820        |
| Employees within the county government demonstrate high levels of productivity.       | 2.424        | 0.780        |
| The county government utilizes financial and human resources effectively.             | 2.185        | 0.872        |
| Citizens are generally satisfied with the services provided by the county government. | 2.146        | 0.879        |
| The county government is able to retain competent employees over time.                | 2.361        | 0.777        |
| <b>Overall Mean</b>                                                                   | <b>2.238</b> | <b>0.832</b> |

## Inferential Statistics

### Correlation Analysis

Table 3 shows the results, which also showed that there was a positive and statistically significant correlation between opportunities for growth and development and organizational performance ( $r = .304$ ,  $p = .000$ ). This implies that employee training, mentorship, career advancement, and professional development have positive effects on the effectiveness of the county government. Improved growth opportunities lead to employees' enhanced competencies, motivation, and quality service delivery. The results confirm Nor (2025), who found that employee training and development positively influenced employee performance and public service delivery in public institutions.

**Table 3 Correlation Results**

|                            |                     | Growth and Development | Organizational Performance |
|----------------------------|---------------------|------------------------|----------------------------|
| Growth and Development     | Pearson Correlation | 1                      |                            |
|                            | Sig. (2-tailed)     |                        |                            |
|                            | N                   | 205                    |                            |
| Organizational Performance | Pearson Correlation | .304**                 | 1                          |
|                            | Sig. (2-tailed)     | .000                   |                            |
|                            | N                   | 205                    | 205                        |

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

### Regression Analysis

The Regression Analysis was conducted to measure the model fitness and the relationship between organizational performance and the Growth and Development of employees (independent variables). Table 4 presents the model summary of the findings for further interpretation and review. The model summary findings revealed that there was a moderate relationship between Growth and Development and organizational performance ( $R = .445$ ). The  $R^2$  (model Rsq.) for the independent variables was .198, meaning that about 19.8% of the variation in organizational performance was explained by the model and approximately 80.2% of the variation was not explained by the model. The other minor variance may be explained by the possibility of other factors that are not measured, but are



also important in influencing performance outcomes in public institutions, including leadership styles, organizational culture, political and administrative influences, resource availability, and external environmental conditions (Saunders, Lewis & Thornhill, 2019). The adjusted  $R^2$  further confirms that after adjusting for model complexity, the predictor only explain 18.2% of the organizational performance variation in Wajir County Government, which is a fair explanation. The standard error of estimate (0.7828) indicates that the regression model has a relatively low level of error in making predictions. In general, the results suggest that although growth and development moderately explain organizational performance, a significant portion of performance is explained by other contextual, structural, and environmental factors that were not included in the model (Field, 2018).

The results suggest that growth and development can have a positive impact on organizational performance in county governments. The other percentage of the variance, however, reveals that there are other factors in addition to the factor measured in the model that affect the performance of the organization. This is corroborated by Katabalo and Mwita (2024), who concluded that good remuneration and supportive workplace practices enhanced institutional performance and employee productivity in public sector institutions. For public institutions, Nor (2025) also discovered that employee development programs like training and career advancement positively affected employee performance and effectiveness in service delivery.

**Table 4: Model Summary**

| Model | R                 | R Square | Adjusted R-Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .445 <sup>a</sup> | .198     | .182              | .7828                      |

a. Predictors: (Constant), Growth and Development

### Regression Coefficient

The study assessed the association between organizational performance growth and development of employees in the organization. The results are shown in Table 5. The results also showed the positive and statistically significant effect of growth and development on organizational performance ( $B = 0.253$ ,  $SE = 0.065$ ,  $\beta = 0.249$ ,  $t = 3.871$ ,  $p = .000$ ). This means that the higher the level of employee training, mentorship, and career development, the more organizational performance increases by 0.253 units (assuming that other factors are held constant). This is an indication that employee development is an important factor driving performance, albeit less pronounced than fair compensation in this model. The results of the study corroborate Nor (2025), who observed that a structured training and development program has a significant positive effect on the service delivery effectiveness and employee performance of public institutions..

