The effect of labour migration pre-departure training on performance of migrant workers: A case of Kenyan workers in United Arab Emirates

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ABSTRACT: Nearly 200 million people live in countries they are not citizens by birth. This is fueled by insecurity and human right violations, poverty and environmental degradation, economic disparities and absence of peace. Due to increased selective and varied migration policies, there is demand for migrants who are able to respond better to labour market needs and able to integrate easily with communities. This necessitates a need for training that improves worker competency and strengthens their capacity to deliver better services, which leads to continuing growth and development of the institutions they will be serving. The study sought to examine the effect of labour migration pre-departure training programs on the performance of Kenyan migrant workers' in UAE. Specifically the study was to establish the effect of cultural awareness training, language proficiency training, legal awareness training, and job specific skills training on migrant workers' performance. The study was anchored on Migration Systems Theory, Cross-Cultural Adaptation Theory, the Human Capital theory and the Role theory. This study employed a descriptive research design. The target population was 60,626 migrant workers in UAE and the sample size was 384 respondents. The study findings showed that pre-departure training programs of (cultural awareness, language proficiency, legal awareness and job specific skills training) have a significant and positive influence at (P value = 0.000) on performance of Kenyan migrant workers' in UAE thus improving their probabilities of enhanced results. The study recommends the policy makers to strategically put emphasis on the four pre-departure training programs (cultural awareness, language proficiency, legal awareness and job specific skills training) to further enhance performance of Kenyan migrant workers in the host countries.

KEYWORDS: cultural awareness, employee performance, job specific skills, labour migration, language proficiency, migrant worker, pre-departure training.

1 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The United Arab Emirate (UAE) has attracted a varied spectrum of professional and unskilled migrant workers from all over the world, including Kenya. Currently, Saudi Arabia is the leading beneficiary of migrant labour among the Gulf Cooperation Council (GCC) States, followed by the UAE, which has over 75% migrant workers (GLLM, 2022). There are not enough locals in the United Arab Emirates (UAE), which is made up of seven Emirates (Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al-Quwain, Fujairah, and Ras Al Khaimah), to meet the need for labor. People migrate to the Emirates from a variety of nations, both Western and non-Western, as a result, creating a sizable migrant workforce. Based on World Bank data from 2019, the UAE is largely dependent on international workers to make up for its severe shortage of skilled local labor. A diverse spectrum of races, cultures, ethnicities, and languages are represented by the more than 85% of expatriates from over 100 different nationalities who make up the UAE's labor force.

Unemployment and underemployment are key development difficulties in Kenya, owing to fast population increase, slow economic growth, and labour market structural rigidity. These issues have prompted many Kenyans to look for work outside of their native country. The country's socioeconomic and environmental problems, together with the high unemployment rate, are the primary causes of migration. However, better opportunities for a higher pay, higher-quality education, and access to healthcare in destination nations are the pull factors for migration. It is now critical for Kenya and the region to handle migration in a secure, orderly, and regular manner due to the growing number of migrants and the possibility that this trend will continue in the future (Tum, 2019).

Nevertheless, working in a foreign land poses a significant challenge for immigrant workers, adding more pressure on them. Adapting to new cultures is essential. Migrant workers may encounter socio-cultural issues like establishing social connections with colleagues, dealing with competition and professional demands in the workplace, salary concerns, recognition, and feelings of disorientation and homesickness, which are common among those working abroad. The government has implemented pre-departure training policy program for migrant workers heading overseas as part of its efforts to reduce unemployment rates in these countries. (Kvist, 2012; Granskaya & Lizhenkova, 2015; Kirana, 2013).

Globally, the number of persons who live in a country other than their birthplace will increase from 258 million to 272 million in 2020 (US-DESA, 2017; IOM, 2020). Over the years, there has been a consistent rise in the number of migrants; in 2019, estimates nearly doubled from the 105 million recorded in 1985 and nearly quadrupled from the 75 million in 1965 (IOM, 2020; King, 2012). Significant demographic shifts are the result of the migrant population's continuous increase, which has started to surpass rates of population growth overall (United Nations & Department of Economic & Social Affairs, 2019). The specific industries and occupations affected get various options regarding worker employment and hence move to select the best-trained migrant workers. The endeavour demands that the practices employed in the workers' training be improved to meet the global labour demands (Dickmann & Baruch, 2011).

Developed countries, have the most advanced migrant workers' labour training practices, producing some of the best workers. The countries in those regions experience high performance when workers move from their original country to the other (Anderson, 2010). On the other hand, developing countries possess average and poor practices of migrant labour training, and hence their labourers are in lower demand when compared to those from developed countries (Dickmann & Baruch, 2011). Such issues affect the Kenyans who are moving out in search of work. Therefore, the problems about the quality of training attained by migrant workers in developing countries become serious, necessitating research on improving the employed practices and achieving the best experience for migrant workers, hence improving performance.

In a regional setting, the cultures and work environment are expected to be similar in many ways, with variations in certain areas. The differences occur in the culture, job environment, and regulations that control specified types of work. A study conducted by Gallotti (2015) affirms that a large share of domestic migrant workers in any particular country consists of people from the nearby region and mainly its neighboring countries. According to the Report on Labour Migration Statistics in Africa (2021) there were 20.2 million foreign migrants of working age in Africa in 2019 compared to 13.2 million in 2010. Overall, the average annual growth rate for migrant workers experienced an almost 5% increase from 2010 to 2019, and by 2019, 72% of migrants were actively participating in the labor market, according to report by International Organization for Migration (IOM, 2023). The workers are expected to have been trained on the culture, policies, and environment they will encounter while handling their work assignments in the host country.

Despite the close relationship and similarity between the regional countries, the countries differ significantly. Individuals who do not undergo pre-departure training before embarking on their work may experience failures, culture shocks, and adverse effects from the work environment for which they are unprepared (Aryal & Kharel, 2023). With the mentioned effects, the performance of the individual, when compared to those who underwent the training, is likely to reduce. Such scenarios ascertain how critical it is for migrant workers to be subjected to labour migration pre-departure training, directly impacting the migrants' performance.

The neighboring countries in a particular region possess the same quality of migrant training practices; hence, their labour markets are intertwined, and workers from the neighboring countries are preferred. When one moves to a neighboring country for work, they may not require much training. They may only need to understand what is expected of them in their assignments and the type of culture or environment they will be working in (Rodriguez & Schwenken, 2013). In most cases, workers moving to countries in their region sometimes fail to acquire reputable training, affecting their performance.

Over the past ten years, numerous migrant workers have been drawn to Middle Eastern nations in search of job prospects, with a particular focus on individuals from Kenya. Kenya has been an important trading hub for Gulf countries since before colonialism. The rising demand for unskilled labour in the Gulf has led to the hiring of workers in a wide range of businesses,

including hospitality, domestic work, and construction. According to a 2022 study conducted by the Kenyan Senate Standing Committee on Labour and Social Welfare, over 60626 Kenyan workers are employed in the United Arab Emirates (UAE), with the majority working as domestic workers (KIPPRA, 2023). It is estimated that 14 percent, or 24.1 million, of global migrant workers are hosted in the 12 Arab states of the Middle East (ILO, 2020). This demographic includes Kenyan workers who relocate in quest of better career prospects and higher wages due to limited employment options in their home country. To protect the rights of international migrants, the International Labour Organisation (ILO) has established a variety of employment standards, including the prohibition of forced labour, the provision of safe and healthy working conditions, and the eradication of discriminatory practices. Kenyan domestic workers in the Middle East usually endure poor working circumstances notwithstanding these conventions. One of these circumstances is working excessively long hours—up to 60 hours a week—beyond the minimum 48 hours required by the ILO. Furthermore, they face harassment, sexual exploitation, assault, insufficient responsiveness to distress instances, and limited communication chances (KIPPRA, 2023).

In the Kenyan labour market, job seekers planning to work outside the country are expected to undergo labour migration pre-departure training before engaging in any assignment about their field of work. During the recruitment stage, what occurs strongly influences whether the migrant worker will have a negative or positive employment experience in the international state (IOM, 2023). The level and quality of training that one attains before they can work in a foreign country contributes if they will enjoy decent and fair work outside Kenya, have increased exposure to exploitation and abuse risks, or succeed or fail in the task they will be assigned during their work progress. Through the recruitment stage, the training quality also determines the level of labour migration experience (Andrees et al., 2015). It offers an opportunity for the expat to acquire job skills, gain upfront experience in varying cultures, and learn survival tactics in the work environment. In the labour migration cycle, the government of Kenya advises using information programs to promote acceptable recruitment and engage in ethical migration labour practices from the origin to the destination countries.

In the recent regulation that offers room for migrant workers to gain exposure and expertise before entering Kenya or leaving for work in another country, various initiatives are provided, entailing pre-departure information to Kenyan migrant workers (Labour Migration Management Bill, 2023). In the process, the incorporated feedback mechanisms are considered, where nationals report about their recruitment experience before embarking on their tasks inside or outside the country (Ministry of Labour and Social Protection, 2023).

The approaches employed happen through pre-departure training that may occur in predetermined places or online on the provided web pages. In the endeavor, the country can determine the patriates who comply with the procedures and regulations required in the country's labor market.

The approaches applied in enabling effective labour migration pre-departure training and the pertinent factors will be prioritized, with close attention given to the existing literature to inform on the research question and the study relevance (Aryal & Kharel, 2023. Similarly, a hypothesis that 'better practices of labour migration pre-departure training improve the performance of migrant workers' was applied to justify the study and deeply investigate the pertinent study questions, providing a critical overview and analysis of the topic (Aryal & Kharel, 2023). Through the study, the existing practices on labour pre-departure training will be outlined, and pertinent problems will be traced, leading to the formation of conclusions and recommendations.

Performance generally refers to the execution or accomplishment of tasks, duties, or functions by an individual, group, organization, or system (Gerrit & Abdelhamid, 2010). Various indicators, such as their employment, income, productivity, skills, career development, job satisfaction, well-being, integration, and contribution to the host and origin countries, can measure the performance of migrant workers. The performance of migrant workers can be influenced by various factors, such as their characteristics, motivations, aspirations, and capabilities, as well as the conditions, opportunities, and challenges that they face in the host country, such as the migration policies, labour market structures, workplace environments, social norms, cultural values, and support systems.

Education, skills, experience, language proficiency, and motivation significantly impact performance. Migrant workers with higher education and relevant skills tend to exhibit better performance, while language barriers and lack of experience can pose challenges (Chiswick, 2014; Black et al., 2011). Access to language training, legal awareness programs, childcare services, and healthcare can directly improve well-being and indirectly enhance performance by reducing anxieties and facilitating focus on work (Hatton & Williamson, 2010; Triloki et al., 2016). Job-specific skills training, access to legal awareness programs, and supportive workplace environments can positively influence job satisfaction and retention. Empowerment through knowledge of rights and access to resources can lead to increased engagement and longer stays in jobs (IOM, 2017; Black et al., 2011).

Policy and regulatory framework are another factor on migrant workers; Labor laws, migration policies, and social security systems can influence job security, access to benefits, and opportunities for advancement, impacting overall performance and

contribution to the host economy (Black *et al.,* 2011; Portes, 2013). Gammeltoft-Hansen (2012) examines the policy implications of migration, emphasizing the importance of regulatory frameworks that protect migrants' rights and promote their integration. OECD (2019) offers insights into policy considerations related to labour migration, addressing issues such as regularization, visa regimes, and pathways to citizenship.

Kraimer and Wayne (2004) identified nine variables for measuring migrant performance. This includes meeting job objectives, overall job performance, performance standards, technical competence, meeting specific job responsibilities, interacting with coworkers in the host country, developing relationships with key business contacts in the host country, adapting to the foreign facility's business customs and norms, and interacting with coworkers from various cultural backgrounds. The study will evaluate migrant performance based on achieving workplace goals, meeting performance standards, carrying out specific job responsibilities, and interacting with coworkers in the host country.

Kenya, a developing country, faces a number of challenges, including high unemployment rates, according to the Kenya National Bureau of Statistics (CIPI, 2019). Kenya's unemployment rate has changed over the years, averaging 8.98 percent from 1991 to 2022. The highest recorded unemployment rate was 12.20 percent in the fourth quarter of 2009, while the lowest was 4.70% in the second quarter of 2019 (KNBS, 2019).

Ordinarily, Kenyans are less likely to be among the irregular regional and global immigrants. Most of the witnessed Kenyan immigrants are skilled workers who travel with visas and academic/professional documents to look for work outside the country. Those who move outside the country sometimes fail to renew their documents and become temporary immigrant workers in their assigned countries (Ombaire, 2016).

Regarding the Kenyan migrant workers' demographics, most are young, low or medium-skilled workers who move and concentrate in specified destinations and labour sectors. Many factors are linked to the Kenyan movement outside the country for work, including the unavailability of economic opportunities and poor lifestyles. Similarly, political tensions, natural disasters, and conflicts result in people migrating from Kenya to other countries to become migrant workers (Braimah & Pyakurel, 2020). Due to the possibility of Kenyans moving out of the country more regularly than before, initiatives are on the way to enable labour pre-departure training to improve their performance.

Pre-departure training is conducted by a combination of different government departments and various organizations, depending on the specific circumstances. Among the top most departments are the Ministry of Labour and Social Protection through NITA and NEA, which plays a key role in providing pre-departure training, especially for technical and vocational skills. They develop and deliver training programs based on the specific needs of the destination country and the worker's intended occupation. International Organization for Migration (IOM) while not directly delivering training in all cases, IOM provides technical assistance and support to the Kenyan government in developing and implementing pre-departure training programs. They also offer pre-departure orientations and, in specific cases, language training for migrants.

1.2 STATEMENT OF THE PROBLEM

Training is said to have significant impact on employee behaviour, performance, attitude, and productivity (Cherian *et al.,* 2021). One important area is Labour migration pre-departure training which is essential in determining expatriates' performance levels in their assigned work in a foreign country. In countries where migrant workers do not get effective pre-departure training, the individuals are likely to undergo adverse effects that deter them from tackling their assignments as expected (Venkataiah, 2022). In their study, Shay and Tracey (2007) explored the causes of migrant failure and proposed a training program as a solution. The study identified the migrant adjustment process as the main factor contributing to non-performance. Additionally, Shay and Tracey analyzed the desirable qualities of expatriates, highlighting people skills and adaptability as crucial attributes. This emphasizes the significance of considering the adjustment process when hiring expatriates. Recognizing the importance of successful adjustment and the risks associated with migrant failures, the Kenyan government has implemented a mandatory training program for migrants prior to their departure. Through the courses offered by this program, participants can become more used to the customs and culture of the host nation, improve their language abilities, and gain knowledge that will help them adjust to life overseas more easily. Despite the extensive research conducted on different aspects of pre-departure training for labour migration, there remains a gap on its influence on labor migration performance. Despite the substantial resources allocated to pre-departure training initiatives by esteemed organizations like the National Industrial Training Authority (NITA), the Ministry of Labour, and the International Organization for Migration (IOM), Kenyan migrant workers still encounter rampant exploitation and abuse in their destination nations.

International Labour Organization (ILO) report (2021) highlights that 47% of Kenyan migrant workers in the Gulf Cooperation Council (GCC) countries are employed in domestic work, often face challenging working conditions due the

deficiencies in skills (ILO, 2021). This scenario, is sadly repeated in numerous cases, raises critical questions about the efficacy and effects of current pre-departure training. The persistence of these problems despite ongoing training efforts suggests a significant gap between the intended outcomes of pre-departure training and the realities faced by Kenyan migrant workers.

A comprehensive investigation into the impact of pre-departure training is crucial to identify the root causes of this problem. This investigation can help restructure existing training programs, allocate resources more effectively, and develop robust support systems to ensure the protection and well-being of Kenyan migrant workers abroad. In light of this, the study aims to determine how Kenyan migrant workers' performance is affected by pre-departure labor migration training.

1.3 GENERAL OBJECTIVE

To determine the effect of labour migration pre-departure training on the performance of Kenyan migrant workers in the UAE.

1.4 SPECIFIC OBJECTIVES

- To establish the effect of cultural awareness training on performance of Kenyan migrant workers
- To evaluate the effect of language proficiency training on performance of Kenyan migrant workers
- To explore the effect of legal awareness training on performance of Kenyan migrant workers
- To examine the effect of job specific skills training on performance of Kenyan migrant workers

1.5 RESEARCH QUESTIONS

- What is the effect of foreign cultural awareness training on performance of Kenyan migrant workers?
- What is the effect of language proficiency training on the performance of Kenyan migrant workers?
- What is the effect of legal awareness training on the performance of Kenyan migrant workers?
- What is the effect of the acquired job-specific skills on the performance of Kenyan migrant workers?

2 LITERATURE REVIEW

2.1 MIGRATION SYSTEMS THEORY (MST)

The theory was developed by Saskia Sassen in 2010 and improved by Alejandro Portes in 2013. The migration systems theory moves beyond individualistic explanations, highlighting the interconnectedness of sending and receiving societies, and emphasizing the role of networks, institutions, and power relations in shaping migration flows and outcomes (Portes, 2013; Sassen, 2010). The MST offers a powerful framework for understanding the dynamic and complex phenomenon of labor migration. MST emphasizes the cyclical nature of labor migration, where migrants move back and forth between sending and receiving countries, maintaining ties and transferring resources across borders. This circularity influences social and economic development in both societies (De Haas, 2006). MST acknowledges the role of power dynamics and inequalities in shaping migration processes. This includes exploitation by employers, unequal access to resources and rights, and the influence of global capitalism on labor flows (Portes, 2013).

The migration systems theory proposes that migration is not a one-way or one-time process, but rather a circular and cumulative one, in which each component influences and is influenced by the others over time and space. Migration can create positive or negative feedback loops that reinforce or reduce the migration dynamics within a system. Migration can also generate changes and transformations in the components of a system, such as demographic, economic, social, cultural, or political ones (Massey, & Taylor, 2014). Pre-departure training programs can be viewed through the lens of MST in several ways; MST acknowledges the agency of migrants in shaping their experiences. Training programs can foster critical understanding of power dynamics and inequalities, empowering migrants to make informed choices and navigate challenges more effectively (McCall & Taniguchi, 2014). By providing knowledge about labour laws, legal rights, and social services in the destination country, training can empower migrants to navigate institutional complexities and assert their rights (IOM, 2017).

This theory can sometimes fall short in capturing the complexities and internal power dynamics within social networks, potentially overlooking potential risks associated with certain connections (Fine, 2002). In conclusion, MST provides a valuable lens for understanding labour migration complexities, highlighting the interplay of networks, institutions, and power relations. By incorporating its insights into pre-departure training programs, we can empower migrants with knowledge, skills, and networks to navigate challenges, assert their rights, and achieve improved outcomes in their journeys. It's crucial to address

the limitations of MST through critical contextualization, incorporating individual agency considerations, and continuously refining training programs based on specific migration contexts and evolving dynamics.

Migration systems theory is relevant to labour migration pre-departure training variable since it provides a valuable framework for studying migration by viewing it as a result of both aspirations and the ability to migrate within specific perceived geographical opportunities. This perspective highlights the idea that both moving and staying put is interconnected aspects of migration agency, emphasizing that human mobility involves the freedom to choose where to reside, including the choice to remain in one place. By adopting this theory, we can gain insight into the intricate and sometimes unexpected ways in which social changes and development influence migration patterns, allowing us to analyze various forms of migratory movements within a unified conceptual framework.

2.2   CROSS-CULTURAL ADAPTATION THEORY

Yun Kim, the proponent of this theory, proposed that adopting a new culture when encountered stimulates the development of new perspectives, allowing individuals to become multicultural (Kim, 2017). According to the argument, every human experience is consistent as they move from one cultural environment to another. Improving the ability to manage the anxiety associated with uncertainty and ambiguity in a new cultural situation can lead to greater cultural adaptation. Culturally sharp employees have the potential to excel by virtue of their ability to adjust to unfamiliar cultural environments (Kumar, Rose and Subramaniam, 2008).

This hypothesis provides useful insight into the impact of cultural intelligence on employee performance. It emphasizes the significance of successfully adjusting to a new environment by learning new cultural communication methods, becoming culturally conscious, and being willing to let go of old patterns. By effectively adapting to the local culture, individuals can reduce strain and stress, ultimately leading to improved employee performance (Ramalu *et al.,* 2010). Individuals who possess a high level of cultural intelligence are anticipated to excel in their professional roles due to their enhanced ability to adjust to unfamiliar cultural environments.

The theory holds significance in this study as it aims to validate the principle that the improvement of cultural intelligence directly enhances an individual's success or performance. The theory is significant to the construct of cultural awareness as it aims to validate the principle that the improvement of cultural intelligence directly enhances an individual's success or performance.

2.3   HUMAN CAPITAL THEORY

This idea, championed by economists Gary Becker and Jacob Mincer, asserts that individuals' skills, knowledge, and abilities (together referred to as human capital) have a major impact on their productivity, incomes, and career prospects (Becker 1964; Mincer 1974). Human capital theory is an economic and social idea that sees persons as investments in human capital, akin to investments in physical capital like machinery or infrastructure. The theory suggests that education, training, and health are forms of capital that contribute to an individual's productivity and economic success in the labour market.

Schultz (1961) further emphasized the role of education in developing human capital, arguing that it not only increases an individual's productivity but also contributes to societal progress. The theory has influenced policy discussions, guiding interventions to improve education, and training programs, emphasizing the importance of a skilled and healthy workforce in fostering economic development. In the context of labor migration, language proficiency can be viewed as investments in migrants' human capital, potentially enhancing their performance in the destination country. Language proficiency can equip migrants with the technical skills and knowledge required for specific jobs in the destination country (IOM, 2017).

Strong language skills are crucial for effective communication in the workplace, building relationships, and navigating daily life. Pre-departure training can provide essential language instruction, improving migrants' fluency and comprehension in the destination country's language (Skeldon, 2008; Chiswick, 2014). Migrants with relevant skills and knowledge are likely to be more productive and efficient in their jobs, making them valuable assets to employers (Carrington & Detragiache, 2009; Dustmann & Okten, 2014). Improved human capital can lead to better job opportunities and higher wages for migrant workers. Human capital theory is relevant to the variable of language proficiency because it establishes a crucial connection between training and performance, highlighting the importance of investing in human capital. Language holds economic value and possesses attributes such as value, utility, cost, and benefit, making it an essential tool for individuals. Language learning, particularly the acquisition of foreign languages, plays a significant role in the investment of human capital. Language is important economically because it directly affects human capital. Employees gain human capital by learning new things, staying

healthy, and reaching higher educational levels. As a result, language learners' skill levels will differ if they devote their language learning time to other activities.

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2.4 THE ROLE THEORY

Katz and Kahn (1966) proposed this theory, suggesting that an individual's roles in the workplace and other settings are interconnected, with role performance being influenced by the surrounding circumstances. The organization's context, management's direction, and employees' skills, competences, attitude, and personalities all play a crucial role in achieving the company's goals. According to Armstrong, roles determine the responsibilities of individuals in fulfilling their job descriptions, guiding their behaviors, and outlining the expected results. HR practitioners must consider these roles when creating job descriptions to improve employee performance within the organization.

Armstrong (2011) emphasizes the importance of clearly defining roles to guide employees' behavior in specific tasks. It is crucial to ensure that only capable individuals are assigned to tasks, thus avoiding conflicting roles and minimizing stress among employees. This theory offers the advantage of clarifying the specific roles each individual should fulfill, thereby preventing incompatibilities, stress, and conflicts among employees. Managers and HR professionals can successfully prevent role ambiguities and conflicting obligations at all organizational levels by putting this strategy into practice. Nevertheless, this theory fails to acknowledge the advantages of collective responsibility. In situations where an individual employee struggles to fulfill their duties, it is essential for other team members to step in and offer support. Additionally, the theory overlooks the importance of fostering cohesion among employees. By collaborating and aiding one another, organizations can cultivate harmony, peace, and positive relationships. Unfortunately, this theory discourages such forms of cooperation.

Role theory is relevant to Job Specific Skills Training due to the fact that once individuals acquire specific skills, their behavior is influenced by the social roles they occupy. This offers insights into how their behavior is perceived by others based on these roles. These roles not only impact how individuals act and perceive themselves, but also how others perceive their behavior. Understanding the roles individuals play and the behavioral expectations associated with these roles allows for a better comprehension and prediction of individual behavior. These roles are essentially seen as regulations that dictate societal norms and behavioral expectations for role occupants, who are typically unable to alter or evade these regulations. This viewpoint serves as a valuable tool in comprehending how expectations linked to widely accepted social roles, such as gender or race, impact significant outcomes for individuals.

2.5 EXPECTANCY THEORY

Victor Vroom proposed expectation theory, a motivational theory, in 1964. According to Vroom's expectation theory, humans make deliberate decisions to maximise pleasure while avoiding pain, which influences their behaviour. Vroom recognised that an employee's success is influenced by a number of individual factors, such as personality, skills, knowledge, experience, and capacity. He maintained that an individual's motivation is tied to and influences his or her effort and performance. To explain this, Vroom introduced the ideas of Expectancy, Instrumentality, and Valence (Pinder 1987).

Expectancy is the assumption that increasing effort will result in better results. In other words, if an employee makes more effort, their performance will improve. This belief is influenced by factors such as having the necessary resources, possessing the required skills for the job, and receiving adequate support to accomplish the tasks (e.g., supervisor support or accurate job-related information).

Instrumentality refers to the belief that if one performs well, they will receive a desired outcome. It is the extent to which achieving a first-level outcome will lead to a second-level outcome. In other words, if an employee does a commendable job, there will be something beneficial for them. This belief is influenced by various aspects, including a clear knowledge of the relationship between performance and outcomes, trust in the decision-makers in charge of assigning outcomes, and transparency in the decision-making process.

Valence, on the other hand, refers to the importance that individual places on the expected outcome. To have positive valence, the person must prefer having the outcome over not obtaining it. For example, if an employee is primarily driven by cash benefits, offers of extended time off may be less valuable to them.
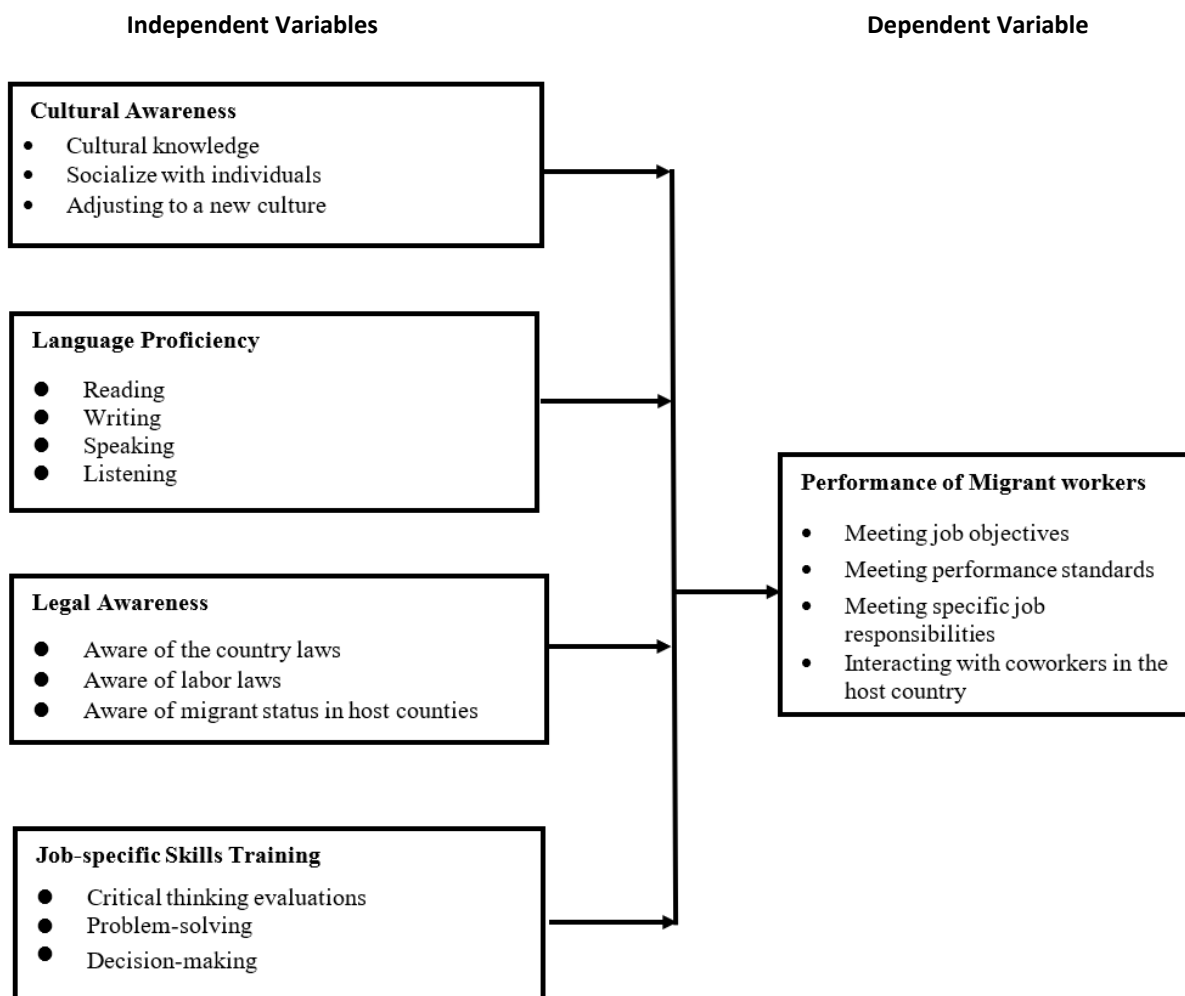
2.6 CONCEPTUAL FRAMEWORK

Independent Variables   **Dependent Variable**

Fig. 1.   Conceptual Framework

Source: Author, 2024

3 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

According to Bell *et al.,* (2018), a research design is the conceptual framework that directs the gathering, measuring, and analyzing of data. In this study, a descriptive research design was used. According to Saunders *et al.,* (2016), descriptive design provides a quantitative description of population trends and opinions, as well as attitudes, by analysing a sample of the population. The design made it easier to learn more about how labour migration pre-departure training affects the performance of Kenyan migrant workers.

3.2 TARGET POPULATION

The target population refers to the total elements that encompass the desired information sought by the researcher (Orodho & kombo, 2005). The target population of the study were migrant workers who have been registered by Kenyan government and successfully moved to United Arab Emirates seeking employment or engaging in work-related activities. The Kenyan Senate Standing Committee on Labour and Social Welfare reports that about 60626 Kenyan workers are in the United Arab Emirates (KIPPRA, 2023).

Table 1. Target Population

Category	Number
Nurses	1,596
Electricians	2,610
Chefs	1,808
Waiters	3,268
Plumbers	2,192
Security	11,648
Drivers	4,512
Live Guards	1,670
Care Givers	7,500
Domestic Workers	16,342
Cleaners	4,200
Cooks	3,280
Total	**60,626**

Source: Author, 2024

3.3 SAMPLING DESIGN AND SAMPLE SIZE

A sampling design refers to a specific strategy for selecting a sample from a particular population. It encompasses the techniques and procedures that a researcher would employ to choose items for the sample (Kothari, 2004). According to the 2024 NEA records, there are a total of 60626 migrant employees from Kenya working in the UAE. However, conducting a research study on this entire population by distributing questionnaires is a challenging, costly, time-consuming, and ineffective task. Therefore, it is necessary to utilize a study sample. The formula proposed by Mugenda & Mugenda (2010) was employed to ascertain the suitable number of respondents for this study.

$$n = {Zpq}/{d^2}$$

n = samples required.
Z= Z score with the required degree of confidence
P= the target population proportion to exhibit specific attributes being measured
q= 1-p
d= Established level of statistical significance of 5%

$$n = \frac{(1.96)^2 \, (0.50) \, (0.50)}{(0.50)^2} = 384$$

Proportionate sampling was used to distribute sample. This is a type sampling where cases are selected in the proportions seen in the general population from particular categories. The sample was evenly distributed across strata using Pedhazur and Schmelkins' (1991) formula:

$$R = {CXS}/{P}$$

Where;

r is the participant required from a stratum
c is the stratum population
s is the desired size (384)
p is the population (60626)

Table 2. Sample Size

Category	Population	Sample $R = {CXS}/{P}$	Percent
Nurses	1596	10	2.9
Electricians	2610	17	4.4
Chefs	1808	12	3.1
Waiters	3268	20	5.2
Plumbers	2192	14	3.6
Security	11648	73	19.3
Drivers	4512	28	7.3
Live Guards	1670	11	2.9
Care Givers	7500	47	12.2
Domestic Workers	16342	103	26.8
Cleaners	4200	27	7
Cooks	3280	21	5.5
Total	**60626**	**384**	**100**

Source: Author, 2024

3.4   DATA COLLECTION INSTRUMENTS

The delivery of structured questionnaires was used to collect data in this research. According to Cooper and Schindler (2014), the vast majority of respondents naturally fill out questionnaires, which are practical, easy to use in research, lessen tendencies, and are seen as less inquisitive. The questionnaires had five sections. One section was used to collect demographic information while the other four sections for data regarding the study objectives in likert scale. The data collection instruments were administered through face-to-face to Kenyan employees seeking a return tour of duty at the UAE because every Kenyan employees seeking a return tour of duty at the UAE are expected to report to the NEA.

3.5   DATA COLLECTION PROCEDURES

Data collection began upon receipt of an introduction letter from Africa International University and a research licence from the NACOSTI. The NEA's consent to gather data from respondents will also be requested. To extract information from respondents, the researcher addressed the goal of the study and alleviated any concerns by ensuring them that the data was only to be utilized for scholarly purposes. The structured questionnaires were administered to the returning Kenyan workers who have returned from their tour of duty and are seeking a return tour of duty at the United Arab Emirates. The study therefore largely relied on the NEA list of applicants renewing their work permit at the NEA and physically visiting the NEA offices at Kasarani headquarters. Researcher administered the questionnaire in the financial year 2024 within the month of May.

3.6   RESPONSE RATE

The researcher distributed a total of 384 questionnaires, and out of those, 214 questionnaires were completed and returned by the participants.

Table 3. Questionnaire Return Rate

Category	Respondents	Percentage
Response Rate	214	56
Non-Response Rate	170	44
Total	**384**	**100**

Source: Author, 2024

Out of 384 questionnaires issued to respondents, 214 questionnaires were duly filled correctly and returned for analysis. This resulted in a response rate of 56%, as indicated in table 3. This response rate meets the acceptable criteria, as stated by

Mugenda and Mugenda (2003), where a 50% response rate is considered sufficient for data analysis. The number of responses received was satisfactory for the analysis, as it met the recommended threshold.

3.7   RELIABILITY OF THE INSTRUMENT

The reliability of the data collection instrument was examined using data from the pilot study's questionnaires. The Cronbach alpha was computed to verify the internal consistency of the questionnaires. A Cronbach alpha coefficient of more than 0.7 was considered to indicate high consistency and acceptable for use (Mugenda and Mugenda, 2013).

Table 4.   Reliability analysis

Variable	Items	Cronbach Alpha	Conclusion
Cultural Awareness	4	0.874	Scale Reliable
Language Proficiency	4	0.801	Scale Reliable
Legal Awareness	4	0.790	Scale Reliable
Job Specific Skills	4	0.853	Scale Reliable
Migrant Workers' Performance	4	0.789	Scale Reliable
Overall reliability	20	0.821	Instrument Reliable

Source: Author, 2024

The outcomes from the table show that the cronbach alpha for all variables was more than the minimum required coefficient of 0.7. The data collection instrument exhibited a high level of internal consistency and was thus suitable for us.

3.8   DESCRIPTIVE STATISTICS

Descriptive statistics were utilized to analyze the data gathered from research participants regarding the five variables that formed the foundation of the study. The outcomes are discussed in the following sections.

3.8.1   CULTURAL AWARENESS AND MIGRANT WORKERS' PERFORMANCE

The first objective of the study was to establish the effect of cultural awareness on migrant workers' performance. The findings are presented in table 5 below.

Table 5.   Cultural Awareness and Migrant Workers' Performance

Statement	N	Mean	SD
I am clearly aware of cultural knowledge and I utilize this knowledge when associating with individuals with varying cultural backgrounds	214	3.84	.989
I utilize my cultural knowledge when socializing with individuals who have different cultural backgrounds from mine.	214	3.92	.983
Adjusting to a new culture is crucial undertaking for enabling me to be productive in my host country	214	4.11	.689
I change my verbal behavior (e.g. tone, accent) when a cross-cultural interaction requires it	214	4.05	.728
Overall		3.98	0.845

Source: Author, 2024

From the research outcomes, the respondents agreed that they are clearly aware of cultural knowledge and researcher will utilize this knowledge when associating with individuals with varying cultural background with an average of 3.84 and a Std deviation of.989. The findings revealed that respondents utilize their cultural knowledge when socializing with individuals who have different cultural backgrounds from them with an average of 3.92 and a Std deviation of.689. On whether adjusting to a new culture is crucial undertaking for enabling them to be productive in their host country majority of respondents agreed with an average of 4.11 and a std deviation of.689. The participants agreed that they change their verbal behavior (e.g. tone, accent) when a cross-cultural interaction requires it with an average of 4.05 and a std deviation of.728.

The overall average on effect of cultural awareness on performance was 3.87 indicating that Cultural Awareness had a significant effect on performance of migrant workers. The findings are in agreement with study done by Morris (2023) on the

role of management and cultural diversity in the workplace which concluded that cultural diversity has the potential to enhance business performance through the introduction of creativity, innovation, and other advantageous factors. It is essential for management to develop strategies that foster tolerance, acceptance, and respect towards cultural diversity.

3.8.2 LANGUAGE PROFICIENCY AND MIGRANT WORKERS' PERFORMANCE

The second objective was to evaluate the effect of language proficiency on migrant workers' performance. The descriptive analysis results are presented in table 6.

Table 6. Language Proficiency and Migrant Workers' Performance

Statement	N	Mean	SD
The usage of Reading skills as language proficiency generally works in performance	214	4.23	.751
For Tasks to be completed efficiently and effectively it all depends on the Writing skills I possess as a migrant	214	3.90	.936
To adhere to Delivery standards it requires fluency Speaking in English and partly Arabic with superiors in the organization or institution I am working in	214	3.85	1.031
Sometimes the handling of Complexity of a situation in the host country requires the Listening skills	214	4.09	.693
Overall mean		4.02	0.853

Source: Author, 2024

As per results above, respondents agreed that overall, the usage of Reading skills as language proficiency generally works in performance with an average of 4.23 and a std deviation of.751. Respondents indicated that for tasks to be completed efficiently and effectively it all depends on the Writing skills they possess as migrants with an average of 3.90 and a std deviation of.936. On whether to adhere to Delivery standards it requires fluency speaking in English and partly Arabic with superiors in the organization or institution they are working in, the average score was 3.85 and a std deviation of 1.031. The respondents indicated that Sometimes the handling of Complexity of a situation in the host country requires the Listening skills with an average of 4.09 values them and a std deviation of.963.

The overall mean score on language proficiency and migrant workers' performance was 4.02, showing that language proficiency has a strong and significant influence on migrant workers' performance. The findings concur with those of Hans (2023) on the association between language competency and employment level among migrants in the Netherlands who revealed that higher levels of Dutch language proficiency were associated with improved job satisfaction and career opportunities, particularly among male workers. The study indicated that migrants' language skills may have an impact on their job prospects. It is worth mentioning that the most well researched association is that between language proficiency and incomes, as language abilities are seen as a component of an individual's human capital.

3.8.3 LEGAL AWARENESS AND MIGRANT WORKERS' PERFORMANCE

The study also aimed to explore the effect of legal awareness on migrant workers' performance. The results of descriptive analysis are presented in table 7.

Table 7. Legal Awareness and Migrant Workers' Performance

Statement	N	Mean	SD
Understanding service to be rendered requires being Aware of the host country laws	214	3.92	.906
All individuals aspiring to be team leaders and team members need to take pre departure training to be aware of labor laws in order to work properly	214	3.72	1.101
The developed training content offered take pre departure training facilitates my being aware of migrant status in host counties	214	4.23	.741
I'm motivated in getting more involved in host county matters outside my job because of the pre departure training I received	214	3.98	.948
Overall		3.96	0.924

Source: Author, 2024

Table 7 reveals that Understanding service to be rendered requires being aware of the host country laws with an average of 3.92 and a std deviation of.906. Participants indicated that all individuals aspiring to be team leaders and team members need to take pre departure training to be aware of labor laws in order to work properly with an average of 3.72 and a std deviation of 1.101. Further, the respondents indicated that the developed training content offered take pre departure training facilitates them being aware of migrant status in host counties with an average of 4.23 and a std deviation of.741. As to whether they are motivated in getting more involved in host county matters outside their job because of the pre departure training they received, respondents agreed with an average of 3.98 and a std deviation of.948.

The overall mean score on Legal Awareness and Migrant Workers' Performance was 3.96 signifying that Legal Awareness has a positive and significant influence on Migrant Workers' Performance. The outcomes of the study is supported with study done by Kartini et al (2022) on the impact of Labor Law on minority immigrants whose study's conclusions showed that there are laws in place that address the rights of employees, particularly immigrant workers, which are sufficient in safeguarding their well-being.

3.8.4   JOB SPECIFIC SKILLS TRAINING AND MIGRANT WORKERS' PERFORMANCE

The final objective of the study was to examine the effect of job specific skills training on migrant workers' performance. The outcomes of the descriptive analysis are presented in table 8.

Table 8. Job Specific Skills Training and Migrant Workers' Performance

Statement	N	Mean	SD
With Problem-solving skills, I have the ability to analyze, identify root causes, and propose effective solutions.	214	3.89	.931
Soft skills are crucial to the success of performance	214	4.12	.628
Decision-making skills acquired from pre departure training helps in detecting problems and making decisions resulting to successful service delivery	214	4.26	.739
Feedback and Satisfaction helps us ensure that tasks are done in time	214	4.02	.850
Overall		4.07	0.787

Source: Author, (2024)

Findings from table 8 show that the majority of the respondents agreed that with problem-solving skills, they have the ability to analyze, identify root causes, and propose effective solutions. As shown with an average of 3.89 and a std deviation of.931. Further, respondents indicated that their Soft skills are crucial to the success of performance as supported with an average of 4.12 and a std deviation of.628. As to whether the decision-making skills acquired from pre departure training helps in detecting problems and making decisions resulting to successful service delivery, majority of the respondents agreed with an average of 4.26 and a std deviation of.739. Further, respondents agreed that Feedback and Satisfaction helps them ensure that tasks are done in time as shown with an average of 4.07 and a std deviation of.850.

The overall mean of whether Job Specific Skills Training has an effect on migrant worker's performance was 4.07. This signifies that job specific skills training has a positive and significant influence on migrant worker's performance. The study outcome is supported by study done by Mohammed (2022) evaluated the impact of training on staff performance whose findings demonstrated that a number of variables, such as training design, training needs assessment, training delivery method, and training evaluation, significantly improved employee productivity.

3.8.5   MIGRANT WORKERS' PERFORMANCE

The study sought to evaluate how respondents feel about Migrant Workers' Performance. The outcomes of the analysis are presented in table 9.

Table 9. Migrant Workers' Performance

Statement	N	Mean	SD
I am satisfied with the job and tasks given to me	214	3.97	.978
At my place of work I am Meeting performance standards always	214	3.71	1.120
Meeting specific job responsibilities is my habit	214	4.03	.742
After pre departure training, I do Interact with coworkers in the host country easily	214	4.24	.598
Overall		3.99	.860

Source: Author, 2024

From the results presented in Table 5, respondents agreed that they are satisfied with the job and tasks given to meas shown with an average of 3.97 and a std deviation of.978. As to whether at their place of work they are Meeting performance standards always, respondents agreed with a mean of 3.71 and a std deviation of 1.120. Respondents indicated that Meeting specific job responsibilities is their habit with an average of 4.03 and a std deviation of.742. On whether respondents have after pre departure training, do Interact with coworkers in the host country easily they agreed with an average of 4.24 and a std deviation of.598.

3.9   INFERENTIAL ANALYSIS

This section presents the inferential statistics of the study results used to test the effect of independent variables on the dependent variable. The tests used included correlation and regression analysis. Correlation analysis was used to assess the strength of the association between the independent and dependent variable, and regression analysis was used to test the effect of the independent on the dependent variable.

3.9.1   CORRELATION ANALYSIS

This section presents the correlation analysis that was conducted to determine the strength and nature of the relationship between the independent and dependent variables. The results are presented in table 10.

Table 10. Correlation Analysis

		Cultural Awareness	Language Proficiency	Legal Awareness	Job Specific Skills	Migrant Workers' Performance
Cultural Awareness	Pearson correlation	1				
Language Proficiency	Pearson correlation	.738**	1			
Legal Awareness	Pearson correlation	·691**	.593**	1		
Job Specific Skills	Pearson correlation	.640**	.573**	..714**	1	
Migrant Workers' Performance	Pearson correlation	.781**	.823**	.768**	.815**	1
	Sig(2-tailed)	.000	.003	.000	.001	
	N	214	214	214	214	214

**correlation is significant at 0.05 level (2-tailed)
Source: Author, 2024

The correlation analysis in table 10 shows a correlation between cultural awareness and migrant workers' performance (r=.781, p=0.000). From these study findings, cultural awareness has a strong positive association with migrant workers' performance. These results further suggest that there is a direct relationship between cultural awareness and migrant workers' performance. The results concurs with Shikanga (2020) study that explored how cultural intelligence affects employee performance in Kenyan international humanitarian research institutions which examined metacognitive, cognitive, motivational, and behavioural cultural intelligence components and concluded they have a significant and positive association with worker performance.

The findings in table 10 also reveals a positive correlation coefficient between language proficiency and migrant workers' performance (r=.823, p=0.003) which also supports a direct relationship between language proficiency and migrant workers' performance. This signifies that an improvement in language proficiency would lead to an increased migrant workers' performance. The findings of the study back up those of Annisa et al. (2023) in Indonesia on the effect of employees' English

language competency on their job performance whose findings demonstrated that the employees' English language abilities were weak, and that using English had a major impact on their performance since it made it easier to do their tasks. As a result, the study proposed that the organization should organize English language training programs for its employees.

Further the findings indicate that there is a strong positive correlation between legal awareness and migrant workers' performance with r=.763. The outcomes of the study analysis signify there is a direct relationship between legal awareness and migrant workers' performance. Basing on study findings, an improvement in legal awareness would lead to improvement in migrant workers' performance. The results of the study are in agreement with study done by Sikoi (2021) on the effect of labor rights laws on Tanzanian workers' job performance, which revealed that employees can join trade unions, allowing them to comply with local and international labour rights regulations. The study also found that the ability to freely associate and engage in collective bargaining increases the productivity of workers and businesses.

Finally, the correlation between job specific skills training and migrant workers' performance was r=.815 indicating that the association between the two variables was significant, strong and positive. From these research findings, improving job specific skills training will lead to an increased migrant workers' performance. These findings are supported by study done by Nduta (2017) who investigated the effects of job descriptions on employee performance and concluded that job descriptions at the Ministry of Water and Irrigation had a significant impact on employee productivity.

3.10 REGRESSION ANALYSIS

Multiple regression was fitted to establish whether pre depature training programes (cultural awareness, language proficiency, legal awareness and job specific skills training) significantly predicted migrant workers' performance.

3.10.1 MODEL SUMMARY

The coefficient of correlation and coefficient of determination were tested by the researcher and are presented in table 11

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std Error of Estimate
1	.796[a]	.634	.621	.1137

a. predictors: (Constant), cultural awareness, language proficiency, legal awareness and job specific skills training
Source: Author, 2024

The model illustrates how the predictor variables (cultural awareness, language proficiency, legal awareness, and job-specific skills training) account for the percentage change in the predicted variable. The outcomes reveal that these predictor variables explain 62.1% of the variations in migrant workers' performance, as demonstrated by the adjusted R^2 of 0.621. The results indicate that cultural awareness, language proficiency, legal awareness, and job-specific skills training are effective predictors of migrant workers' performance.

3.10.2 ANOVA

The study carried out an ANOVA test at a 0.05 level of significance to compute the F statistics and the results are presented in table 12.

Table 12. Analysis of Variance (ANOVA)

Model		Sum Of Squares	Df	Mean Squre	F	Sig
1	Regression	34.54	4	8.635	19.48	0.000[b]
	Residue	93.03	210	0.443		
	Total	127.57	214			

a. Dependent variable (Performance of Migrant Workers)
b. predictors: (Constant), cultural awareness, language proficiency, legal awareness and job specific skills training
Source: Author, 2024

The ANOVA results were determined and presented in table 13. The results show that F =19.48 and P =0.000 which is less than 0.05. This indicates that pre depature training programes significantly influenced the Migrant Workers' Performance. The

findings are in agreement with Bouwman (2013) who highlighted that training programs help employees improve their abilities and comprehension of their tasks, lowering the risk of them making mistakes at work. This is related to the fact that the major goal of training is to ensure that personnel perform their responsibilities as prescribed in order to meet the needs of customers.This implies that the other variable not in the consideration will account to 37.9% variation in the dependent variable.

3.10.3   REGRESSION COEFFICIENTS

The regression of coefficient was conducted to illustrate each individual component of pre depature training programs on Migrant Workers' Performance and table 14 shows the generated results.

Table 13. Regression Coefficients

Model		Unstandardized coefficients		Standardized coefficients	t	p-value
		B	Std Error	Beta		
	Constant	2.625	2.561		3.712	.000
	Cultural Awareness	0.659	0.239	.216	2.483	.001
1	Language Proficiency	0.578	0.358	.391	3.197	.000
	Legal Awareness	0.513	0.353	.482	2.403	.000
	Job Specific Skills	0.672	0.228	.475	2.531	.003

a. Dependent variable (Performance of Migrant Workers)
Source: Author, 2024

Table 13 shows the regression coefficients. The regression equation developed is as follows:

$$Y = 2.625 + 0.659\, X_1 + 0.578\, X_2 + 0.513\, X_3 + 0.672\, X_4$$

Where;

Y=Migrant Workers' Performance
X_1 = Cultural Awareness,
X_2 = Language Proficiency
X_3 = Legal Awareness
X_4 = Job Specific Skills

From the regression model presented in table 13, the coefficient for Cultural Awareness was β=0.659 with a p-value 0f 0.001< 0.05. This indicates that the effect of Cultural Awareness on Migrant Workers' Performance was positive and significant. This implies that by holding other independent variables constant, an increase of one unit of Cultural Awareness would result in 65.9 % Migrant Workers' Performance. The study findings are in agreement with study done by Cherian et al. (2020) on the importance of cultural diversity and its impact on workplace team performance which showed that cultural diversity and work team performance are positively and negatively correlated. Employees are generally content with their work environment and find it easy to collaborate in ethnic teams. However, some employees do encounter challenges and report the formation of cultural clusters that impede decision-making among team members.

Table 13 shows that the beta coefficient of Language Proficiency is β=0.507 with a p-value of.000< 0.05. The results show that Language Proficiency has a positive and significant effect on Migrant Workers' Performance. The results further show that an improvement in Language Proficiency would lead to an increase in Migrant Workers' Performance by 50.7 %. The study findings are in agreement with the findings of Hans (2023) on the association between language competency and employment level among migrants who revealed that higher levels of Dutch language proficiency were associated with improved job satisfaction and career opportunities, particularly among male workers. the study indicated that migrants' language skills may have an impact on their job prospects.

The results further showed that there was a positive and significant effect of Legal Awareness on Migrant Workers' Performance with a coefficient of β= 0.375 at p-value of.003< 0.05. This implies that a unit improvement in Legal Awareness would lead an increase in Migrant Workers' Performance by 37.5 %. These results concur with the results of the study by (Nicholson, 2018) who declared that Legal training is a tool to enhance access to justice for migrant workers. Understanding local laws and regulations equips migrants to engage with legal systems, pursue grievances, and challenge instances of

discrimination however Kartini *et al.,* (2022) study on the impact of Labor Law on minority immigrant's conclusions showed that even if there are laws in place that address the rights of employees, particularly immigrant workers, they are insufficient in safeguarding their well-being.

The outcomes further showed that the beta coefficient for Job Specific Skills was ($\beta = 0.636$) with p value of $0.001 < 0.05$. This indicates that Job Specific Skills had a significant and positive effect on Migrant Workers' Performance. The result further signifies that an increase in improvement in Job Specific Skills will lead to 63.4% Migrant Workers' Performance. This finding are support the findings of the study by Kathambi (2019) on the effect of employee abilities on work performance which revealed that putting competency-based processes into place assisted staff in reaching their objectives while also boosting teamwork inside the organisation. The study concluded that core competencies significantly contributed to employee job performance by providing a foundation for setting targets.

3.11 SUMMARY OF FINDINGS

The first objective of study sought to establish the effect of cultural awareness on Kenyan migrant workers' performance. The results of the descriptive statistical analysis verified that, taken as a whole, the cultural awareness measuring activities were deemed essential and, as a result, were applied to the performance of Kenyan migrant workers. Additional statistical examination of the collected data revealed that cultural awareness improves performance Kenyan Migrant Workers'.

The second objective of the study focused on evaluating the effect of language proficiency on performance of migrant workers. The objective emphasized the importance of language proficiency as a valuable developmental tool that empowers individuals to maximize their potential, drive performance, and achieve personal and organizational success. The descriptive measures of the sample mean and standard deviation confirmed that the set of operation activities for this variable were practiced on performance of migrant workers'. This indicated that when Language Proficiency for migrant workers is improved, performance of migrant workers will be achieved.

The third objective sought to explore the effect of legal awareness on migrant workers' performance. The sample mean and sample standard deviation supported the overall findings of the activities, which showed that practicing legal awareness was regarded as essential and was thus a part of the training process. Furthermore, statistical analysis of the data that was collected on the variable indicated that legal awareness has a positive effect on performance Kenyan migrant worker.

The last objective was to examine the effect of job specific skills training on migrant workers' performance. According to the descriptive statistics, it was widely agreed that job-specific skills training has a significant and positive impact on the performance of Kenyan migrant workers, as evidenced by the mean and standard deviation. Thus, job specific skills training was a key element that affected the performance Kenyan migrant worker.

3.12 CONCLUSIONS OF THE STUDY

Performance is dominant theme in both theoretical and empirical studies and is a central concern for decision makers and strategists in contemporary organizations. Indeed, performance of workers emphasizes attainment of certain outcomes that are of interest to the management and other stakeholders. It is for this reason that this study sought to determine the effect of labour migration pre-departure training on the performance of Kenyan migrant workers'. The results of analysis of quantitative data provide an empirical basis for drawing important conclusions on each of the specific objective of this study. The first specific objective sought to establish the effect of cultural awareness on performance of Kenyan migrant workers. The results of statistical analysis demonstrated that cultural awareness has a positive effect on performance migrant workers'. The conclusion of the study therefore is that cultural awareness positively affects performance of migrant workers

The focus of the second specific objective was to evaluate the effect of language proficiency on performance of Kenyan migrant workers. The findings from statistical analysis showed that language proficiency has an effect on performance of Kenyan migrant workers. Therefore, the study infers and concludes that language proficiency positively affects performance of Kenyan migrant workers. In the third specific objective, the study aimed at exploring the effect of legal awareness on performance of Kenyan migrant workers. The results of statistical analysis showed that legal awareness affects organizational performance. The therefore conclusion informed by these statistical results is that legal awareness positively affects performance of Kenyan migrant workers. Finally, the last specific objective sought to examine the effect of job specific skills training on performance of Kenyan migrant workers. The findings deriving from statistical analysis indicated that job specific skills training has a positive contribution to performance of workers. The conclusion of the study is job specific skills training positively affects performance of Kenyan migrant workers.

3.13 RECOMMENDATIONS OF THE STUDY

The findings of the study have important implications for various stakeholders such as government and its agencies policymakers, management teams, human resource practitioners, researchers, and academicians. As a result, several recommendations are derived from the study.

The cultural awareness training program on performance of migrant workers was positive and significant. Cultural awareness has a strong positive influence on performance of migrant workers. As cultural awareness increases, performance of migrant workers also increases. The positive correlation can be attributed to the fact that there should be preparedness to the migrant employees regarding the cultural values in the host countries. The government therefore have to incorporate the cultural awareness training programs to ensure that performance of migrant workers is enhanced.

The Language proficiency training program on performance of migrant workers was positive and significant. The performance of migrant workers is significantly enhanced by their level of language proficiency. As their language proficiency improves, so does their performance. The government has to facilitate access to language training for prospecting migrant workers, for language proficiency can directly improve well-being and indirectly enhance performance by reducing anxieties and facilitating focus on work.

The legal awareness training program on performance of migrant workers was positive and significant. The performance of migrant workers is significantly enhanced by their knowledge of legal awareness in the host countries. As their legal awareness improves, so does their performance. The government should facilitate access to legal awareness programs which will positively influence job satisfaction and improved employee performance. