

**EFFECT OF SKILLS DEVELOPMENT ON POST COVID-19 PANDEMIC  
EMPLOYEE PERFORMANCE IN COMMUNITY BASED ORGANIZATIONS  
IN LAIKIPIA COUNTY, KENYA**

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**A Project Submitted to the Institute of Postgraduate Studies of Kabarak University  
in Partial Fulfillment of the Requirements for the Award of Master of Science in  
Organization Development (Human Resource Management) Degree**

**KABARAK UNIVERSITY**

**NOVEMBER, 2024**

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## RECOMMENDATION

To the Institute of Post Graduate Studies:

The research project entitled "**Effect of Skills Development in Post Covid-19 Pandemic Employee Performance in Community Based Organizations in Laikipia County, Kenya**" written by **Benson Omondi Owino** is presented to the Institute of Post Graduate Studies of Kabarak University. We have reviewed the research project and recommended it be accepted in partial fulfillment of the requirements for the award of the degree of Master of Science in Organizational Development (Human Resource Management).

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## **DEDICATION**

I dedicate this research project to my wife, Margaret and my daughter, Eliana for the consistent support and encouragement throughout my life.

## ABSTRACT

Employee performance is a critical component of the success and effectiveness of community-based organizations in Laikipia County, Kenya. However, there are several challenges that hinder optimal performance in these organizations. One significant issue affecting employee performance is the limited access to training and development opportunities. Hence the need to conduct a study on the effect of skills development on post covid-19 pandemic employee performance in community based non-governmental organizations in Laikipia County, Kenya. Specifically, the study sought to assess the effect of upskilling, cross skilling, reskilling and retooling on employee performance in community based organizations in Laikipia County, Kenya. This study was informed by human capital theory, cognitive theory of multimedia learning and technology acceptance model. This study adopted an exploratory research design. The unit of analysis was six community-based organizations in Laikipia County. The unit of observation was 151 employees working with the six community-based organizations in Laikipia County. The sample size was 110 respondents drawn from the six organizations calculated using the formula developed by Taro Yamane. Data was collected using questionnaires. A pilot study was conducted to test the data collection instruments for their reliability while validity was tested through subjecting it to subject matter experts. From the findings the Cronbach Alpha was between 0.706 and 0.838 implying that the research instrument was reliable. The collected data was analyzed using descriptive statistics including frequencies, percentages and means, and inferential statistics including correlation and regression analysis using SPSS. The findings revealed that there is a moderate positive and statistically significant correlation between upskilling and employee performance in community-based organizations in Laikipia County, ( $r = 0.543$ ;  $p < 0.05$ ). In addition, the findings revealed that there is a moderate positive and statistically significant correlation between cross skilling and employee performance in community-based organizations in Laikipia County, ( $r = 0.643$ ;  $p < 0.05$ ). Furthermore, the findings revealed that there is a moderate positive and statistically significant correlation between reskilling and employee performance in community-based organizations in Laikipia County, ( $r = 0.443$ ;  $p < 0.05$ ). Finally, the findings indicated that there was a moderate positive and statistically significant correlation between retooling and employee performance in community-based organizations in Laikipia County, ( $r = 0.654$ ;  $p < 0.05$ ). The study also concluded that as a result of being provided with an opportunity for retraining employees are more committed to the organization. The study also concluded that as a result of being provided with an opportunity for reskilling employees are more committed to the organization. The study also concluded that new technologies and working processes reduced errors at work. From the findings, the study recommended that training programs should address specific challenges faced by these organizations. Moreover, community-based organizations should design comprehensive training programs that expose employees to various aspects of community-based work. Finally, the study recommended that organizations should emphasize digital literacy and technology-driven skills to align with the evolving landscape of community development. The findings are significant to policy makers, practitioners and stakeholders in adjusting workforce development and capacity building initiatives.

**Keywords:** *Community-Based Organizations, Covid-19 Pandemic, Employee Performance, Skills Development.*

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

CBO	Community Based Organization
CSA	Catholic Social Apostolate
CSO	Civil Society Organization
HR	Human Resource
HRD	Human Resource Development
KUREC	Kabarak University Research Ethics Committee
NACOSTI	National Commission for Science Technology and Innovation
PBO	Public Benefit Organization
SPSS	Statistical Package for Social Science
TNA	Training Needs Assessment

## CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

**Community Based Organizations:** Refers to private or public organizations that do not pursue profits and are open to all members of a physical community with the aim of addressing issues affecting them (Farazmand, 2018). In this study community based organizations refer to nongovernmental, nonprofit organizations that work towards addressing issues affecting the community.

**Cross Skilling:** Refers to providing employees with a variety of skills that cut across barriers between related jobs resulting in a situation where they possess knowledge in a number of related domains (Christoph, 2021). In this study cross skilling refers to attempts by employers to broaden the skills set of their employees by gaining additional skills in adjacent functional areas.

**Employee Performance:** Is defined as the measurable outcomes and achievements of an individual in a workplace setting, reflecting their ability to effectively carry out assigned tasks, responsibilities, and goals, (Sudiarditha, 2018). In this study it refers to how employees fulfill their duties, complete required tasks and behaves in the workplace. It involves the level of quality, quantity and effectiveness of employees in completing their tasks.

**Retooling:** Refers to the process where organizations improve and optimize how they work through deployment of new processes, business models and technologies (Raimi, 2021). In this study retooling refers to the changes in how work is done in an organization from a broader perspective beyond the need for new skills and knowledge focusing on the processes that need to be adapted to align to the current realities.

**Reskilling:** Reskilling is a skills development intervention that aims to equip employees with new skills so that they may be able to do different job from what they were doing previously (Rangarajan & Rubasree, 2024). In this study it refers to training employees to do a different job.

**Skills Development:** Refers to productive capabilities acquired through all levels of learning and training (Ngure, 2022). In this study skills development refers to the process where employees are facilitated by the employer to acquire new or improve existing knowledge, skills and abilities that are necessary to perform their jobs more effectively.

**Upskilling:** Refers to interventions by an organization to expand the skills levels of their workers by use of formal training and informal learning activities with the aim of increasing their current competence and prepare them for changes in their jobs (Holopainen, 2022). In this study upskilling refers to efforts by organizations to provide additional skills and competencies to their employees.

**Post Covid-19:** Refers to the period after the acute phase of the COVID-19 pandemic, when infection rates have significantly decreased, vaccination campaigns have been widely implemented, and societies are transitioning from emergency response to long-term recovery and adaptation.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

As organizations face unprecedented challenges and changes in the Post Covid-19 pandemic period, investing in skills development has become crucial to ensure workforce resilience, competitiveness, and growth (Association for Talent Development, 2021). This proactive approach enables individuals and organizations to embrace digital transformation, address emerging market needs, and seize new opportunities in a rapidly evolving landscape.

One of the primary benefits of skills development in an organization is increased agility and adaptability. The COVID-19 pandemic has accelerated the pace of digitalization and automation, making it essential for employees to acquire or upgrade their digital skills, (International Labour Organization, 2020). Organizations that invest in upskilling and reskilling their workforce can effectively navigate the digital era and rapidly adapt to changing technologies, tools, and processes. This adaptability enables organizations to remain competitive, enhance operational efficiency, and seize emerging market opportunities, (Organization for Economic Co-operation and Development, 2020).

Skills development contributes to employee engagement and motivation. According to a study by Gallup, employees who feel their organization invests in their professional development are more engaged and have higher levels of job satisfaction. By offering learning and development opportunities, organizations demonstrate their commitment to employee growth and well-being, (World Bank, 2021). This, in turn, fosters a positive work environment, enhances employee loyalty, reduces turnover, and attracts top talent. In the post-COVID-19 era, where remote work and virtual collaboration have become

prevalent, investing in skills development can also strengthen employee connections and improve teamwork, (United Nations Development Programme, 2020).

As organizations face complex challenges arising from the pandemic's impact, fostering a culture of continuous learning can stimulate creativity and critical thinking. Employees with diverse skill set and a growth mindset are more likely to generate innovative ideas, identify new business models, and find solutions to complex problems, (Wang, Liu, & Tsai, 2018). By nurturing a learning culture and providing opportunities for skills development, organizations can tap into their employee untapped potential and drive innovation across all levels.

Skills development in organizations post-COVID-19 has gained significant attention and importance across different countries worldwide. While the specific strategies and initiatives may vary based on regional context and priorities, the overall objective remains consistent: to equip the workforce with the necessary skills to adapt and thrive in the post-pandemic era, (Association for Talent Development, 2021). The United States has been proactive in promoting skills development to address the changing workforce needs.

According to a survey conducted by PwC, 77% of CEOs in the United States (U.S.) are concerned about the availability of key skills in their workforce. To combat this, the American Workforce Policy Advisory Board aims to promote job training and apprenticeship programs, with a goal of enabling workers to gain in-demand skills. Additionally, the National Council for the American Worker has committed to training over 6 million workers through private-sector commitments, (International Labour Organization, 2020).

Germany is renowned for its vocational education and training (VET) system, which has proved successful in ensuring a skilled workforce, (Germany Industry Group, 2021). According to the German Federal Ministry of Education and Research, around 50% of young Germans choose vocational training over traditional university education. The government supports apprenticeships and collaborates closely with industry to ensure that training aligns with market demands. In 2019, over 1.3 million apprenticeships were offered in Germany, showcasing the country's commitment to skills development.

Singapore has placed a strong emphasis on skills development to remain competitive in the global market. The Skills Future movement, launched in 2015, aims to encourage lifelong learning among Singaporeans. As of 2020, more than 500,000 individuals have utilized their Skills Future Credit, a government-provided credit that can be used to upskill or reskill. In response to COVID-19, the SG United Jobs and Skills Package was introduced, targeting to create 100,000 opportunities for job seekers and offering enhanced training subsidies for sectors affected by the pandemic, (World Economic Forum, 2021).

Skills development is crucial for South Africa's economic growth and addressing unemployment challenges. The South African government introduced the National Skills Development Strategy in 2011, aiming to bridge the gap between education and industry needs, (Ampah, & Duku, 2020). According to the Department of Higher Education and Training, more than 3.3 million people have participated in learner-ships, apprenticeships, and skills programs under the strategy. Additionally, efforts are being made to promote digital skills, with the goal of training 1 million young people in digital literacy by 2023, (Chataika, & Meyer 2021).

Nigeria recognizes the importance of skills development for economic growth and job creation. The National Skills Development Policy emphasizes the need for industry-relevant skills training and the promotion of entrepreneurship. The government has established several initiatives to enhance skills development, such as the Industrial Training Fund (ITF) and the National Board for Technical Education (NBTE), (Kadt & Nyambe, 2021). Additionally, public-private partnerships have been formed to offer vocational training programs that address skills gaps in sectors like agriculture, manufacturing, and technology.

Ghana has been investing in skills development to build a competitive workforce. The government's Technical and Vocational Education and Training (TVET) system focuses on equipping individuals with technical and vocational skills through formal and informal training programs. The Council for Technical and Vocational Education and Training (COTVET) has been established to regulate and coordinate TVET activities in the country, (Elhiraika, 2021). To promote industry relevance, the government collaborates with employers and industry associations to develop competency-based curricula and establish apprenticeship programs.

Rwanda has recognized skills development as a vital driver of economic transformation. The government's Vision 2020 places a strong emphasis on TVET to enhance employability and entrepreneurship, (Heneveld, & Yoshida, 2020). Rwanda's TVET system includes vocational schools, polytechnics, and on-the-job training programs. The government has also partnered with international organizations and the private sector to establish specialized training centers in sectors such as tourism, construction, and Information and Communication Technology (ICT). These initiatives have resulted in increased enrollment in TVET institutions and improved access to skills training across the country, (Inanga, 2021).

Kenya has undertaken significant measures to enhance skill development within the country. The government's steadfast commitment to Technical and Vocational Education and Training (TVET) has played a pivotal role in addressing the evolving needs of the workforce. Kigongo and Kanyenze (2021) emphasize that Kenya boasts over 200 TVET institutions, spanning sectors such as engineering, hospitality, and information technology. Recognizing the importance of aligning education with market demands, the government has collaborated closely with industry stakeholders to design curricula that foster practical skills and enhance employability for TVET graduates.

Post-COVID-19, Kenya has intensified its efforts in digital transformation within education, responding to the increased importance of digital literacy skills. This involves incorporating digital technologies into learning environments to ensure individuals are well-equipped for the demands of the modern workforce, (Kouadio & Ofori 2021). Additionally, reskilling and upskilling programs may have been a focal point, addressing shifts in the job market and empowering individuals to adapt to new skill requirements.

Flexible learning platforms have likely gained prominence, with Kenya investing in online education and other adaptable models to make learning more accessible. Collaboration between educational institutions and industries remains crucial, and the country may have strengthened partnerships to ensure that educational programs align closely with the dynamic needs of various industries, (Kigongo & Kanyenze, 2021). Government support and policies play a critical role in skill development, and Kenya may have implemented initiatives to encourage businesses to actively participate in training and hiring endeavors. Furthermore, addressing youth unemployment through targeted employment programs and fostering entrepreneurship and innovation could be key aspects of Kenya's post-COVID-19 skill development strategy, (Kouadio & Ofori 2021).

### **1.1.1 Employee Performance**

Employee performance is a critical factor in the success and growth of any organization, including community-based organizations (CBOs), (Cherry, Colombo, & Arnold, 2019). The performance of employees directly impacts the quality and effectiveness of services provided by CBOs to the community. When employees perform at a high level, they are more likely to deliver services efficiently, accurately, and with a greater focus on meeting the needs of the community (McGrath, Arrow & Berdahl 2018).

Employee performance plays a key role in improving the overall effectiveness of CBOs. When employees consistently perform well, they contribute to the organization's ability to achieve its mission, goals, and objectives, thereby enhancing the overall performance and impact of the organization (Cherry et al., 2019). Measuring employee performance in community-based organizations (CBOs) is crucial for assessing individual contributions, identifying areas for improvement, and aligning performance with organizational goals, (Mendes, Santos, & Ribeiro, 2019). Key Performance Indicators (KPIs) in CBOs may include the number of clients served, funds raised, volunteer hours contributed, or community impact achieved.

According to a study by Huynh and Tripathy (2021), 78% of nonprofit organizations used KPIs to measure employee performance. 360-Degree Feedback method involves collecting feedback from multiple sources, including supervisors, peers, subordinates, and even external stakeholders, to gain a comprehensive view of an employee's performance. A study by Ronesh and Kumar (2019) found that 71% of surveyed organizations used 360-degree feedback for performance evaluation.

Employees are encouraged to assess their own performance against predefined criteria and set goals for improvement. This approach promotes employee engagement and

ownership of performance outcomes, (Tims, Bakker, & Xanthopoulou, 2018). A survey by the Society for Human Resource Management (SHRM) found that 89% of organizations used self-assessment in their performance management systems. Supervisors or designated observers track and record employee behaviors, accomplishments, and challenges over a specified period. This method provides objective data for performance evaluation and identification of skill gaps. A study by Cutt, Murray, and Behrend, (2018) indicated that 67% of nonprofit organizations used behavioral observation and performance logs to measure employee performance. In this study employee performance will be measured by achievement of targets, output, effectiveness, efficiency and quality of work.

### **1.1.2 Community Based Organizations in Laikipia County**

Community based organizations are institutions set up and regulated under the relevant legal frameworks to provide charitable services and address social, economic, cultural, and environmental issues among others in the community (Odhiambo, 2019). These organizations typically work in partnership or collaboration with other stakeholders such local and national governments, businesses and other civil society organizations to promote positive change in their areas of operations. They are answerable to their funding partners, donors, general community, their beneficiaries and volunteers. Despite the crucial role played by the community organizations, Odhiambo (2019) notes that are limited by challenges in leadership, technical capacity, sustainability and funding in their quest to fulfill their mandates.

Laikipia County, located in the central highlands of Kenya, it is a region known for its diverse communities and rich natural resources. In recent years, community-based organizations (CBOs) have emerged as crucial actors in the county, working towards empowering local communities, promoting sustainable development, and addressing

various social and environmental challenges, (Mjoli, & Sosibo, 2021). According to the Annual NGO Sector Report 2021-2022 (NGOs Coordination Board, 2023) there were 12,162 Community Based organizations registered in Kenya. Out of these, 124 had operations in Laikipia County. In Laikipia County, they undertake a wide range of roles and activities aimed at addressing community needs and fostering inclusive development. These organizations act as catalysts for community empowerment, fostering self-reliance and participatory decision-making processes, (Prais & Kamp 2020).

CBOs serve as the voice of marginalized communities, advocating for their rights, interests, and concerns. They engage in dialogue with government institutions, non-governmental organizations, and other stakeholders to influence policies and decision-making processes at local and national levels, (Chege, 2020). By representing the needs of their communities, CBOs play a crucial role in ensuring that development initiatives are inclusive and responsive to community aspirations. CBOs in Laikipia County focus on building the capacity of local communities through training and skills development programs, (Chelimo, & Simiyu, 2021). They provide workshops, seminars, and mentorship opportunities to enhance knowledge and skills in areas such as entrepreneurship, sustainable agriculture, natural resource management, and community leadership. These capacity-building efforts enable community members to become active participants in their own development, fostering self-sufficiency and long-term sustainability, (Kibet, & Kiprop, 2020).

In Laikipia County, community based organizations, public benefit organizations (PBO), societies or charitable trusts depending on their registration status (Council of Foundations, 2022). The CBOs scene in Laikipia County is vibrant with community based organizations stationed in the county to complement the efforts of the county

government in addressing the challenges facing the community. This is acknowledged by the County Government of Laikipia through its county integrated development plan (2018 – 2022) noting that community based organizations operating in the county play a significant role in social development in the county, (Kobia & Jowi, 2021).

## **1.2 Statement of the Problem**

The COVID-19 pandemic significantly disrupted global economies and labour markets, posing unprecedented challenges to CBOs worldwide. In the wake of the pandemic, CBOs in various regions, including Laikipia County, Kenya, were grappling with the urgent need to adapt to new operating conditions and enhance employee performance to sustain their vital roles in local communities. The Covid-19 pandemic caused disruptions that resulted substantial changes in how organizations conduct their operations. For example 80% of CBO staff reported increased demand for their services. At the same time 88% of CBOs increased their online presence according to Javan (2023).

The World Bank (2021) argues that without adequate training, employees may struggle to adapt to changing community needs of their communities. Consequently, their ability to deliver the desired outcomes would be impaired. The effects of the Covid-19 pandemic coupled with the demanding nature of community development work led to employees feeling overburdened and unable to meet expectations. This adversely affected their motivation, job satisfaction, and ultimately their performance. As a result, 55% and 52% of community based organizations reported that they were under increased pressure to invest in skills development and hire new staff respectively to fill skills gaps (Javan, 2023). These initiatives are supposed to facilitate adjustment to the new operating environment and remain effective in delivering on their mandate.

The disruption caused by the pandemic has underscored the critical importance of skills development in equipping employees with the competencies needed to navigate evolving challenges and contribute effectively to organizational objectives. However, there remains a gap in understanding the specific impact of skills development initiatives on employee performance within the context of CBOs post-COVID-19 pandemic. Despite the recognized significance of skills development, empirical evidence linking such interventions to tangible improvements in employee performance within community-based organizations is limited. The lack of comprehensive research addressing this issue hinders the ability of CBOs and policymakers to formulate evidence-based strategies for workforce development and organizational resilience. Therefore, there is a pressing need for empirical research to investigate the effect of skills development in the post COVID-19 pandemic era employee performance in community-based organizations, particularly in the unique socio-economic context of Laikipia County, Kenya.

### **1.3 Objectives of the Study**

#### **1.3.1 General objective of the Study**

The objective of this study was to investigate the effect of skills development on post Covid-19 pandemic employee performance in community-based organizations in Laikipia County, Kenya.

#### **1.3.2 Specific Objectives of the Study**

- i. To determine the effect of upskilling on employee performance in community-based organizations in Laikipia County.
- ii. To examine the effect of cross skilling on employee performance in community-based organizations in Laikipia County.

- iii. To assess the effect of reskilling on employee performance in community-based organizations in Laikipia County.
- iv. To establish the effect of retooling on employee performance in community-based organizations in Laikipia County.

#### **1.4 Research Hypothesis**

H0<sub>1</sub>: There is no statistically significant effect of upskilling on employee performance in community-based organizations in Laikipia County.

H0<sub>2</sub>: There is no statistically significant effect of cross skilling on employee performance in community-based organizations in Laikipia County.

H0<sub>3</sub>: There is no statistically significant effect of reskilling on employee performance in community-based organizations in Laikipia County.

H0<sub>4</sub>: There is no statistically significant effect of retooling on employee performance in community-based organizations in Laikipia County.

#### **1.5 Justification of the Study**

The COVID-19 pandemic caused widespread disruptions across various sectors globally, including community-based organizations. Understanding the effect of skills development on employee performance in the period after the onset of COVID-19 pandemic contributed to the recovery and resilience-building efforts of these organizations. Effective employee performance is crucial for the success and sustainability of community-based organizations, especially in providing essential services and support to local communities. Investing in skills development can enhance employees' abilities to fulfill their roles effectively, leading to improved organizational performance and service delivery.

The post COVID-19 landscape presented new challenges and demands for CBOs, such as changes in community needs, shifts in funding sources, and adjustments in service delivery methods. Skills development can equip employees with the necessary knowledge and capabilities to adapt to these changes efficiently and effectively. Identifying and addressing skill gaps within CBOs can help overcome barriers to growth and development. By understanding how skills development initiatives impact employee performance, organizations can tailor training programs to address specific areas of need, thereby fostering personal and professional growth among staff members. Community-based organizations play a vital role in promoting sustainable development and improving the well-being of local communities. By investing in skills development for their employees, CBOs can build capacity, foster innovation, and enhance their ability to address complex social, economic, and environmental challenges, ultimately contributing to long-term sustainable development goals. Moreover, research on the effects of skills development in post-pandemic settings generated valuable insights for policymakers, practitioners, and stakeholders involved in workforce development and capacity-building efforts.

### **1.6 Scope of the Study**

This study was conducted in community-based organizations operating within Laikipia County, Kenya. The study only included community based organizations that had majority of their operations in Laikipia and had active direct community outreach programmes addressing social problems in the community. The independent variables of the study were upskilling, cross skilling, reskilling and retooling. The dependent variable was employee performance. This study adopted an exploratory research design. The unit of analysis was six community-based organizations in Laikipia County. The unit of observation was 151 employees working with the six community-based organizations in

Laikipia County. The sample size was 110 respondents drawn from the four organizations. This sample was calculated using the formula developed by Taro Yamane. The study was conducted between May 2023 and May 2024.

### **1.7 Limitations and delimitations of the Study**

Some of the limitations the study encountered included; lack of confidence to freely participate in the study by some of the employees at community-based organizations who fears about how their responses would be taken by the administration in their respective organizations. This was addressed by providing the respondents with comprehensive explanation about the objectives of the study and data collection procedures including assurance on confidentiality as per the consent form. Since the study also targeted senior officers, the researcher found it difficult accessing some of them due to their busy schedule. This was addressed by booking appointments in advance and allocating adequate time to allow for flexibility during the data collection process. Furthermore, the study sought authorization from the relevant authorities, the consent letter from the University and research permit from the National Commission for Science, Technology and Innovation (NACOSTI) indicating the nature of research as that of academic nature. These provided reassurance to the respondents thereby gaining their trust and confidence to participate in the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter contains the theories followed by an empirical review of works done by previous scholars that relate to the variables that were being studied. The chapter also contains a summary of the empirical literature reviewed and finally the conceptual framework which shows the relationship between independent variables and the dependent variable.

#### **2.2 Theoretical Review**

This study was informed by the human capital theory, cognitive theory of multimedia learning and technology acceptance model. These theories explain how learning occurs, factors that influence the learning process and the outcomes of learning.

##### **2.2.1 Human Capital Theory**

The human capital theory was proposed by Theodore Schultz in 1961 where he argued that employees come to the job market with different levels of education and training. These in turn influence their capacity to perform their jobs. As a result workers who have high levels of skills, knowledge and ability were more desirable to the employers since they were expected to deliver better performance (Blair, 2012). Human capital is comprised of five distinct components including knowledge and skills. Skills are further categorized into hard skills and soft skills (Patacsil et al., 2017). Other components are behaviours, these are influenced by the organizational norms, ethics and personal beliefs of employees; and effort which refers to the attempts by the individual employees to utilize the other components of human capital including talents, knowledge and skills to accomplish their work tasks (Wuttaphan, 2017).

According to human capital theory, knowledge, skills and abilities of the employees are assets that can be used to build sustainable and competitive organizations. The trend towards knowledge based economy has stimulated organizations to reexamine their resources including employee capacity to perform their jobs as a resource in the quest to increase the effectiveness and productivity of the organizations (Debrulle et al., 2014). Social, economic and technological change puts pressure on organizations to maximize the use of all their resources including human resource.

As a result they adopt strategies such as training and development to build up their human capital as they strive to maintain their competitive advantage (Boon et al., 2017). Organizations invest in training and developing their employees so that the skills, knowledge and abilities gained through such efforts will be applied in their jobs. As a result, the productivity of the employees will increase since they will be better placed to perform their jobs (Wuttaphan, 2017). This is important because human capital can serve as a source for competitive advantage for an organization since there was a positive connection between human capital and organizational performance.

Empirical studies have supported the theory's claim that there was a positive link between human capital and organizational performance (Netcoh, 2016). Therefore, the theory allows for an analysis of the cost of the investments in skills development compared to the benefits that accrue from the same. However, the theory has been criticized for treating all learning processes in a similar manner without taking into consideration the differences in effectiveness of various strategies adopted in producing the desired effect (Netcoh, 2016). The human capital theory will be relevant to this study as it explains why organizations invest in learning activities although they have a cost implication on their operations. It gives a basis for all skills development in organizations. Therefore, it helps in explaining the effect of upskilling, cross skilling and

reskilling on employee performance in community based organizations in Laikipia County.

### **2.2.2 Cognitive Theory of Multimedia Learning**

The cognitive theory of multimedia learning was developed by Richard Mayer in 1997. In the theory, he proposes multimedia learning is more successful when the learning is set up and designed taking into consideration how the human works (Rudolph, 2017). The theory posits that there are three assumptions that come into play to enable effective learning. The first one is the multimedia principle which states that there are two channels for information processing. These are the audio and visual; learning takes place more effectively when both channels are used as opposed to a situation where only one is used. This means that learners learn better when there is a combination of words and pictures rather than words alone.

The second assumption is that people have limited capacity to process information. Learners process information by creating mental representations of the information that they have learnt which can only be done in small amounts (Yue et al., 2013). The third assumption is that learning is an active process that involves coordinating a number of cognitive processes. These include filtering, selecting, organizing, and integrating information based on existing knowledge. Therefore the theory argues that learning is more effective when learners build on what they already know. The theory proposes that learning using multimedia should be deliberately designed to take into consideration the learner cognitive processes taking care to avoid overloading their cognitive systems (Mayer, 2014).

The theory has influenced training design by encouraging the use coherent verbal and pictorial information. It encourages the use of appropriate levels of information that

focus on the most relevant content in order to avoid overloading the training participants with unnecessary cognitive input (Yue et al., 2013). Mayer's cognitive theory of multimedia learning has been criticized for being more relevant to novice learners rather than experienced learners. It has been argued that the principles propounded by the theory do not seem to influence learning among people who have substantial prior knowledge of the subject matter (Rudolph, 2017). This theory is relevant to all the four objectives in the study because it attempts to explain the effect of training design on the effectiveness of the training regardless of the technologies that are used to deliver the training.

### **2.2.3 Technology Acceptance Model**

Technology acceptance model was originally proposed by Fred Davis in 1989 (Alwahaishi & Snasel, 2013). The model aims to explain how people interact with new technologies by predicting how people will accept and use information systems and technology. The model attempts to explain the factors that come into play before people accept to use the technology (Surendan, 2012). The model argues that when people are presented with a new piece of technology two main factors come into play. First, is the perceived usefulness of the technology, this is the extent to which a person considers that the technology would enhance their performance of the assigned tasks (Su & Li, 2021). If a person believes that the technology will make their work easier then they are more likely to embrace it.

The second factor is the perceived ease of use. This focuses on the amount of effort that the person believes would be required to successfully use the new technology. That is, if a person believes that they have to work hard to understand how the technology works in order to use it then they are less likely to adopt that technology (Thomson, 2017).

Finally, there are other influences such as social influence, age and gender that shape a person's attitude which consequently has a bearing on the willingness to use new technology (Su & Li, 2021).

The theory has been hailed as one of the most important theory that attempts to explain the use of information management systems. However, some scholars have argued that the theory does not exhaustively list all the factors that affect the use of technology. Consequently, there have been modifications to the theory by addition of extra factors (Surendan, 2012). The theory is relevant to the study as it explores the factors that come into play as organizations adopt new technologies that impact how they work. Therefore, the theory helps in explaining the effectiveness of skills development through the use of technology. This was relevant in the post Covid-19 period there was increased adoption of technology in facilitating skills development through online learning platforms. Moreover, one of the outcomes of skills development was adoption of technology in delivering services by community based organizations in Laikipia County. In this regard the theory was relevant in explaining all the four objectives of the study that examined the effect of upskilling, cross skilling, reskilling and retooling on employee performance.

## **2.3 Empirical Review**

This section examines previous studies on skills development focusing on the findings that provide a better understanding for the topic.

### **2.3.1 Upskilling and Employee Performance**

Wang and Fang (2018) conducted a study on the effect of upskilling on employee performance in Chinese manufacturing firms. The research design employed a quantitative approach with a pre-test/post-test design. The target population consisted of employees working in Chinese manufacturing firms. To collect data, a questionnaire was

used to assess employee skills and performance. The analysis of the data included descriptive statistics and paired t-tests. The findings indicated that upskilling programs had a significant positive impact on employee performance. Participants who underwent training exhibited increased productivity and improved quality of work.

Smith and Johnson (2019) conducted a study to explore the relationship between upskilling and employee performance in the United States healthcare sector. The research design employed a mixed-methods approach with a sequential explanatory design. The target population consisted of healthcare professionals in the United States. Surveys and interviews were used as research instruments to gather data. Quantitative data were analyzed using regression analysis, while qualitative data were thematically analyzed. The study findings revealed a positive correlation between upskilling and employee performance in the healthcare sector. Upskilled healthcare professionals demonstrated improved patient outcomes, increased job satisfaction, and reduced turnover rates.

Garcia and Lopez (2020) conducted a qualitative case study on the impact of upskilling on employee performance in the retail industry, specifically in Spain. The research design employed a qualitative case study approach. The target population consisted of retail employees in Spain. Interviews and observations were utilized as research instruments. Thematic analysis was employed to analyze the gathered data. The study findings indicated that upskilling initiatives had a positive influence on employee performance in the retail industry. Upskilled employees demonstrated enhanced customer service skills, increased sales, and improved overall job performance.

Kim and Park conducted a study in 2021 to investigate the impact of upskilling on employee performance in South Korean technology firms. The research design employed a longitudinal study design with pre-test/post-test measures. The target population

consisted of employees working in South Korean technology firms. Self-report questionnaires were used as research instruments. The analysis of the data involved the use of analysis of covariance (ANCOVA). The study findings demonstrated that upskilling programs had a significant positive effect on employee performance. Upskilled employees exhibited increased innovation, problem-solving abilities, and job satisfaction.

Dubois and Tremblay (2022) conducted a comparative study on the relationship between upskilling and employee performance was examined within the Canadian manufacturing sector. The research design employed a comparative study design with multiple case studies. The target population consisted of manufacturing employees in Canada. Surveys and performance metrics were utilized as research instruments. The data analysis included a mixed-methods approach, incorporating quantitative data analysis and thematic analysis of qualitative data. The study findings revealed that the impact of upskilling initiatives on employee performance varied across different Canadian manufacturing firms. However, overall, upskilled employees demonstrated improved productivity, efficiency, and adaptability to technological changes.

Ssempala, (2018) did a study on the enhancing employee performance in community-based organizations through upskilling: A Case Study of Rural Development Initiatives in Uganda. The study adopted a qualitative research design with a sample size of 40 employees from various rural development projects. In-depth Interviews, focus group discussions, and observation were used to collect primary data. The study findings revealed that there was a positive impact of upskilling programs on employee performance in community-based organizations. Employees who received training and capacity-building opportunities demonstrated increased motivation, improved technical

expertise, and a sense of ownership in their work, resulting in more effective project implementation and community engagement.

Ndlovu, (2020) did a study on the role of upskilling in employee performance: A Survey-based Analysis of Nonprofit Organizations in South Africa. A cross-sectional survey research design was adopted with a sample size of 150 employees from various nonprofit organizations. The study used questionnaires and performance metrics to collect data for the study. The study revealed a significant association between upskilling and employee performance in South African nonprofit organizations. Employees who received regular training and skill development opportunities exhibited higher job satisfaction, increased productivity, and a stronger commitment to their organization's mission.

Adewale (2017) did a study on the upskilling and performance outcomes in community-based health programs: An Experimental Study in Nigeria. A Randomized Controlled Trial (RCT) was adopted with 100 health workers from community health programs. Pre- and Post-Training assessments, performance evaluations, and focus group discussions were used to collect data. The experimental study using RCT methodology demonstrated a positive causal relationship between upskilling and performance outcomes among health workers in community-based health programs. Those who participated in the upskilling interventions exhibited increased knowledge, improved service delivery, and better patient outcomes compared to the control group.

### **2.3.2 Cross Skilling and Employee Performance**

According to Rust et al., (2021), the main aim of cross skilling is to increase an employee's abilities and flexibility to take up new challenges and opportunities taking as a result of the rapid technological and social changes. Various studies have been conducted to examine the effect of cross skilling on job performance and they generally

produced positive results. Most of the recent studies were conducted in the medical field in light of the massive redeployment of medical staff in response to the covid-19 pandemic.

Liu, Chow, Xiao, & Huang, (2017) conducted a quantitative study to examine the effect of cross-skilling on employee performance in the Chinese service industry. The study used multilevel data analysis 705 employees from 162 small and medium-sized enterprises (SMEs) in China, this study adopted an empirical design. The findings revealed that cross-skilling affect employee performance in the Chinese service industry.

Johnson and Smith (2019) conducted a mixed-methods study to explore the relationship between cross-skilling and employee performance in the Australian hospitality sector. The research design utilized a sequential explanatory design. The target population consisted of hospitality professionals in Australia. Surveys and interviews were employed as research instruments to gather data. Quantitative data were analyzed using regression analysis, while qualitative data were thematically analyzed. The study findings revealed a positive correlation between cross-skilling and employee performance in the Australian hospitality sector. Cross-skilled hospitality professionals demonstrated improved customer service, increased productivity, and enhanced teamwork.

Dubois and Tremblay (2020) conducted a longitudinal study to investigate the impact of cross-skilling on employee performance in the Canadian manufacturing industry. The research design employed a pre-test/post-test measure design. The target population consisted of employees in the Canadian manufacturing industry. Self-report questionnaires were utilized as research instruments. The analysis of the data involved the use of analysis of covariance (ANCOVA). The study findings demonstrated that

cross-skilling programs had a significant positive effect on employee performance. Cross-skilled employees exhibited increased efficiency, improved problem-solving abilities, and higher job satisfaction.

Kim and Park (2021) conducted a qualitative case study to explore the impact of cross-skilling on employee performance in the South Korean IT sector. The research design employed a qualitative case study design. The target population consisted of IT professionals in South Korea. Interviews and observations were used as research instruments. Thematic analysis was employed to analyze the gathered data. The study findings revealed that cross-skilling initiatives had a positive influence on employee performance in the South Korean IT sector. Cross-skilled employees demonstrated enhanced versatility, increased collaboration, and improved performance in handling complex projects.

Müller and Schmidt (2022) conducted a comparative study on the effect of cross-skilling on employee performance in the German manufacturing sector. The research design utilized a comparative study design with multiple case studies. The target population consisted of manufacturing employees in Germany. Surveys and performance metrics were employed as research instruments. The data analysis included a mixed-methods approach, incorporating quantitative data analysis and thematic analysis of qualitative data. The study findings revealed that the impact of cross-skilling initiatives on employee performance varied across different German manufacturing firms. However, overall, cross-skilled employees demonstrated improved adaptability, increased productivity, and enhanced problem-solving skills.

Njoroge, (2018) did a study on the impact of cross-skilling on employee performance in community-based organizations: A Case Study of Rural Empowerment Projects in Kenya. The study used a mixed-methods approach (Sequential Explanatory Design).

With a sample of 60 employees from various rural empowerment projects, Surveys, Semi-Structured Interviews, and performance evaluation metrics were used to collect data for the study. The mixed-methods study revealed that cross-skilling initiatives positively influenced employee performance in community-based organizations. Employees who underwent cross-skilling training demonstrated increased versatility, adaptability, and collaboration skills, leading to higher job satisfaction and improved project outcomes in the rural communities.

Agyemang (2019) focused on enhancing employee performance through cross-skilling: a quasi-experimental study in community development initiatives in Ghana. The study employed Quasi-experimental research design with Pre-test and Post-test Groups. The study used a sample of 80 employees from various community development initiatives (40 in cross-skilled group, 40 in control group). Questionnaires, Performance Assessments, and Focus Group Discussions were used to collect data. The quasi-experimental study revealed that employees who participated in cross-skilling programs demonstrated significant improvements in their performance compared to the control group. The cross-skilled employees displayed enhanced problem-solving abilities, improved communication, and increased effectiveness in their roles, leading to better project outcomes in the communities.

Amadi, (2017) focused on the cross-skilling and organizational performance: an exploratory study in community health programs in Nigeria. Exploratory Research Design and a sample of 45 health workers from community health programs were adopted in the study. In-depth Interviews, document analysis and performance evaluation metrics were used to collect the study data. The exploratory study revealed a positive correlation between cross-skilling and organizational performance in community health programs. Health workers who engaged in cross-skilling opportunities demonstrated

increased knowledge, improved patient care, and better health outcomes, contributing to the overall success of the community health programs.

### **2.3.3 Reskilling and Employees Performance**

Reskilling has emerged as a vital strategy to empower individuals and organizations in navigating the dynamic landscape of the modern workplace. The benefits of reskilling extend beyond individual employability; they have far-reaching impacts on economic growth and sustainability. According to a report by McKinsey Global Institute, effective reskilling efforts can lead to a significant increase in labor productivity, driving GDP growth (McKinsey, 2018). As industries evolve, reskilling enables employees to adapt to new roles, promoting business continuity, and fostering innovation. Additionally, reskilling can help tackle unemployment challenges and reduce the skills gap, positively impacting the overall economy.

Escobari et al (2019) contend that strategic reskilling program can result in upward mobility for low wage workers. They note that low wage workers change jobs frequently but in most cases they move to other low paying jobs. However, if they participate in strategic reskilling exercise this can provide an opportunity for them to rise through the ranks to higher paying jobs. Moreover, reskilling creates a feeling of job security among workers particularly in the face of shifting dynamics at the workplace due to automation and the effects of Covid-19 pandemic. There are instances where employers choose to retrain and equip their existing workers with new skills rather than terminating and recruiting new workers. This provides organizations with the talent that they require who may end up being more loyal to the employer (Escobari et al, 2019).

Naqvi et al., (2022), conducted a study to investigate the significance of online training for the reskilling of workers in a large steel factory in India. The study adopted a case

study method to try gain understanding into online reskilling of employees. The study was divided into two phases where phase one examined training needs assessment while phase two examined the training evaluation using secondary data. The study found that reskilling had significant impact on the performance of the workers when they applied the new skills that they gained in their work. Consequently, the company benefited in terms of improvement in the quality of work and cost savings leading to greater organizational effectiveness.

Aoun-Noujaim (2021) conducted a study to determine the effect of employee reskilling on workplace innovation. The study sent online questionnaires to employees working in Lebanon to check the connection between reskilling and innovative behavior. The study concluded that there was indeed a positive relationship between reskilling and employees innovativeness. Workers innovativeness include adoption of different strategies to problem solving, desire for improvements, new work tactics and ways of doing certain tasks and allocation of adequate resources so that new ideas could be implemented (Knezovic & Drkic, 2020).

Müller & Schmidt (2020) conducted a study on the impact of reskilling on employee performance in the German banking industry. The study adopted longitudinal research design with pre-test/post-test measures. The study targeted employees in the German banking industry. The study used self-reported questionnaires. The study adopted Analysis of covariance analysis. The study indicated that reskilling programs had a significant positive effect on employee performance in the German banking industry. Reskilled employees demonstrated increased efficiency, improved customer service, and higher job satisfaction.

Kim & Park (2021) conducted a study on reskilling and employee performance among South Korean manufacturing sector. The study adopted qualitative case study design. The target populations were manufacturing employees in South Korea. The study adopted interviews and observations as data collection instruments. The study adopted thematic analysis. The study revealed that reskilling initiatives positively influenced employee performance in the South Korean manufacturing sector. Reskilled employees exhibited improved productivity, increased teamwork, and enhanced adaptability to technological advancements.

Dubois & Tremblay (2022) conducted a comparative study on the effect of reskilling on employee performance in the Canadian healthcare sector. The study targeted healthcare professionals in Canada. The study adopted mixed-methods analysis, including quantitative data analysis and thematic analysis of qualitative data Findings: The study revealed that the impact of reskilling initiatives on employee performance varied across different Canadian healthcare organizations. However, overall, reskilled employees demonstrated improved clinical skills, increased patient satisfaction, and enhanced job performance.

Adekunle, (2019) did a study on the impact of reskilling on employee performance in community-based organizations: A Case Study of sustainable development projects in Nigeria. Longitudinal Case Study was used with a sample of 50 employees from various sustainable development projects. Surveys, In-depth Interviews, and Performance Evaluation Metrics were used to collect data. The longitudinal case study demonstrated that reskilling initiatives positively influenced employee performance in community-based organizations. Employees who underwent reskilling programs exhibited increased knowledge, improved adaptability, and enhanced problem-solving abilities, leading to better project outcomes and greater community impact.

Dlamini, (2019) conducted a study on enhancing employee performance through reskilling: A Quasi-Experimental Study in Community Education Programs in South Africa. Quasi-experimental design with Pre-test and Post-test Groups with a sample of 80 employees from various community education programs (40 in reskilled group, 40 in control group) Methods of data collection included questionnaires and focus group discussions. The quasi-experimental study revealed that employees who participated in reskilling programs showed significant improvements in their performance compared to the control group. The reskilled employee demonstrated increased confidence, enhanced teaching methodologies, and improved engagement with learners, leading to better educational outcomes in the community.

Kato (2017) did a study on the reskilling and organizational performance: an exploratory study in community health centers in Kenya. Exploratory research design was used with a sample size of 45 healthcare workers from community health centers. Methods of data collection included in-depth interviews and document analysis. The study findings revealed a positive association between reskilling and organizational performance in community health centers. Healthcare workers who engaged in reskilling opportunities demonstrated improved clinical skills, enhanced patient care, and increased efficiency, contributing to better health outcomes and greater satisfaction among patients and staff.

#### **2.3.4 Retooling and Employee Performance**

Retooling enables organizations to keep up with latest trends and innovations, organizations can remain relevant and poised for success (Montoya, 2020). It fosters a culture of innovation and creativity within organizations. By investing in new technologies and encouraging continuous learning, businesses can inspire employees to think outside the box and propose novel solutions. Moreover, the automation of routine

tasks through retooling can free up valuable time and resources, enabling employees to focus on higher-value tasks, such as research and development (Abraham, 2018). This approach can lead to groundbreaking discoveries and the development of innovative products and services.

Gitau (2016) conducted a study on retooling practices and their role in information service delivery in university libraries. Two theories were used in this study namely, theory of change, and lifelong learning theory. The study applied mixed methods design approach. Purposive sampling was applied to select university libraries used in study. Libraries in universities that had been chartered for a period of ten years or more years were selected. The total numbers of librarians targeted from the six libraries for the study were 81. The questionnaires formulated had both open and close ended questions. The study revealed that academic librarians were highly aware of seminars, workshops and conferences as forms of staff retooling practices. The study found out that major staff retooling practices was seminars, workshops and conferences. The study revealed that librarians participated in retooling practices to improve on service delivery.

Odongo (2020) conducted a study on objective of this study was to establish the effectiveness of staff retooling strategies and programmes on service delivery at the University of Nairobi library. The study was based on the resource based view theory. It used a descriptive survey research design and a census sampling method to select 62 respondents. Data was collected using standardized self-administered questionnaires then analyzed using statistical software (SPSS v21). Data was thematically analyzed and results presented in tables as frequencies and percentages. The results showed that service delivery was majorly affected by staff orientation, conferences/workshops, regular ICT training and mentoring. It further established that mentoring, orientation,

regular ICT training, conferences/workshops and job rotation were effective in delivering services.

Singh & Verma (2020) conducted a study on the impact of retooling on employee performance in the automobile industry. The study adopted longitudinal study with a pre- and post-implementation comparison group. The target population were employees in the automobile industry in India. The study adopted Interviews, surveys, and performance evaluations. The findings indicated that retooling initiatives led to improved employee performance, including increased output, reduced errors, and higher job satisfaction.

Leroy & Brice (2018) conducted a study on the influence of retooling on employee performance in the service sector. The study adopted cross-sectional survey study. The study targeted service sector employees in France with questionnaires as the main data collection instruments. The study adopted correlation analysis. The findings revealed that retooling efforts positively impacted employee performance, particularly in terms of customer service quality and employee engagement.

Mensah, (2019) did a study on the impact of retooling on employee performance in community-based organizations: A Case Study of environmental conservation projects in Ghana. The study used a longitudinal case study research design with a sample of 60 employees from various environmental conservation projects. Methods of data collection included surveys and in-depth interviews. The longitudinal case study demonstrated that retooling initiatives positively influenced employee performance in community-based organizations. Employees who underwent retooling programs exhibited increased technical competence, improved problem-solving abilities, and better project management skills, leading to enhanced project outcomes and positive environmental impact.

Kisaakye (2019) focused on enhancing employee performance through retooling: A quasi-experimental study in community education centers in Kenya. Quasi-experimental design with Pre-test and Post-test Groups was used. The sample consisted of 80 employees from various community education centers (40 in retooled group, 40 in control group). Data was collected using questionnaires, performance assessments and focus group discussions. The quasi-experimental study revealed that employees who participated in retooling programs showed significant improvements in their performance compared to the control group. The retooled employees demonstrated enhanced teaching techniques, increased adaptability, and improved student engagement, leading to better educational outcomes in the community.

Kibwezi, (2018) did a study on the retooling and Organizational Performance: An Exploratory Study in Community Health Clinics in Tanzanian. Exploratory research design was used with a sample size of 45 healthcare workers from community health clinics. Methods of data collections included In-depth Interviews, Document Analysis, and Performance Evaluation Metrics were used to collect data. The study findings revealed a positive correlation between retooling and organizational performance in community health clinics. Healthcare workers who engaged in retooling opportunities demonstrated improved clinical skills, enhanced patient care, and increased efficiency, leading to better health outcomes and higher patient satisfaction.

### **2.2.5 Employee Performance**

Wanjiku, (2019) did a study on the impact of employee training on performance in community-based NGOs: a case study in Kenya. Quasi-experimental design with Pre-test and Post-test Groups was used with a sample size of 80 employees from various community-based NGOs (40 in training group, 40 in control group). Methods of data

collection included questionnaires, performance evaluations, and focus group discussions. The study findings revealed that the employees who underwent training showed significant improvements in their performance compared to the control group. The trained employees displayed increased job satisfaction, enhanced communication skills, and improved project outcomes, contributing to the success of community-based projects.

Ouedraogo, (2020) did a study on the leadership styles and employee performance in community-based organizations: a cross-sectional study in Uganda. Cross-Sectional Survey research design was used. Sample size consisted of 120 employees from various community-based organizations. Surveys, interviews, and organizational performance metrics were employed in data collection. The cross-sectional study revealed a significant relationship between leadership styles and employee performance in community-based organizations. Participative and transformational leadership styles were associated with higher job satisfaction, greater employee engagement, and improved project outcomes in the community.

Adewale, (2020) conducted a study on the work-life balance and employee performance in community development projects: An Exploratory Study in Nigeria. Exploratory research design was used with a sample size of 50 employees from various community development projects. In-depth interviews, work-life balance assessments, and performance evaluations were used. The exploratory study revealed a positive association between work-life balance and employee performance in community-based organizations. Employees who reported a better work-life balance demonstrated increased productivity, reduced burnout, and higher job satisfaction, contributing to the success of community development projects.

Malawi (2019) did a study on the impact of employee motivation on performance in nonprofit organizations: A Longitudinal Study in South Africa. 100 employees from various nonprofit organizations were sampled. Data collection methods involved surveys, performance assessments and motivation scale. The findings revealed a strong positive correlation between employee motivation and performance in nonprofit organizations. Motivated employees demonstrated higher levels of commitment, increased productivity, and better project outcomes, contributing to the overall success of nonprofit initiatives

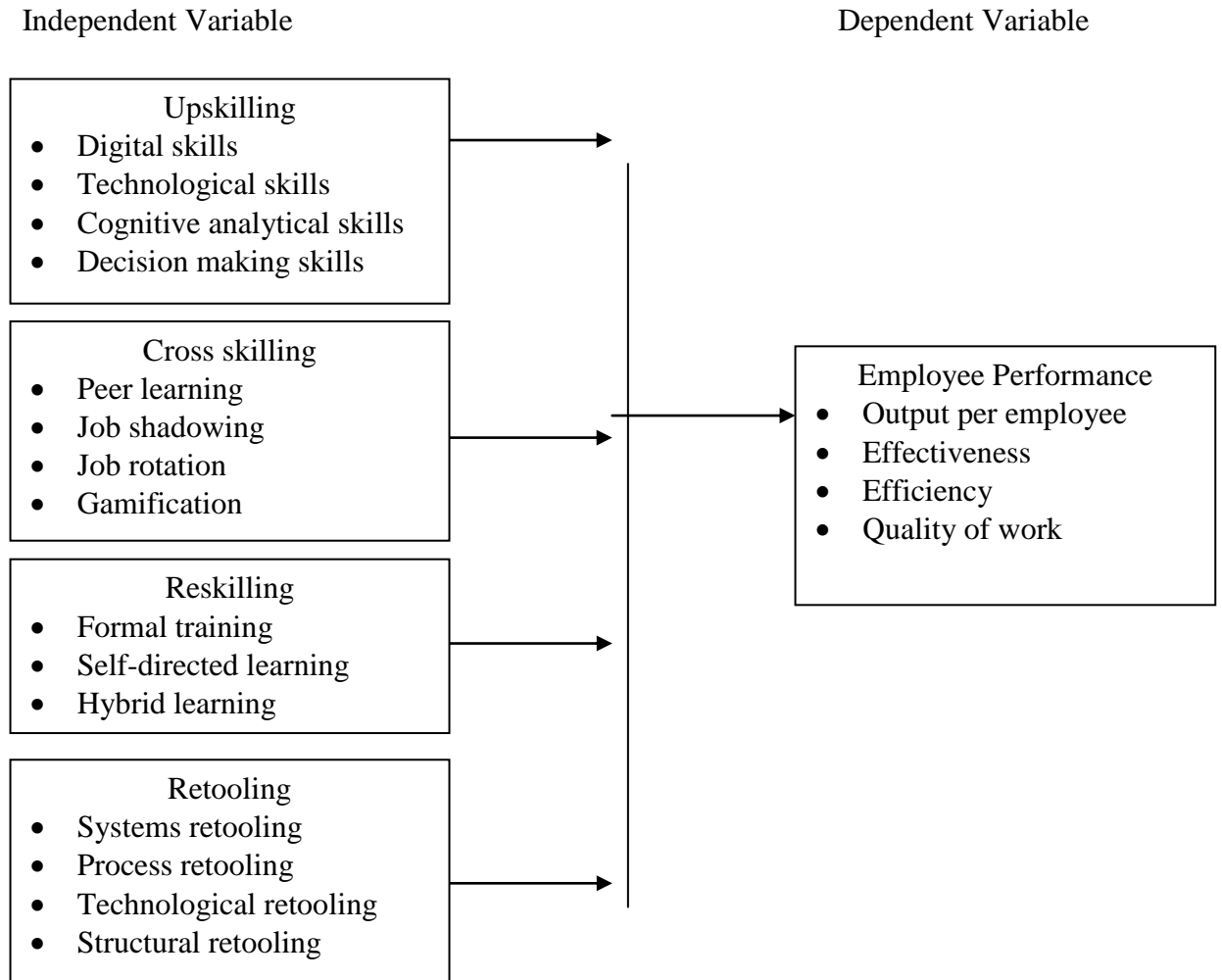
Uwimana, (2019) did a study on the gender and employee performance in Community-Based Projects: A Comparative Study in Rwanda. Comparative research design was used with a sample of 60 employees from various community-based projects (30 male, 30 female). Surveys, interviews, and performance evaluations were used to collect data. The comparative study revealed no significant gender-based differences in employee performance in community-based projects. Both male and female employees demonstrated similar levels of dedication, competence, and project outcomes, contributing equally to the success of community initiatives.

Mensah, (2018) did a study on the impact of employee empowerment on performance in community-based NGOs. A case study research design was used with a sample of 30 employees from a community-based NGO. Interviews, empowerment scale, and performance evaluations were used to collect data. The case study demonstrated a positive relationship between employee empowerment and performance in the community-based NGO. Empowered employees displayed higher levels of initiative, increased engagement, and better project outcomes, contributing to the organization's overall success.

## 2.3 Conceptual Framework

**Figure 1**

*Conceptual Framework*



*Source:* Author (2024)

## 2.4 Research Gaps

Review of existing literature revealed that there have been numerous studies that were conducted to examine effect of skills development in different organizations and sectors of the economy. However, there were areas that still required further investigation which the proposed study focused on thereby filling the identified gaps. Majority of the

researches on skills development and employee performance were conducted before the Covid-19 pandemic that resulted in significant shifts in how organizations operate.

Mikołajczyk (2022) conducted a qualitative study to examine the changes that covid-19 pandemic created in how organizations conducted their learning and development activities. He conducted indepth interviews with HR 19 managers after conducting a desk review of relevant materials. The study found that the pandemic resulted in changes in not only the form and methodology but also in the content and subject matter of skills development manifested. However the study did not examine the effect of these changes hence the need to examine how the new trends in skills development affected affected employee performance.

In a study conducted by Lund et al., (2021) to examine how the covid-19 pandemic affected workplace including training and development. The study was conducted in countries with the largest economies including China, France, Germany, India, Japan, the United Kingdom, Spain and the United States. In relation to skills development the study found long term shifts towards online learning and development activities. Questions were raised on the effectiveness of remote training including whether they can entirely replace traditional face to face training. The study did not examine how skills development was impacted by the pandemic in developing countries which have a different operating context. Moreover, the study did not provide a conclusion on the effectiveness of skills development post covid-19 pandemic.

In a study to examine the relationship between reskilling and innovative workplace behavior, Aoun-Noujaim (2021) administered an online questionnaire to respondents in Lebanon and neighbouring countries in the region. The study found that there was indeed a positive relationship between reskilling and innovative workplace behavior supported

by the top management. However, Aoun-Noujaim (2021) noted there were few studies that had examined the role of skills development and employee ability to adjust and adapt to the challenges that arise out of global crises. The study examined workers innovativeness as part of their performance. However, employee performance is broader than innovativeness including other aspects that were not addressed in the study.

In a study to examine human capital development through reinventing, reskilling and retooling (3Rs) Raimi (2021) examined 20 organizations that had adopted the 3Rs of skills development. The organizations included in the study were from different sectors and diverse parts of the world. The study adopted a qualitative method where data was collected from scholarly articles, working papers and reliable online sources. Raimi (2021) concluded that skills development interventions including upskilling, reskilling and retooling were relevant in both developing and developed countries. However, there was little research conducted in developing countries such as Kenya thereby necessitating the need for further empirical studies on the topic to gain a better understanding.

Majority of previous studies focused on the relationship between skills development and employee satisfaction in commercial organizations. The relationship between skills development and financial implications for the organizations was also well studied (Odoni, 2014). However, there were few studies that attempted to examine the relationship between skills development interventions and employee performance in service based industries. This perspective is further emphasized by Mucheru (2020) who noted that non-governmental organizations had been overlooked and understudied despite their significant contribution in social and community development in Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

Research design refers to a technique or a plan that is adopted by a researcher to generate answers to research problems thus influencing how the research is executed (Punch & Oancea, 2014). The plan specifies the sources, types and approaches that were used for gathering and analyzing data. This study adopted an exploratory research design. Exploratory research design is a type of research design that is conducted when the researcher is seeking to explore a new topic or gain insights into a complex phenomenon, (Hassaji, 2015). It is particularly useful when the researcher has limited prior knowledge about the subject and aims to generate hypotheses, identify variables, or provide a clearer understanding of the research problem. The study focused on the effect of skills development in the post-COVID-19 period, which is a relatively new and evolving area of interest. The novelty of the topic makes it suitable for an exploratory approach, as the researcher aims to gather initial insights and generate hypotheses rather than testing pre-existing theories.

#### **3.2 Location of the study**

The study was conducted in community based organizations operating within Laikipia County, Kenya. The county borders Nyandurua County to the East and Nakuru County to the South covering a surface land area of about 8,696.1km<sup>2</sup>. The number of people living in the county was approximated at 518,560 people as per the Laikipia County Statistical Abstract 2020 (County Government of Laikipia, 2020). The study location was selected since it had community based non-governmental organizations that had invested in skills development although a review of literature from previous studies did not yield results indicating that few studies had been conducted on the topic in the area.

Moreover, the County's economic landscape present unique characteristics or challenges that influence the approach and impact of skills development programs. The study sought to understand how the local economic context interacts with skills development efforts within CBOs, contributing to a more to the understanding of the topic.

### 3.3 Population of the study

According to Anderson et al., (2016), the population of a study refers to a defined group of all people or elements that shall be studied. The unit of analysis was 6 community-based organizations in Laikipia County. The unit of observation was 151 employees working with the 6 community-based organizations in Laikipia County. The distribution of the target population was as shown in Table 1.

**Table 1**

*Population Distribution*

Organization	Number of Employees	Percentage
L'Arche Kenya	32	21%
St. Martin CSA	56	37%
Caritas Nyahururu	18	12%
Laikipia Permaculture	17	11%
Hope Valley Family Institute	5	3%
Impact Kenya	23	16%
Total	151	100%

*Source:* Laikipia Community Based Organization Register (2024)

### 3.4. Sampling Procedure and Sample Size

#### 3.4.1 Sampling Procedure

Sampling is the process of selecting a statistical representative subset of a population that participate in the study where it is not feasible to include all elements of the population (Kaliyadan & Kulkarni, 2019). This study adopted cluster sampling where the researcher

divided the study population into clusters using preexisting units. In this case each of the sampled organization formed a cluster from which a random sample was drawn. This approach was useful as it allowed that researcher to capture responses from respondents who may have diverse range of perspectives while ensuring that all the organizations are represented in the sample.

### 3.4.2. Sample Size

The sample size was 151 respondents drawn from the six organizations. This sample was calculated using the formula developed by Taro Yamane as follows;

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

Where:

$n$  is the sample size

$N$  is the population size,  $N = 151$

$e$  is the level of precision,  $e = 0.05$

**Table 2**

*Sample Size Distribution*

Organization	Number of employees	Percentage
L' Arche Kenya	23	21%
St. Martin CSA	41	37%
Caritas Nyahururu	13	12%
Laikipia Permaculture	12	11%
Hope Valley Family Institute	4	3%
Impact Kenya	17	16%
Total	110	100%

### **3.5 Instrumentation**

The study used questionnaires to collect data. The questionnaire had closed ended questions depending on the appropriateness of the information that was sought. Questionnaires were ideal since they provide a standardized way of collecting data, ensuring that each participant receives the same set of questions (Karunaratna, et al., 2024). This consistency is crucial for maintaining the reliability of the data and allows for easy comparison between different respondents.

#### **3.6.1 Pilot Study**

According to Dorfler and Stierand (2020) a pilot study is conducted before the main study albeit at a small scale to test the logistics of the study, identify potential problems that may arise and come up with solutions. Therefore, the researcher conducted a pilot study at Rehema Children's Home and Kivuli project which are community based organizations located in Nyandarua County. The pilot study included 15 respondents constituting the recommended 10 percent of the target population in order to adequately test the research instruments. They had a similar background to those in the targeted population however they were excluded from the main study. The pilot study provided an opportunity to check and test the research instruments for their validity and reliability.

#### **3.6.2 Validity of the Instruments**

Validity refers to the extent to which the research instruments measure what they intend to measure (Mohajan, 2017). The researcher pre-tested the research instruments with the aim of identifying and rectifying questions that may be unclear or ambiguous. The researcher also subjected the research instruments to scrutiny by the supervisors and other colleagues with a view of checking the validity of the instruments.

### 3.6.3 Reliability of the Instruments

Reliability of research instruments is the extent to which the tool provides consistent results; it is about the precision, repeatability and trustworthiness of the instruments (Mohajan, 2017). The researcher conducted a pilot study at Rehema Children's Home and Kivuli project which are community based organizations located in Nyandarua County. The pilot study included 10 respondents who had a similar background to those in the targeted population. The responses were then be correlated using the Cronbach Alpha test where a coefficient of 0.7 and above indicated the research instrument is reliable.

**Table 3**

*Reliability Analysis*

Variable	No. of items	Cronbach alpha	Decision
Upskilling	5	0.706	Reliable
Cross skilling	7	0.838	Reliable
Reskilling	7	0.742	Reliable
Retooling	7	0.822	Reliable
Employee performance	10	0.777	Reliable

The variable upskilling consists of 5 items, and the Cronbach's alpha is 0.706. The value falls within the recommended range for reliability (typically 0.7 or higher). The decision is that the variable is considered reliable, indicating good internal consistency among the items measuring upskilling. The variable cross skilling comprises 7 items, and the Cronbach's alpha is 0.838. The alpha value is well above the recommended threshold, indicating strong internal consistency. The variable is deemed reliable.

The variable reskilling includes 7 items with a Cronbach's alpha of 0.742. The alpha value is within the acceptable range, suggesting good reliability. The variable is considered reliable in measuring the construct of reskilling. The variable retooling

consists of 7 items, and the Cronbach's alpha is 0.822. With an alpha value above the recommended threshold, the variable is considered reliable in capturing the concept of retooling. The variable employee performance comprises 10 items, and the Cronbach's alpha is 0.777. This alpha value falls within the acceptable range, indicating good internal consistency among the items measuring employee performance. The variable is considered reliable. The Cronbach's alpha values for all variables range between 0.706 and 0.838, meeting or exceeding the recommended threshold for reliability which is typically 0.7 or higher. Therefore, based on the findings, the research instrument is considered reliable.

### **3.7 Data Collection Procedures**

The researcher collected data through the use of questionnaires that the respondents were allowed to fill out at their own convenience. The researcher distributed the questionnaires to each respondent individually and explained the purpose of the study. They were assured about the confidentiality of the data collected. Thereafter, the respondent and the researcher agreed on the appropriate time when the researcher went back to pick the filled questionnaire based on the schedule and time requirements of the respondent. However, effort was made to ensure that the period between the issuance of the questionnaire and its collection is not too long to minimize loss of some questionnaires.

### **3.8 Data Analysis and Presentation**

According to Mugenda & Mugenda (2008), data analysis is the process of ordering, structuring, and assigning meaning to the information that was collected in the study. Data collected in the study was analyzed using descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS). Analysis included descriptive

analysis which included means, median, standard deviations and frequency distribution. Inferential statistics that were used included diagnostic tests, correlation analysis and regression analyses were adopted to assess the strength and direction of relationship between the variables. After analysis data was presented in form of tables.

The following multiple regression model was adopted in the study;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Employee Performance in community-based organizations

$\beta_0$  = Constant Term

X<sub>1</sub> = Upskilling

X<sub>2</sub> = Cross Skilling

X<sub>3</sub> = Reskilling

X<sub>4</sub> = Retooling

$\varepsilon$  = Error Term

$\beta_1, \beta_2, \beta_3, \beta_4$  represents Regression Coefficients for Independent Variables

### **3.9. Ethical Considerations**

The study endeavored to adhere to the highest standards for ethical consideration including obtaining informed consent from all study participants, ensuring confidentiality in collection of information and adherence to all set standards and rules regarding research activities in Kenya. The researcher also secured all the necessary permits such as NACOSTI for research permit, KUREC for ethics certification, authorization from the County Commissioner and the organizations for permission to conduct the study in the institutions. Finally, the researcher shared the research findings with the stakeholders in a simple and clear manner.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION

#### 4.1 Introduction

The chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to examine the effect of skills development post covid-19 pandemic on employee performance in community based organizations in Laikipia County.

#### 4.2 Response Rate

Response rate equals the number of people with whom structured questionnaires were properly completed divided by the total number of people in the entire sample (Fowler, 2014). The findings are as indicated in Table 4.

**Table 4**

*Response Rate*

Sampled No. of respondents	No. of Questionnaires	
	Returned	Response Rate (%)
110	100	91

The researcher administered 110 questionnaires for data collection. However, 100 questionnaires were properly filled and returned. This represented 91% overall successful response rates. Respondents were also assured of confidentiality of the information provided. Trex (2012) suggested that a response rate of 50% is adequate, 60% is good, and above 70% very good for analysis. This implies that 91 percent response rate was very appropriate for data analysis.

### 4.3 Demographic Information

The demographic information presented is on the age of the respondents, gender of the respondents, education level, current job and length of service in community based organizations in Laikipia County.

#### 4.3.1 Age of the Respondents

The researcher sought to find out the age of the respondents working in community based organizations in Laikipia County. The findings are as indicated in Table 5.

**Table 5**

*Age of the Respondents*

Age	Frequency	Percent
Below 20 Years	2	2
20-29 Years	26	26
30-39 Years	41	41
40-49 Years	22	22
50-59 Years	6	6
60 Years and above	2	2
Total	100	100.0

From the findings 2% of the respondents were below 20 years, 26% were in age bracket of 20-29 years, 41% were in age bracket of 30-39 years, 22% were in age bracket of 40-49 years, 6% were in age bracket of 50-59 years while 2% were in age bracket of 60 years and above. This implies that majority of the employees in community based organizations in Laikipia County were in age bracket of 30-39 years and 20-29 years. Employees in community-based organizations in Laikipia County, particularly those aged 20-29 and 30-39, require skill development to adapt to evolving work dynamics and changing community needs. By enhancing their skills, employees can improve their effectiveness, efficiency, and ability to meet organizational objectives. Skill development

also promotes career advancement opportunities and ensures employees remain competitive in the job market. Ultimately, investing in skill development is crucial for empowering employees to better serve their communities and contribute to the sustainable growth of community-based organizations.

#### 4.3.2 Gender of the Respondents

The researcher sought to find out the gender of the respondents working in community-based organizations in Laikipia County. The findings are as indicated in Table 6.

**Table 6**

*Gender of the Respondents*

Gender	Frequency	Percent
Male	57	57
Female	43	43
Total	100	100.0

From the analysis 57% of the respondents were male while 43% of the respondents were female. This implies that majority of the employees in community-based organizations in Laikipia County were male. Gender diversity brings a range of skills, communication styles, and problem-solving approaches to the organization. Having a balanced representation of both genders ensures that the organization's activities and initiatives address the needs and concerns of the entire community. Gender diversity is another critical factor influencing the performance of CBOs. A balanced representation of both genders introduces a variety of perspectives, enhancing creativity and problem-solving within the organization. Cox and Blake, (2018) highlight the importance of gender diversity in fostering innovation and improving organizational performance.

### 4.3.3 Education Level of the Respondents

The researcher sought to find out the education level of the respondents working in community-based organizations in Laikipia County. The findings are as indicated in Table 7.

**Table 7**

*Education Level of the Respondents*

Education Level	Frequency	Percent
Secondary	5	5
Certificate	26	26
Diploma	39	39
Bachelor's Degree	21	21
Postgraduate Degree	9	9
Total	100	100.0

From the analysis the study revealed that 5% of the respondent had secondary education, 26% had certificate education, 39% had diploma education, 21% had bachelor's degree while 9% had postgraduate degree education. This implies that majority of the respondents had diploma education, certificate education and bachelor's degree education. While formal education provides foundational knowledge, skill development is essential for translating that knowledge into practical abilities relevant to the workplace. Skill development enables individuals to stay updated with industry trends, technologies, and best practices, enhancing their proficiency and adaptability in their roles. Moreover, continuous learning fosters innovation, problem-solving capabilities, and professional growth, empowering employees to navigate evolving challenges and contribute effectively to organizational success, (Acemoglu & Angrist 2017).

#### 4.3.4 Current Job of the Respondents

The researcher sought to find out the current job of the respondents working in community-based organizations in Laikipia County. The findings are as indicated in Table 8.

**Table 8**

*Current Job of the Respondents*

Current Job Status	Frequency	Percent
Top management	7	7
Middle Management	34	34
Frontline/Operational Staff	46	46
Others Specify	13	13
Total	100	100.0

From the analysis 7% of the respondents revealed that they were in top management employees, 34% were middle management employees, 46% were non managerial employees while 13% were in other level of management. This implies that majority of the respondents were operational staff. A workforce predominantly composed of operational staff implies a rich diversity in skills, expertise, and hands-on experience within a CBO. This diversity becomes a valuable asset for the organization, fostering a variety of perspectives, ideas, and problem-solving approaches. The unique backgrounds and experiences of operational staff contribute to a more nuanced understanding of community needs and challenges, enriching the organization's capacity to respond effectively. In addition to fulfilling their operational roles, a diverse team of operational staff brings forth numerous advantages. Their varied perspectives enable the organization to approach challenges from multiple angles, leading to innovative and creative solutions. Cultural competence is heightened within the team, as individuals with diverse

backgrounds bring an understanding of different cultures, traditions, and languages, fostering more inclusive engagement with the community.

#### 4.3.5 Length of Service in the Current Organization

The researcher sought to find out the length of service of service in community based organizations in Laikipia County. The findings are as indicated in Table 9.

**Table 9**

*Length of Service in the Current Organization*

Length of Service	Frequency	Percent
Less than 1 year	12	12
1-5 years	17	17
6-10 years	25	25
11-15 years	30	30
16-20 years	10	10
More than 20 years	5	5
Total	100	100.0

From the findings 12% of the respondents stated that they have worked in community based organizations in Laikipia County for less than 1 year, 17% had worked in community based organizations in Laikipia County for 1-5 years, 25% had worked in in community based organizations in Laikipia County for 6-10 years 30% stated 11-15 years, 10% stated 16-20 years, 5% stated more than 20 years. Long-serving members provide stability and continuity to the organization, ensuring that institutional knowledge is retained over time. Length of service can lead to the development of experienced leaders who can guide and mentor newer members. Length of service within a CBO is a crucial element, bringing institutional memory and leadership development opportunities. Long-serving members contribute to the continuity of organizational goals

and strategies, while also serving as mentors to newer members, (Zajac & Westphal 2018).

#### **4.4 Descriptive Statistics**

The study requested respondents to give opinions in regard to the effect of upskilling, cross skilling, reskilling and retooling on employee performance in community-based organizations in Laikipia County. The interpretation of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the least mean and 5 being the highest mean.

##### **4.4.1 Descriptive Statistics for Upskilling**

The respondents were asked to indicate their level of agreement on the effect of upskilling on employee performance in community-based organizations in Laikipia County. The findings were as indicated in Table 10 below.

SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree.

**Table 10***Upskilling and Employee Performance*

Upskilling	N	SA %	A %	N %	D %	SD %	Mean	Std
Proficiency in use of digital tools enable employees to leverage innovation in problem-solving which enhance employee productivity	100	31	49	14	6	0	4.0320	.84181
Technological skills enhance employee efficiency when applying their expertise	100	40	45	11	4	0	4.1760	.84304
Cognitive analytical skills help employee identify issues, propose innovative solutions, and make informed decisions based on evidence and logical reasoning	100	41	39	18	2	0	4.1840	.80707
Strong decision-making skills enable employees to make timely and well-informed decisions, taking into account available information, risks, and potential impacts	100	48	32	13	7	0	4.0480	1.10611
Organizations that prioritize upskilling demonstrate a commitment to their employee career advancement and create an environment conducive to personal and professional growth	100	46	44	8	1	0	4.2560	.89716
Overall mean and the STD							4.1392	.8990

From the finding, 31% of the respondents strongly agreed that proficiency in use of digital tools enable employees to leverage innovation in problem-solving which enhance

employee productivity, 49% agreed, 14% were neutral, 6% disagreed that proficiency in use of digital tools enable employees to leverage innovation in problem-solving which enhance employee productivity with a mean of 4.0320 and Std. Deviation of .84181. From the finding, 40% of the respondents strongly agreed that technological skills enhance employee efficiency when applying their expertise, 45% agreed, 11% were neutral while 4% disagreed that technological skills enhance employee efficiency when applying their expertise with a mean of 4.1760 and Std. Deviation of .84304. The study findings are in line with the findings of Turyadi et al., (2023) who found that technological skills enabled employees to effectively use digital communication and collaboration tools, facilitating seamless interaction and information sharing within the organization. Proficiency in video conferencing and virtual collaboration tools allows for efficient communication among team members, even when they are geographically dispersed.

From the finding, 41% of the respondents strongly agreed that cognitive analytical skills help employee identify issues, propose innovative solutions, and make informed decisions based on evidence and logical reasoning, 39% agreed, 18% were neutral while 2% disagreed that cognitive analytical skills help employee identify issues, propose innovative solutions, and make informed decisions based on evidence and logical reasoning with a mean of 4.1840 and Std. Deviation of .80707. From the finding, 48% of the respondents strongly agreed that strong decision-making skills enable employees to make timely and well-informed decisions, taking into account available information, risks, and potential impacts, 32% agreed, 13% were neutral, while 7% disagreed that strong decision-making skills enable employees to make timely and well-informed decisions, taking into account available information, risks, and potential impacts with a mean of 4.0480 and Std. Deviation of 1.10611. The study findings agreed with those of

Garcia and Lopez (202) who found that strong decision-making skills involve evaluating risks. Employees with upskilled capabilities can better assess risks associated with various community initiatives and make informed choices.

From the finding, 46% of the respondents strongly agreed that organizations that prioritize upskilling demonstrate a commitment to their employee career advancement and create an environment conducive to personal and professional growth, 44% agreed, 8% were neutral while 1% disagreed that organizations that prioritize upskilling demonstrate a commitment to their employee career advancement and create an environment conducive to personal and professional growth, with a mean of 4.2560 and Std. Deviation of .89716. The overall mean was 4.1392 and Standard Deviation of 0.8990. This implies that upskilling enhances employee performance in community-based organizations in Laikipia County to a great extent.

The study findings align closely with the research conducted by Dubois and Tremblay (2022), emphasizing that organizations placing a priority on upskilling are actively investing in the professional development of their employees. This strategic commitment not only reflects a financial investment but, more importantly, cultivates a robust culture of continuous learning and improvement within the organizational framework. Such a commitment signifies a broader recognition that the development and enhancement of employee skills and knowledge contribute significantly to the organization's overall growth, adaptability, and long-term success.

#### **4.4.2 Descriptive Statistics for Cross Skilling**

The respondents were asked to indicate their level of agreement on the effect of cross-skilling on employee performance in community based organizations in Laikipia County. The findings were as indicated in Table 11.

Where SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree.

**Table 11**

*Cross Skilling and Employee Performance*

	N	SA %	A %	N %	D %	SD %	Mean	Std
Cross-skilling enables employees to perform a variety of tasks and roles within the organization this adaptability enhances their overall performance.	100	45	40	13	2	0	4.2720	.77643
By having a broader understanding of different functions, cross-skilled employees can collaborate more effectively.	100	40	46	13	6	0	4.0080	.92889
Cross skilling make employee more willing and capable of taking additional responsibilities	100	35	48	14	3	0	4.1520	.77310
Cross-skilling equips employees with a broader perspective and a range of skills, which can enhance their problem-solving and decision-making abilities.	100	43	39	14	4	0	4.1360	.91884
Cross skilling enhances employee responsiveness to change and emergent issues	100	47	44	6	3	0	3.9200	1.22211
Cross skilling help employee to easily step in for their colleague and effectively perform their duties when they are absent	100	48	34	10	8	0	4.0240	1.13921
Through cross skilling employees are better equipped to meet their targets	100	57	29	14	0	0	4.4240	.73247
Overall mean and the STD							5.9131	1.2843

From the findings, 45% of the respondents strongly agreed that cross-skilling enables employees to perform a variety of tasks and roles within the organization this adaptability enhances their overall performance, 40% agreed, 13% were neutral while 2% disagreed that the retraining provided employee with skills and knowledge that are relevant to the requirements of my job with a mean of 4.2720 and Std. Deviation of .77643. From the findings, 40% of the respondents strongly agreed that by having a broader understanding of different functions, cross-skilled employees can collaborate more effectively, 46% agreed, 13% were neutral while 6% disagreed that that by having a broader understanding of different functions, cross-skilled employees can collaborate more effectively with a mean of 4.0080 and Std. Deviation of .92889. The study findings are in tandem with those of Ngunula (2023) who found that in CBO, various functions and activities contribute to the overall mission and objectives. These functions may include program management, community outreach, fundraising, administration, and more. Having a broader understanding means that individuals are familiar with the goals, challenges, and processes associated with different functions within the organization.

From the findings, 35% of the respondents strongly agreed that cross skilling made employees more willing and capable of taking additional responsibilities, 48% agreed, 14% were neutral, 3% disagreed while none strongly disagreed that cross skilling made employees more willing and capable of taking additional responsibilities with a mean of 4.1520 and Std. Deviation of .77310. From the findings, 43% of the respondents strongly agreed that cross-skilling equips employees with a broader perspective and a range of skills, which can enhance their problem-solving and decision-making abilities, 39% agreed, 14% were neutral, while 4% disagreed that that cross-skilling equips employees with a broader perspective and a range of skills, which can enhance their problem-solving and decision-making abilities with a mean of 4.1360 and Std. Deviation of

.91884. The study findings are in line with the findings of Dubois and Tremblay (2020) that cross-skilling equips employees with a range of skills from different domains. This diversity enhances their problem-solving abilities by providing multiple perspectives and approaches to addressing challenges.

From the findings, 47% of the respondents strongly agreed that cross skilling enhanced employee responsiveness to change and emergent issues, 44% agreed, 6% were neutral while 3% disagreed that cross skilling enhanced employee responsiveness to change and emergent issues with a mean of 3.9200 and Std. Deviation of 1.22211. From the findings, 48% of the respondents strongly agreed that cross skilling helped employees to easily step in for their colleague and effectively perform their duties when they were absent, 34% agreed, 10% were neutral while 8% disagreed with a mean of 4.0240 and Std. Deviation of 1.13921.

From the findings, 57% of the respondents strongly agreed that through cross skilling employees were better equipped to meet their targets, 29% agreed, 14% were neutral, while none disagreed with a mean of 4.4240 and Std. Deviation of .73247. The overall mean was 5.9131 and Standard Deviation of 1.2843. This implies that cross skilling enhances employee performance in community-based organizations in Laikipia County to a very great extent. The study findings were in line with the findings of Agyemang (2019) who found that cross-skilled employees were better equipped to adapt to changing circumstances. This adaptability is crucial for community-based organizations facing evolving community needs, policy changes, or external challenges.

#### **4.4.3 Descriptive Statistics for Reskilling**

The respondents were asked to indicate their level of agreement on the effect of reskilling on employee's performance in community-based organizations in Laikipia

County. The findings were as indicated in Table 12 below where SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree.

**Table 12**

*Reskilling and Employee Performance*

	N	SA %	A %	N %	D %	SD %	Mean	Std
Retraining provided employees with skills and knowledge that are relevant to the requirements of my job	100	45	40	13	2	0	4.2720	.77643
By acquiring new technical skills through reskilling employees can effectively utilize emerging technologies which enhance their performance	100	34	47	13	6	0	4.0080	.92889
Employees are able to apply the new knowledge and skills gained as a result of reskilling in their work	100	35	48	14	3	0	4.1520	.77310
Acquisition of new skills through retraining increased employee enthusiasm for work	100	43	39	14	4	0	4.1360	.91884
Reskilling cultivates an agile workforce capable of embracing new challenges, exploring emerging opportunities	100	41	40	6	13	0	3.9200	1.22211
As a result of being provided with an opportunity for retraining employees are more committed to the organization	100	43	39	10	8	0	4.0240	1.13921
Retraining positively impact employee career development	100	57	29	14	0	0	4.4240	.73247
Overall mean and the STD							4.1337	.9272

From the findings, 45% of the respondents strongly agreed, 40% agreed, 13% were neutral, while 2% disagreed that that retraining provided employee with skills and knowledge that are relevant to the requirements of job with a mean of 4.2720 and Std. Deviation of .77643. From the findings 34% of the respondents strongly agreed, 47 % agreed, 13% were neutral, 6% disagreed while 2% strongly disagreed that by acquiring new technical skills through reskilling employees can effectively utilize emerging technologies which enhance their performance with a mean of 4.0080 and Std. Deviation of .92889. The study findings agreed with those of Aoun-Noujaim (2021) who found that reskilling employees in new technical skills allowed CBOs to adopt and leverage emerging technologies that can enhance their operational efficiency and effectiveness.

From the findings, 35% of the respondents strongly agreed, 48% agreed, 14% were neutral while 3% disagreed that employees were able to apply the new knowledge and skills gained as a result of reskilling in their work with a mean of 4.1520 and Std. Deviation of .77310. In addition, 43% of the respondents strongly agreed that acquisition of new skills through retraining increased employee enthusiasm for work, 39% agreed, 14% were neutral while 4% disagreed that acquisition of new skills through retraining increased employee enthusiasm for work with a mean of 4.1360 and Std. Deviation of .91884. The study findings are in line with those of Adekunle, (2019) who found that reskilling employees ensured that their skills remained relevant to the evolving needs of the organization and community. This sense of relevance can boost employee enthusiasm, as they feel more engaged in meaningful and impactful work.

In addition, from the findings, 41% of the respondents strongly agreed that reskilling cultivated an agile workforce capable of embracing new challenges, exploring emerging opportunities. 40% agreed, 6% were neutral while 13% disagreed with the statement that reskilling cultivated an agile workforce capable of embracing new challenges, exploring

emerging opportunities with a mean of 3.9200 and Std. Deviation of 1.22211. In addition, 43% of the respondents strongly agreed that as a result of being provided with an opportunity for retraining employees were more committed to the organization, 39% agreed, 10% were neutral while 8% disagreed that reskilling cultivates an agile workforce capable of embracing new challenges, exploring emerging opportunities with a mean of 4.0240 and Std. Deviation of 1.13921. In addition, from the findings, 57% of the respondents strongly agreed that retraining positively impact employee career development, 29% agreed, 14% were neutral while none of the respondents disagreed or strongly disagreed that retraining positively impact employee career development with a mean of 4.4240 and Std. Deviation of 0.73247. The overall mean was 4.1337 and Standard Deviation of .9272. This implies that reskilling enhances employee performance in community-based organizations in Laikipia County to a very great extent. The study findings are in tandem with those of Dlamini, (2019) who found that reskilling contributes to employee career development by providing opportunities for advancement within the organization. Employees who acquire new skills are better positioned for leadership roles or specialized positions within the CBO.

#### **4.4.4 Descriptive Statistics for Retooling**

The respondents were asked to indicate their level of agreement on the effect of retooling on employee performance in community-based organizations in Laikipia County. The findings were as indicated in Table 13 below. Where SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree.

**Table 13***Retooling and Employee Performance*

	N	SA %	A %	N %	D %	SD %	Mean	Std
With updated skills, employees feel more competent and capable of handling challenges and complex tasks	100	28	50	15	7	0	3.9840	.85179
Adoption of new working strategies such as remote working or online meetings increased employee enthusiasm for work	100	42	45	10	3	0	4.2480	.76891
Retooled employees are equipped with the latest techniques and knowledge, allowing them to deliver higher quality work, meet targets	100	38	55	7	1	0	4.2080	.77560
Employees are able to do their tasks that was previously not able to do as a result of introduction of new technologies in the organization	100	39	42	14	5	0	4.1600	.83666
New technologies and working processes have reduced errors at work	100	48	42	6	4	0	4.3440	.76310
Digitalization increased employee ability to complete the work within the set timelines	100	40	41	13	6	0	4.1280	.89781
Adoption of new working processes increased employee's ability to complete tasks within the set budget	100	38	47	13	2	0	4.2240	.72806
Overall mean and the STD							4.1337	.9272

From the findings, 28% of the respondents strongly agreed that with updated skills, employees feel more competent and capable of handling challenges and complex tasks, 50% agreed, 15% were neutral, while 7% disagreed that that with updated skills, employees feel more competent and capable of handling challenges and complex tasks with a mean of 3.9840 and Std. Deviation of .85179. From the findings, 42% of the

respondents strongly agreed that adoption of new working strategies such as remote working or online meetings increased employee enthusiasm for work, 45% agreed, 10% were neutral, 3% disagreed while none strongly agreed that adoption of new working strategies such as remote working or online meetings increased employee enthusiasm for work with a mean of 4.2480 and Std. Deviation of .76891. The study findings agreed with those of Austin-E gole (2020) that the adoption of new working strategies can offer employees greater flexibility and improved work-life balance. In the context of CBOs, where community engagement is crucial, remote work might allow employees to better balance fieldwork and administrative tasks.

From the findings, 38% of the respondents strongly agreed that retooled employees were equipped with the latest techniques and knowledge, allowing them to deliver higher quality work, meet targets, 55% agreed, 7% were neutral while 1% disagreed that retooled employees are equipped with the latest techniques and knowledge, allowing them to deliver higher quality work, meet targets with a mean of 4.2080 and Std. Deviation of .77560. In addition, the findings, 39% of the respondents strongly agreed that employees are able to do their tasks that was previously not able to do as a result of introduction of new technologies in the organization, 42% agreed, 14% were neutral, 5% disagreed while none strongly agreed that employees are able to do their tasks that was previously not able to do as a result of introduction of new technologies in the organization with a mean of 4.1600 and Std. Deviation of .83666. The study findings are in tandem with those of Tampi et al., (2022) the introduction of new technologies within a CBO can empower employees to undertake tasks that were previously challenging or impossible. For example, digital tools might streamline data collection and analysis, enabling more comprehensive community assessments.

In addition, the findings, 48% of the respondents strongly agreed that new technologies and working processes have reduced errors at work, 42% agreed, 6% were neutral, 4% disagreed while none strongly agreed that new technologies and working processes have reduced errors at work with a mean of 4.3440 and Std. Deviation of .76310. In addition, the findings, 40% of the respondents strongly agreed that digitalization increased employee ability to complete the work within the set timelines, 41% agreed, 13% were neutral, 6% disagreed while 1% strongly agreed that digitalization increased employee ability to complete the work within the set timelines with a mean of 4.1280 and Std. Deviation of .89781.

Finally, the findings, 38% of the respondents strongly agreed that adoption of new working processes increased employee's ability to complete tasks within the set budget, 47% agreed, 13% were neutral, 2% disagreed while none of the respondents strongly disagreed that adoption of new working processes increased employee's ability to complete tasks within the set budget with a mean of 4.2240 and Std. Deviation of .72806. The overall mean was 4.1337 and Standard Deviation of 0.9272. This implies that retooling enhances employee performance in community-based organizations in Laikipia County to a very great extent. The study findings are in line with those of Kibwezi, (2018) improved processes contribute to better resource allocation, ensuring that limited resources are used effectively. This is particularly important for CBOs that often operate on tight budgets, enabling them to maximize the impact of their initiatives.

#### **4.4.5 Employee Performance**

The respondents were asked to indicate their level of agreement on employee performance in community-based organizations in Laikipia County. The findings were as indicated in Table 14.

**Table 14***Employee Performance*

	N	SA %	A %	N %	D %	SD %	Mean	Std
Majority of employees have been able to adapt to the changing circumstances at work as a result of skills development interventions	100	53	47	0	0	0	4.5920	.87709
Skills development activities instituted at workplace increase employee's ability to achieve set targets at work	100	52	48	0	0	0	4.5960	.83689
Skills development interventions has increased the number of people that employee can serve effectively	100	49	51	0	0	0	4.5440	.85293
Participation in skills development activities increased employee ability to achieved the desired results from their work	100	47	53	0	0	0	4.4480	1.02277
Skills development activities increased employees ability to deliver expected results as required	100	45	55	0	0	0	4.4000	.92457
My work output is better aligned and contributes to the achievement of the realization of the mission and vision of my organization	100	42	58	0	0	0	4.5120	.93512
Through skills development initiatives employees are able to implement their work within the budget	100	49	51	0	0	0	4.5360	.98982
I complete my work assignments on time as a result of skills development interventions	100	42	58	0	0	0	4.5520	.92506
Skills development help employees reduce wastage of resources including time, material, money at work	100	46	54	0	0	0	4.5880	.74937
As a result of skills development interventions employees are able to deliver services that meet the expectations of the community	100	42	58	0	0	0	4.4880	.72974
Overall mean and the STD							4.5256	.8843

From the findings, 53% of the respondents strongly agreed that majority of employees have been able to adapt to the changing circumstances at work as a result of skills

development interventions while 47 % agreed that majority of employees have been able to adapt to the changing circumstances at work as a result of skills development interventions with a mean of 4.5920 and Std. Deviation of .87709. From the findings, 52% of the respondents strongly agreed that skills development activities instituted at workplace increase employee's ability to achieve set targets at work while 48% agreed that skills development activities instituted at workplace increase employee's ability to achieve set targets at work with a mean of 4.5960 and Std. Deviation of .83689. The study findings are in tandem with those of Cherry, Colombo and Arnold (2019) which noted that skills development activities tailored to the specific needs of a CBO can enhance the competencies of employees, making them more effective in their roles. Employees who participate in relevant training programs are better equipped to carry out their responsibilities, leading to increased efficiency, effectiveness, and the ability to achieve desired outcomes.

From the findings, 49% of the respondents strongly agreed that skills development interventions has increased the number of people that employee can serve effectively while 51% agreed that skills development interventions has increased the number of people that employee can serve effectively with a mean of 4.5440 and Std. Deviation of .85293. In addition the findings, 47% of the respondents strongly agreed that participation in skills development activities increased employee ability to achieve the desired results from their work while 53% agreed that participation in skills development activities increased employee ability to achieve the desired results from their work with a mean of 4.4480 and Std. Deviation of 1.02277. The study also agrees with the findings of Tims, Bakker and Xanthopoulou (2018) which found that training initiatives that emphasize the mission and vision help employees see the broader purpose of their work, resulting in a more focused and aligned effort toward organizational goals. Skills

development activities can foster a shared organizational culture, ensuring that the work output reflects the principles and values of the CBO.

In addition, from the findings, 45% of the respondents strongly agreed that skills development activities increased employee ability to deliver expected results as required while 55% agreed that new technologies and working processes have reduced errors at work with a mean of 4.4000 and Std. Deviation of .92457. In addition, from the findings 42% of the respondents strongly agreed that their work output is better aligned and contributes to the achievement of the realization of the mission and vision of my organization while 58% agreed that their work output is better aligned and contributes to the achievement of the realization of the mission and vision of my organization with a mean of 4.5120 and Std. Deviation of .93512. The study further are in line with the findings of Mjoli and Sosibo, (2021) who noted that training in effective communication and community engagement ensures that employees can interact with and respond to community members in a way that meets their expectations. When employees possess the necessary skills, they are more likely to deliver high-quality services that align with the diverse expectations and requirements of the community.

In addition, the findings, 49% of the respondents strongly agreed that through skills development initiatives employees are able to implement their work within the budget while 51% agreed that through skills development initiatives employees are able to implement their work within the budget with a mean of 4.5360 and Std. Deviation of .98982. Moreover, 42% of the respondents strongly agreed that they completed their work assignments on time as a result of skills development interventions while 58% agreed that they completed their work assignments on time as a result of skills development interventions with a mean of 4.5520 and Std. Deviation of .92506.

Moreover, 46% of the respondents strongly agreed that skills development help employees reduce wastage of resources including time, material, and money at work while 54% agreed that skills development help employees reduce wastage of resources including time, material, money at work with a mean of 4.5880 and Std. Deviation of .74937. Moreover 42% of the respondents strongly agreed that as a result of skills development interventions employees are able to deliver services that meet the expectations of the community while 58% agreed that as a result of skills development interventions employees are able to deliver services that meet the expectations of the community with a mean of 4.4880 and Std. Deviation of .72974. The overall mean was 4.5256 and Standard Deviation of 0.8843. This implies that skills development in Post COVID-19 Pandemic enhances employee performance in community-based organizations in Laikipia County to a very great extent. The study are in line with the findings of Kobia and Jowi (2021) which found that when employees possess the necessary skills, they are more likely to deliver high-quality services that align with the diverse expectations and requirements of the community.

#### **4.5 Correlation Analysis**

Correlation analysis is a data analysis technique that researcher use to measure relationships between variables in a study (Ravid, 2024). The results of correlation analysis makes it possible for the researchers to make conclusions about the strength and direction of relationship between the variables under examination.

##### **4.5.1 Upskilling on Employee Performance**

The study sought to establish the correlation between upskilling and employee performance in community-based organizations in Laikipia County. The findings of the study are as shown in Table 15.

**Table 15***Upskilling on Employee Performance*

		Employee Performance
Upskilling	Pearson Correlation	.543**
	Sig. (2-tailed)	.000
	N	100

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

As indicated in Table 15, the study indicates that there was a moderate positive and statistically significant correlation between upskilling on employee performance in community-based organizations in Laikipia County, ( $r = 0.543$ ;  $p < 0.05$ ). This implies that better upskilling practices enhance employee performance in community-based organizations in Laikipia County. When employees undergo targeted training and development programs, they acquire new skills and knowledge that directly enhance their ability to contribute effectively to community initiatives. The findings agree with Garcia and Lopez (2020) who indicated that by engaging in upskilling initiatives, employees not only increase their competence in their current roles but also develop a greater capacity for adaptability, enabling them to navigate changes in their work environment more effectively. This improved competence and adaptability translate into higher productivity, as employees are able to complete tasks more efficiently and with fewer errors.

Moreover, upskilling fosters the development of critical thinking and problem-solving abilities, empowering employees to address challenges with confidence and creativity. As individuals acquire new skills, they often experience a boost in confidence and motivation, leading to greater engagement and enthusiasm for their work. Additionally, upskilling creates pathways for career advancement within the organization, as skilled

employees are recognized as valuable assets and may be considered for promotions or leadership roles.

#### 4.5.2 Cross Skilling on Employee Performance

The study sought to establish the correlation between cross skilling on employee performance in community-based organizations in Laikipia County. The findings of the study are as shown in Table 16.

**Table 16**

*Cross Skilling on Employee Performance*

		Employee Performance
Cross skilling	Pearson Correlation	.643**
	Sig. (2-tailed)	.000
	N	100

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

As indicated in Table 16, the study indicates that there was a moderate positive and statistically significant correlation between cross skilling on employee performance in community-based organizations in Laikipia County, ( $r = 0.643$ ;  $p < 0.05$ ). This implies that better cross skilling practices enhances employee performance in community-based organizations in Laikipia County. Cross-skilling fosters a culture of collaboration as employees gain a holistic understanding of the organization's operations. This collaborative spirit enhances teamwork, encouraging employees to pool their diverse skills and perspectives to tackle community challenges more comprehensively.

The study findings concur with the findings of Liu., Chow., Xiao, & Huang, (2017) who revealed that cross-skilling programs had a significant positive impact on employee performance. Participants who underwent cross-skilling training demonstrated increased versatility, adaptability, and overall job performance. Moreover, the study concurs with

the findings of Dubois and Tremblay (2020) who revealed that cross-skilling programs had a significant positive effect on employee performance. Cross-skilled employees exhibited increased efficiency, improved problem-solving abilities and higher job satisfaction. Moreover, the study findings are in tandem Njoroge, (2018) who revealed that cross-skilling initiatives positively influenced employee performance in community-based organizations. Employees who underwent cross-skilling training demonstrated increased versatility, adaptability, and collaboration skills, leading to higher job satisfaction and improved project outcomes in the rural communities.

#### 4.5.3 Reskilling on Employee Performance

The study sought to establish the correlation between reskilling on employee performance in community-based organizations in Laikipia County. The findings of the study are as shown in Table 17.

**Table 17**

*Reskilling on Employee Performance*

		Employee Performance
Reskilling	Pearson Correlation	.443 <sup>**</sup>
	Sig. (2-tailed)	.000
	N	100

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

As indicated in Table 16, the study indicates that there was a moderate positive and statistically significant correlation between reskilling on employee performance in community-based organizations in Laikipia County, ( $r = 0.443$ ;  $p < 0.05$ ). This implies that better reskilling practices enhances employee performance in community-based organizations in Laikipia County. Reskilling stands as a transformative force in the performance of employees within community-based organizations. When employees

undergo reskilling initiatives, they are equipped with new sets of competencies that align with emerging needs and technological advancements. This proactive approach ensures that the workforce remains relevant and capable of addressing evolving challenges in community development.

The study findings are in line with the findings of Naqvi (2022) which revealed that reskilling had significant impact on the performance of the workers when they applied the new skills that they gained in their work. Consequently, the company benefited in terms of improvement in the quality of work and cost savings leading to greater organizational effectiveness. Moreover, Aoun-Noujaim (2021) findings revealed that there was indeed a positive relationship between reskilling and employees innovativeness. Worker's innovativeness includes adoption of different strategies to problem solving, desire for improvements, new work tactics and ways of doing certain tasks and allocation of adequate resources so that new ideas could be implemented. Moreover, the study findings are also in line with the findings of Kim & Park (2021) which revealed that reskilling initiatives positively influenced employee performance in the South Korean manufacturing sector. Reskilled employees exhibited improved productivity, increased teamwork, and enhanced adaptability to technological advancements.

#### **4.5.4 Retooling on Employee Performance**

The study sought to establish the correlation between retooling on employee performance in community-based organizations in Laikipia County. The findings of the study are as shown in Table 18.

**Table 18***Retooling on Employee Performance*

		Employee Performance
Retooling	Pearson Correlation	.654**
	Sig. (2-tailed)	.000
	N	100

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

As indicated in Table 18, the study indicates that there was a moderate positive and statistically significant correlation between retooling on employee performance in community-based organizations in Laikipia County, ( $r = 0.654$ ;  $p < 0.05$ ). This implies that better retooling practices enhances employee performance in community-based organizations in Laikipia County. Retooling initiatives often lead to increased productivity as employees become adept at leveraging advanced tools to address community challenges. Additionally, retooling fosters a culture of continuous improvement and learning, encouraging employees to stay abreast of industry trends and best practices.

The study findings are in line with the findings of Odongo (f2020) who revealed that major staff retooling practices was seminars, workshops and conferences. The study revealed that librarians participated in retooling practices to improve on service delivery. Moreover, the study findings are in line with the findings of Odongo (2020) who revealed that service delivery was majorly affected by staff orientation, conferences/workshops, regular ICT training and mentoring. It further established that mentoring, orientation, regular ICT training, conferences/workshops and job rotation were effective in delivering services. Singh & Verma (2020) also revealed that retooling initiatives led to improved employee performance, including increased output, reduced errors, and higher job satisfaction.

## 4.6 Diagnostic Tests

For the sake of justifying the use of the regression model pre-estimation tests were carried out.

### 4.6.1 Autocorrelation Assumption Test

Autocorrelation refers to the correlation of a variable with itself over time. When autocorrelation is present it implies that the current value of the variable is related to its past values. This can lead to biased estimates of the regression coefficients, as the effect of the independent variables may be attributed to the auto correlated error term rather than the true relationship between the variables. The results of the test of autocorrelation assumption are presented in Table 19

**Table 19**

*Autocorrelation Assumption Test Results*

Variable	Durbin-Watson
Upskilling	1.342
Cross skilling	2.145
Reskilling	2.234
Retooling	1.345
Employee Performance in Community-Based Organizations	1.987

The results as indicated in Table 4.3 revealed that the Durbin- Watson statistic value of upskilling was 1.342. In addition, the Durbin-Watson statistic value for cross skilling was 2.145. Further, the results indicated that the Durbin-Watson statistic value for reskilling was 2.234 and for the retooling was 1.345, and for the employee performance in community-based organizations was 1.987. This implies that the study variables had the independence of errors because it meets the threshold of Durbin-Watson between 0-

4. The Durbin-Watson test reports a test statistic, with a value from 0 to 4, where: 1.5-2.5 denotes no autocorrelation.

#### 4.6.2 Normality Assumptions Test

The study conducted a normality test to determine whether the data is normally distributed. The result of the normality test is indicated in Table 20

**Table 20**

*Normality Assumption Test Results*

Variable	Kolmogorov- Smirnov	Sig
Upskilling	.282	.667
Cross skilling	.228	.877
Reskilling	.236	.912
Retooling	.174	.871
Employee Performance in Community-Based Organizations	.236	.877

Normality assumption test results in Table 4.4 established that the data was normally distributed since the significance values for Kolmogorov-Smirnov were greater than 0.05. The study findings indicated that upskilling had a Kolmogorov-Smirnov significance value of  $p=.282 > 0.05$ . Cross skilling had a Kolmogorov-Smirnov significance value of  $p=.228 > 0.05$ . Reskilling had a Kolmogorov-Smirnov significance value of  $p=.236 > 0.05$ . Retooling had a Kolmogorov-Smirnov significance value of  $p=.174 > 0.05$ . The employee performance in community-based organizations had a Kolmogorov-Smirnov significance value of  $p=.236 > 0.05$ . Since the p-values were greater than the significance level (0.05), this implies that the data were normally distributed.

### 4.6.3 Multicollinearity Test

The study conducted a multicollinearity assumption test to determine whether the variables are correlated. Multicollinearity occurs when two or more independent variables are highly correlated with each other. When multicollinearity is present in a regression model, it can be difficult to determine the unique contribution of each independent variable to the outcomes. The study result is presented in Table 21

**Table 21**

*Multicollinearity Assumption Test Results*

Variables	Tolerance	VIF
Upskilling	.162	6.172
Cross skilling	.363	2.755
Reskilling	.889	1.125
Retooling	.775	1.290
Employee Performance in Community-Based Organizations	.592	1.689

From the finding the tolerance and variance inflation factor value for upskilling (tolerance=0.162 and VIF=6.172), for cross skilling (tolerance=0.363 and VIF=2.755), for reskilling (tolerance=0.889 and VIF=1.125) and for retooling (tolerance=0.775 and VIF=1.290) and for employee performance in community-based organizations (tolerance=0.592 and VIF=1.689). The study results imply that all tolerance values for the five variables under study were all above 0.10 and VIF values all less than 10, this implies that the data used had no Multicollinearity.

### 4.7 Regression Analysis

The study carried out a regression analysis to evaluate the combined effect of upskilling, cross skilling, reskilling, retooling on employee performance in community-based organizations in Laikipia County was established.

**Table 22***Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878 <sup>a</sup>	.770	.749	.3873	.000

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.770, which shows that the four independent variables (upskilling, cross skilling, reskilling, retooling) can explain 77.0% of performance in community-based organizations in Laikipia County, Kenya, while other factors explain 23.0%.

**Table 23***ANOVA*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.563	4	7.141	79.521	.000 <sup>b</sup>
	Residual	8.532	95	.0898		
	Total	37.095	99			

a. Dependent Variable: Employee performance in community-based organizations

b. Predictors: (Constant), upskilling, cross skilling, reskilling and retooling.

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables (Upskilling, cross skilling, reskilling, retooling) influence employee performance in community-based organizations in Laikipia County. Further, the F-value was (79.521) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable.

**Table 24***Regression Coefficients*

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.038	.145		.260	.796
Upskilling	.596	.107	.548	5.578	.013
1 Cross skilling	.233	.081	.245	2.877	.006
Reskilling	.245	.104	.179	2.356	.022
Retooling	.323	.106	.360	3.052	.003

Table 21 shows the overall significant test results for the hypothesized research model.

The interpretations of the findings indicated follow the following regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Therefore,

$$Y = 0.038 + 0.596X_1 + 0.233 X_2 + 0.245X_3 + 0.323 X_4$$

According to the intercept ( $\beta_0$ ), when the four independent variables are held constant, the value of employee performance in community-based organizations in Laikipia County will be 0.038. In addition, holding all the other independent variables constant, a unit increase in upskilling would lead to a 0.596 or 59.6% improvement in employee performance in community-based organizations in Laikipia County. This implies that other factors account for 40.4% increase in employee performance in community based organizations in Laikipia County. The study findings are in tandem with the findings of Garcia and Lopez (2020) which revealed that upskilling initiatives had a positive influence on employee performance in the retail industry. Upskilled employees demonstrated enhanced customer service skills, increased sales, and improved overall job performance.

Further, holding on the other independent variables constant, a unit increase in cross skilling would lead to a 0.233 or 23.3% improvement in employee performance in community-based organizations in Laikipia County. This implies that other factors explain 76.7% of improvement of employee performance in community based organizations in Laikipia County. The study concurs with the findings of Dubois and Tremblay (2020) who revealed that cross-skilling programs had a significant positive effect on employee performance. Cross-skilled employees exhibited increased efficiency, improved problem-solving abilities and higher job satisfaction. Moreover, the study findings are in tandem Njoroge, (2018) who revealed that cross-skilling initiatives positively influenced employee performance in community-based organizations. Employees who underwent cross-skilling training demonstrated increased versatility, adaptability, and collaboration skills, leading to higher job satisfaction and improved project outcomes in the rural communities.

In addition, holding all the other variables constant, a unit increase in reskilling would lead to a 0.245 or 24.5% improvement in employee performance in community-based organizations in Laikipia County. Therefore, other factors account for 75.5% improvement of employee performance in community based organizations in Laikipia County. The study findings agree with findings of Aoun-Noujaim (2021) findings revealed that there was indeed a positive relationship between reskilling and employees innovativeness. Worker's innovativeness include adoption of different strategies to problem solving, desire for improvements, new work tactics and ways of doing certain tasks and allocation of adequate resources so that new ideas could be implemented. Moreover, the study findings are also in line with the findings of Kim & Park (2021) which revealed that reskilling initiatives positively influenced employee performance in the South Korean manufacturing sector. Reskilled employees exhibited improved

productivity, increased teamwork, and enhanced adaptability to technological advancements.

Finally holding all the other variables constant, a unit increase in retooling would lead to a 0.323 or 32.3% improvement in employee performance in community-based organizations in Laikipia County. This means that the remaining 67.8% improvement in employee performance in community based organizations in Laikipia County is accounted for by other factors. The study findings are in line with the findings of Odongo (2020) who revealed that service delivery was majorly affected by staff orientation, conferences/workshops, regular ICT training and mentoring. It further established that mentoring, orientation, regular ICT training, conferences/workshops and job rotation were effective in delivering services. Singh & Verma (2020) also revealed that retooling initiatives led to improved employee performance, including increased output, reduced errors, and higher job satisfaction. From these findings we can infer that upskilling is influencing employee performance in community-based organizations in Laikipia County, most, followed by reskilling, retooling and cross skilling.

#### **4.8 Hypotheses Results**

The first hypothesis indicated that there is no statistically significant effect of upskilling on employee performance in community-based organizations in Laikipia County. From the findings the sig value was  $0.013 < 0.05$  which is less than 0.05 therefore based on coefficient rule the first null hypothesis was rejected and the study concluded that upskilling has a statistically significant effect on employee performance in community-based organizations in Laikipia County.

The second hypothesis indicated that there is no statistically significant effect of cross skilling on employee performance in community-based organizations in Laikipia

County. From the findings the sig value was  $0.006 < 0.05$  which is less than 0.05 therefore based on coefficient rule the second null hypothesis was rejected and the study concluded that cross skilling has a statistically significant effect on employee performance in community-based organizations in Laikipia County.

The third hypothesis indicated that there is no statistically significant effect of reskilling on employee performance in community-based organizations in Laikipia County. From the findings the sig value was  $0.022 < 0.05$  which is less than 0.05 therefore based on coefficient rule the third null hypothesis was rejected and study concluded that reskilling has a statistically significant effect on employee performance in community-based organizations in Laikipia County

The fourth hypothesis indicated that there is no statistically significant effect of retooling on employee performance in community-based organizations in Laikipia County. From the findings the sig value was  $0.003 < 0.05$  which is less than 0.05 therefore based on coefficient rule the fourth null hypothesis was rejected and study concluded that retooling has a statistically significant effect on employee performance in community-based organizations in Laikipia County

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a detailed summary of the major findings of the study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study. The main aim of this study was to assess the effect of skills development in post covid-19 pandemic on employee performance in community-based organizations in Laikipia County.

#### **5.2 Summary of Major Findings**

The study sought to determine the summary of key major findings of the study. The summary was categorized in terms of specific objectives.

##### **5.2.1 Upskilling on Employee Performance in Community-Based Organizations**

The findings revealed that there is a moderate positive and statistically significant correlation between upskilling on employee performance in community-based organizations in Laikipia County, ( $r = 0.543$ ;  $p < 0.05$ ). By engaging in upskilling initiatives, employees not only increase their competence in their current roles but also develop a greater capacity for adaptability, enabling them to navigate changes in their work environment more effectively. This improved competence and adaptability translate into higher productivity, as employees are able to complete tasks more efficiently and with fewer errors. Moreover, upskilling fosters the development of critical thinking and problem-solving abilities, empowering employees to address challenges with confidence and creativity. As individuals acquire new skills, they often experience a boost in confidence and motivation, leading to greater engagement and enthusiasm for their work. Additionally, upskilling creates pathways for career advancement within the

organization, as skilled employees are recognized as valuable assets and may be considered for promotions or leadership roles. Furthermore, investing in employees' professional development through upskilling initiatives promotes job satisfaction and loyalty, ultimately contributing to improved employee retention.

### **5.2.2 Cross skilling on Employee Performance in Community-Based Organizations**

From the analysis the findings revealed that there is a moderate positive and statistically significant correlation between cross skilling and employee performance in community-based organizations in Laikipia County, ( $r = 0.643$ ;  $p < 0.05$ ). The study also revealed that acquisition of new skills increased employee enthusiasm for work. Cross-skilling fosters a culture of collaboration as employees gain a holistic understanding of the organization's operations.

Moreover, cross-skilling fosters a deeper understanding of the organization's operations and objectives, empowering employees to contribute meaningfully across various departments or functions. This broader skill set equips employees with the flexibility to address evolving business needs and challenges, thereby increasing their overall effectiveness and productivity.

Additionally, cross-skilling encourages collaboration and knowledge sharing among team members, as individuals with different skill sets collaborate to solve complex problems and achieve common goals. Furthermore, cross-skilling promotes career development and advancement opportunities for employees, as they acquire a diverse set of skills valued by the organization.

### **5.2.3 Reskilling on Employee Performance in Community-Based Organizations**

Regarding reskilling on employee performance, the findings revealed that there is a moderate positive and statistically significant correlation between reskilling on employee

performance in community-based organizations in Laikipia County, ( $r = 0.443$ ;  $p < 0.05$ ). Furthermore, the study revealed that employees are able to apply the new knowledge and skills gained as a result of reskilling in their work. Further, the study revealed that acquisition of new skills through reskilling increased employee enthusiasm for work. By providing employees with opportunities to acquire new competencies or adapt to changing job requirements, reskilling ensures that they remain relevant and effective in their roles. As employees gain new skills or knowledge, they become better equipped to tackle challenges and seize opportunities in their current positions. This increased competence leads to improved performance outcomes, including higher productivity, better quality work, and more efficient task execution. Moreover, reskilling fosters a culture of continuous learning and professional development within the organization, motivating employees to stay engaged and committed to their work.

#### **5.2.4 Retooling on Employee Performance in Community-Based Organizations**

From the study the findings indicated that there is a moderate positive and statistically significant correlation between retooling and employee performance in community-based organizations in Laikipia County, ( $r = 0.654$ ;  $p < 0.05$ ). Further, it was established that, adoption of new working strategies such as remote working or online meetings increased employee enthusiasm for work. The study further found that retooled employees were equipped with the latest techniques and knowledge, allowing them to deliver higher quality work, meet targets. Retooling initiatives often lead to increased productivity as employees become adept at leveraging advanced tools to address community challenges. Additionally, retooling fosters a culture of continuous improvement and learning, encouraging employees to stay abreast of industry trends and best practices. This adaptability enhances the organization's capacity to navigate the

ever-changing landscape of community development, ensuring that employees are well-prepared to address emerging issues.

### **5.3 Conclusions**

Based on the findings the study concluded that strong decision-making skills enable employees to make timely and well-informed decisions, taking into account available information, risks, and potential impacts. The study further concluded that organizations that prioritize upskilling demonstrate a commitment to their employee career advancement and create an environment conducive to personal and professional growth. This not only improves problem-solving capabilities but also contributes to the overall effectiveness of the organization in achieving its mission. Beyond individual development, upskilling initiatives create a positive work environment, increasing employee engagement and job satisfaction.

Concerning the effect of cross skilling on employee performance in community-based organizations the study concluded that reskilling cultivates an agile workforce capable of embracing new challenges, exploring emerging opportunities. Furthermore, the study concluded that as a result of being provided with an opportunity for retraining employees are more committed to the organization. In addition, the study concluded that retraining positively impact employee career development. By diversifying employee skill sets, cross-skilling ensures that individuals are not only proficient in their primary roles but also capable of contributing across various functions within the organization. This versatility is particularly beneficial in the dynamic landscape of community development, where challenges often require multifaceted solutions. Cross-skilled employees exhibit increased adaptability, seamlessly transitioning between tasks and

roles as community needs evolve. This adaptability enhances the organization's agility and responsiveness, enabling it to address a broader spectrum of issues effectively.

Regarding the effect of reskilling on employee performance in community-based organizations in Laikipia County the study concluded that reskilling cultivates an agile workforce capable of embracing new challenges, exploring emerging opportunities. In addition, the study concluded that as a result of being provided with an opportunity for reskilling employees are more committed to the organization. The study also concluded that reskilling positively impacts employee career development. The enthusiasm and motivation stemming from reskilling initiatives often result in a more engaged workforce, committed to achieving the organization's mission through newfound capabilities. In essence, reskilling plays a pivotal role in elevating the performance of employees in community-based organizations, ensuring they remain agile, innovative, and well-prepared to meet the evolving needs of the communities they serve.

Finally concerning the effect of retooling on employee performance in community-based organizations in Laikipia County the study concluded that employees are able to do tasks that they were previously not able to do as a result of introduction of new technologies in the organization. In addition, the study concluded that new technologies and working processes reduced errors at work. Furthermore, the study concluded that digitalization increased employee ability to complete the work within the set timelines. The study also concluded that adoption of new working processes increased employee ability to complete tasks within the set budget. Retooling has a profound impact on employee performance within community-based organizations by providing them with updated tools, technologies, and methodologies to enhance their effectiveness. As the organization invests in new resources and technologies, employees are equipped with the latest instruments and strategies relevant to community development. This not only

streamlines existing processes but also empowers employees to work more efficiently and make informed decisions.

## **5.4 Recommendations**

### **5.4.1 Recommendation for Policy and Practice**

To enhance the impact of upskilling on employee performance it is recommended that CBOs should tailor training programs to address specific challenges faced by these organizations. Collaborative efforts with local educational institutions or training providers can ensure that the upskilling initiatives align with the unique needs of the community. Monitoring and evaluation mechanisms should be established to regularly assess the application of newly acquired skills in real-world scenarios, ensuring that employees can effectively translate their enhanced competencies into tangible contributions to community development.

For cross-skilling initiatives, it is crucial for the CBO to design comprehensive training programs that expose employees to various aspects of community-based work. Foster a culture of inter-departmental collaboration to encourage the sharing of skills and knowledge. Implement mentorship programs where employees with diverse skill sets can learn from each other. Regular team-building activities and projects that require collaboration across functions can further reinforce the benefits of cross-skilling. Establish feedback channels to gauge the effectiveness of cross-skilling efforts and make adjustments based on employee experiences.

In the context of reskilling, CBOs should emphasize digital literacy and technology-driven skills to align with the evolving landscape of community development. Implement flexible and accessible training formats, including online courses and workshops, to accommodate diverse learning styles and schedules. Encourage a culture of continuous

learning by providing incentives for employees to pursue additional certifications and staying updated on industry trends.

To maximize the impact of retooling on employee performance, community-based organizations should invest in state-of-the-art tools and technologies that align with the post-pandemic requirements. Establish a robust IT infrastructure to support the integration of new tools seamlessly. Provide comprehensive training on the use and maintenance of retooled resources, ensuring that employees feel confident and competent in utilizing them. Continuous technical support and periodic assessments can help identify any challenges or obstacles employees face in adapting to the retooled environment, allowing for timely adjustments and improvements. Additionally, foster a culture that values innovation and encourages employees to explore creative ways of utilizing retooled resources for community development.

#### **5.4.2 Recommendations for Future Studies**

The researcher suggested that a further study should focus on a comparative study to analyze the effect of skills development on employee performance in community-based organizations across different regions within Kenya or even in other countries. Moreover, there is the need to conduct qualitative research, such as interviews or focus groups, to explore employees' experiences with skills development programs in community-based organizations. The researcher further suggested that there is the need to investigate the role of organizational culture and climate in facilitating or hindering the effectiveness of skills development programs and their impact on employee performance. There is the need to conduct a quantitative analysis to measure the economic impact of skills development programs on community-based organizations in terms of productivity, profitability, and sustainability.

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## APPENDICES

### Appendix I: Introductory Letter

Benson Omondi Owino  
MSC Organizational Development Student  
Kabarak University

Dear Respondent,

#### **Re : Request to Participate in a Study**

My name is Benson Omondi Owino currently a student at Kabarak University – Nakuru Campus. It is an essential need to conduct research as part of study requirements. In this regard, my research is the “Effect of skills development in post covid-19 pandemic on employee performance in community based organizations in Laikipia County, Kenya.

“Skills development refers to the process where employees are facilitated by the employer to acquire new or improve existing knowledge, skills and abilities that are necessary to perform their jobs more effectively”

Privacy is the key, and responses will only used for study fulfillment.

Thank you.

Yours sincerely,

Benson Omondi Owino

## Appendix II : Research Questionnaire

### Introduction

You have been selected to be one of the respondents in the study. Kindly respond to the following questions to help me generate data that will be useful in this study. The questionnaire will take you about 20 minutes to fill in. All information that you will provide will be treated with confidentiality and for the purposes of the study only.

### Section 1: Demographic Information

1. What is your age? Please tick (✓) where applicable.

Below 20 years	<input type="checkbox"/>	40 – 49 years	<input type="checkbox"/>
20 – 29 years	<input type="checkbox"/>	50 – 59 years	<input type="checkbox"/>
30 – 39 years	<input type="checkbox"/>	60 Years and above	<input type="checkbox"/>

2. What is your gender? Please tick (✓) where applicable

Male  Female

3. What is your highest level of education? Please tick (✓) where applicable

Secondary	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Postgraduate degree	<input type="checkbox"/>
Certificate	<input type="checkbox"/>	Bachelor's degree	<input type="checkbox"/>		

4. How would you categorize your current job? Please tick (✓) where applicable

Top management	<input type="checkbox"/>	Middle management	<input type="checkbox"/>
Non managerial staff	<input type="checkbox"/>	Others Specify	_____

5. How long have you worked in your current organization? Please tick (✓) where applicable

Less than 1 year	<input type="checkbox"/>
1 -5 years	<input type="checkbox"/>
6 – 10 years	<input type="checkbox"/>
11 – 15 years	<input type="checkbox"/>
16 – 20 years	<input type="checkbox"/>
More than 20 years	<input type="checkbox"/>

In a scale of 1-5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. Indicate the level of agreement on effect of up skilling on employee performance.

**Section 2: Effect of Upskilling on Employee Performance**

Statements	1	2	3	4	5
Proficiency in use of digital tools enable employees to leverage innovation in problem-solving which enhance employee productivity					
Technological skills enhance employee efficiency when applying their expertise					
Cognitive analytical skills help employee identify issues, propose innovative solutions, and make informed decisions based on evidence and logical reasoning.					
Strong decision-making skills enable employees to make timely and well-informed decisions, taking into account available information, risks, and potential impacts.					
Organizations that prioritize upskilling demonstrate a commitment to their employee career advancement and create an environment conducive to personal and professional growth.					

**Section 3: Effect of Cross Skilling on Employee Performance**

Statements	1	2	3	4	5
Cross-skilling enables employees to perform a variety of tasks and roles within the organization this adaptability enhances their overall performance					
By having a broader understanding of different functions, cross-skilled employees can collaborate more effectively,					
Cross skilling make employee more willing and capable of taking additional responsibilities					
Cross-skilling equips employees with a broader perspective and a range of skills, which can enhance their problem-solving and decision-making abilities.					
Cross skilling enhance employee responsiveness to change and emergent issues					

Cross skilling help employee to easily step in for their colleague and effectively perform their duties when they are absent					
Through cross skilling employees are better equipped to meet their targets					

#### Section 4: Effect of Reskilling on Employee Performance

Statements	1	2	3	4	5
Retraining provided employee with skills and knowledge that are relevant to the requirements of my job					
By acquiring new technical skills through reskilling employees can effectively utilize emerging technologies which enhance their performance.					
Employees are able to apply the new knowledge and skills gained as a result of reskilling in their work					
Acquisition of new skills through retraining increased employee enthusiasm for work					
Reskilling cultivates an agile workforce capable of embracing new challenges, exploring emerging opportunities,					
As a result of being provided with an opportunity for retraining employees are more committed to the organization					
Retraining positively impact employee career development					

#### Section 5: Effect of Retooling on Employee Performance

Statements	1	2	3	4	5
With updated skills, employees feel more competent and capable of handling challenges and complex tasks.					
Adoption of new working strategies such as remote working or online meetings increased employee enthusiasm for work					
Retooled employees are equipped with the latest techniques and knowledge, allowing them to deliver higher quality work, meet targets,					
Employees are able to do their tasks that was previously not able to do as a result of introduction of new technologies in the organization					

New technologies and working processes have reduced errors in work					
Digitalization increased employee ability to complete the work within the set timelines					
Adoption of new working processes increased employees ability to complete tasks within the set budget					

### Section 6 : Employee Performance

Statements	Ratings				
	1	2	3	4	5
Majority of employees have been able to adapt to the changing circumstances at work as a result of skills development interventions					
Skills development activities instituted at workplace increase employee's ability to achieve set targets at work					
Skills development interventions has increased the number of people that employee can serve effectively					
Participation in skills development activities increased employee ability to achieved the desired results from their work					
Skills development activities increased employees ability to deliver expected results as required					
My work output is better aligned and contributes to the achievement of the realization of the mission and vision of my organization					
Through skills development initiatives employees are able to implement their work within the budget					
I complete my work assignments on time as a result of skills development interventions					
Skills development help employees reduce wastage of resources including time, material, money at work					
As a result of skills development interventions employees are able to deliver services that meet the expectations of the community					

*Thank you for your participation*

## Appendix III: KUREC Clearance Form



### KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157  
KABARAK, KENYA  
Email: [kurec@kabarak.ac.ke](mailto:kurec@kabarak.ac.ke)

Tel: 254-51-343234/5  
Fax: 254-051-343529  
[www.kabarak.ac.ke](http://www.kabarak.ac.ke)

OUR REF: KABU01/KUREC/001/12/10/23

Date: 18<sup>th</sup> October, 2023

Benson Owino,  
REG No. GMOD/NE/0144/01/20  
Kabarak University,

Dear Benson,

**RE: EFFECT OF SKILLS DEVELOPMENT IN POST COVID-19 PANDEMIC ON EMPLOYEE PERFORMANCE IN COMMUNITY BASED ORGANIZATIONS IN LAIKIPIA COUNTY, KENYA.**

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-121023**. The approval period is **18/10/2023 – 18/10/2024**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**:
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to **KUREC**;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

*for Approval*

**Prof. Jackson Kitetu PhD.**  
KUREC-Chairman

Cc Vice Chancellor  
DVC-Academic & Research  
Registrar-Academic & Research  
Director-Research Innovation & Outreach  
Institute of Post Graduate Studies



*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.*  
(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

**Appendix IV: County Commissioner Permit**

**OFFICE OF THE PRESIDENT  
MINISTRY OF INTERIOR & NATIONAL ADMINISTRATION  
State Department for Internal Security & National Administration**

When replying please quote  
Fax: 062-2031874  
E-MAIL: [cclaikipiacounty@yahoo.com](mailto:cclaikipiacounty@yahoo.com)

COUNTY COMMISSIONER  
LAIKIPIA COUNTY  
P.O. BOX 11-10400  
NANYUKI

Ref. No. CC.ED.12/14/VOL.II/(179)

30<sup>th</sup> November, 2023

Deputy County Commissioners  
**LAIKIPIA**

**RE: RESEARCH AUTHORIZATION – BENSON OWINO**  
**GMOD/NE/0144/01/20**

The above named person has been granted necessary research approval by the National Commission for Science, Technology and Innovation (NACOSTI) to conduct research in Laikipia County. The research topic is: “*Effect of skills development in post covid-19 pandemic on employee performance in community based organizations in Laikipia County*” for the period ending 3<sup>rd</sup> November, 2024.

Kindly extend to him all the necessary support that he may require from your office.

 COUNTY COMMISSIONER  
LAIKIPIA

J. M. KANYIRI  
COUNTY COMMISSIONER  
**LAIKIPIA**


# Appendix V: NACOSTI Research Permit

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

REPUBLIC OF KENYA

Ref No: 728070

**RESEARCH LICENSE**




This is to Certify that Mr.. Benson Omondi Owino of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Laikipia on the topic: **EFFECT OF SKILLS DEVELOPMENT IN POST COVID-19 PANDEMIC ON EMPLOYEE PERFORMANCE IN COMMUNITY BASED ORGANIZATIONS IN LAIKIPIA COUNTY, KENYA** for the period ending : 03/November/2024.

License No: NACOSTI/P/23/30958

728070  
Applicant Identification Number

Walter Muriuki  
Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

## Appendix VI: Evidence of Conference Participation



## Appendix VII: List of Publication



Zetech Journal of Business and Technology (ZJBT)

<https://journals.zetech.ac.ke/>

Vol 01. Issue No. 01. September, 2024. PP 77-87. ISSN 2959-8486

### EFFECT OF UPSKILLING ON EMPLOYEE PERFORMANCE IN COMMUNITY-BASED ORGANIZATIONS IN LAIKIPIA COUNTY

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#### Abstract

*Employee performance is a critical component of the success and effectiveness of community-based organizations in Laikipia County, Kenya. However, there are several challenges that hinder optimal performance in these organizations. One significant issue affecting employee performance is the limited access to training and development opportunities hence the need to conduct a study on the effect of upskilling on employee performance in community-based organizations in Laikipia County, Kenya. The study was informed by human capital theory. This study adopted an exploratory research design. The unit of analysis was six community-based organizations in Laikipia County. The unit of observation was 151 employees working with the six community-based organizations in Laikipia County. The sample size was 110 respondents drawn from the six organizations calculated using Taro Yamane. Data was collected using questionnaires. A pilot study was conducted to test the data collection instruments for their validity and reliability. From the findings the Cronbach Alpha was between 0.7-1 implying that the research instrument was reliable. The collected data was analyzed using descriptive and inferential statistics. The findings revealed that there is a moderate positive and statistically significant correlation between upskilling and employee performance in community-based organizations in Laikipia County, ( $r=0.543$ ;  $p<0.05$ ). From the findings, the study recommended that training programs should address specific challenges faced by these organizations. Moreover, community-based organizations should design comprehensive training programs that expose employees to various aspects of community-based work. To enhance the impact of upskilling on employee performance it is recommended that CBOs should tailor training programs to address specific challenges faced by these organizations.*

**Key Words:** *Community-Based Organizations, Covid-19 Pandemic, Employee Performance, Upskilling.*

#### Introduction

The performance of employees directly impacts the quality and effectiveness of services provided by CBOs to the community. When employees perform at a high level, they are more likely to deliver services efficiently, accurately, and with a greater focus on meeting the needs of the community (McGrath, Arrow & Berdahl, 2018). Employee performance plays a key role in improving the overall effectiveness of CBOs. When employees consistently perform well, they contribute to the organization's ability to achieve its mission, goals, and objectives, thereby enhancing the overall performance and impact of the organization (Cherry *et al.*, 2019). Measuring employee performance in community-based organizations (CBOs) is crucial for assessing individual contributions, identifying areas for improvement, and aligning performance with organizational goals, (Mendes, Santos, & Ribeiro, 2019). Key Performance Indicators (KPIs) are specific metrics used to evaluate individual