**Table 5 Model Coefficient**

| Predictors             | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
|------------------------|-----------------------------|------------|---------------------------|-------|------|
|                        | B                           | Std. Error | Beta                      | T     | sig. |
| (Constant)             | .583                        | .288       |                           | 2.027 | .044 |
| Growth and Development | .253                        | .065       | .249                      | 3.871 | .000 |

Dependent Variable: Organizational Performance

The researcher was able to come up with a regression equation:

$$Y = 0.583 + 0.356X_1 + \varepsilon$$

### DISCUSSION OF FINDINGS

The study sought to establish the impact of growth and development opportunities on the performance of the organization, as in the County Government of Wajir. The mean score of the descriptive finding of growth and development opportunities is 1.896 with a standard deviation of 0.821, which stated that there was a lack of growth and development opportunities as perceived by the employees. Respondents said that they have poor access to opportunities for training, mentorship, advancement, development support, and clear avenues for promotion. However, with the use of correlation analysis, the results showed that there is a positive relationship between growth and development and organizational performance ( $r = .304$ ;  $p < .001$ ). Results of the regression also indicated that growth and development had statistically significant effects in predicting organizational performance ( $B = 0.253$ ,  $p < .001$ ). The conclusions based on the above findings indicated that although employee development programs are not adequate in the county government, they are very important in improving the effectiveness of the organization.

The findings are validated by earlier empirical research that shows how employee development may promote organizational results. Employee training and development had a strong positive impact on improving public service delivery and improving employee performance in public institutions according to Nor (2025). In other entities, such as the education sector, Modise (2023) found that workplace learning and development programs enhanced the competence of teachers toward job satisfaction and better performance of schools in South Africa. Moreover, Armstrong and Taylor (2022) stated structured training, mentorship, and career development



programs positively affect employee wellbeing and productivity, ultimately improving the effectiveness of the organization. The current study's results corroborate prior studies, indicating that investing in employees' development is consistently a key factor in the success of the organization, irrespective of institutional or geographical settings.

The results offer a lot of support for human capital theory that human capital investment in knowledge, skills, and competencies increases productivity and the performance of the organization. The conclusions suggest that enhancing access to professional development, training, mentoring and transparent promotion mechanisms in the County Government of Wajir will help enhance employees' effectiveness and service delivery in the County. Notably, from a county government standpoint, there is a need to put in place an extensive staff development Programme with a significant emphasis on continuous education, career advancement, and succession planning. These interventions would not only increase the capabilities of the employees, but they would also increase the capacity of the organization to provide quality public services and to improve strategic goals.

## CONCLUSION

The findings confirmed that there was a gap in opportunities for growth and development within the County Government of Wajir. Staff expressed concerns about training for their jobs, mentoring, equity in promotions, opportunities for professional development, and advancement processes. The county government was also seen as less effective in using performance appraisals to determine employee development needs. The findings revealed that these were found to have a negative impact on employee competence, morale, and commitment to the organizational goals. Nevertheless, this study confirmed that the opportunities for growth and development had a positive effect on organizational performance. This meant that the development of employee training, mentoring, and career progression programs might have a dramatic impact on service delivery and employee productivity for the county government. It is therefore concluded that employee growth and development programs are important to enhance organizational performance. The study also found that employee development improves the competence, motivation, and effectiveness of employees.

## Recommendations

The study also confirmed that there were not enough opportunities for the growth and development of employees, with limited training, and not enough implementation of mentorship programs and eligibility criteria for promotion. Therefore, the County Government of Wajir should put in place policies that facilitate ongoing procurement learning, staff development, and career advancement. These policies should include regular updates of staff on skills, mentoring and systematic promotion, succession planning, etc. A policy that focuses on employee development will help boost the competencies, innovation, and effectiveness of the employees in delivering services, which can help to improve overall organizational performance.

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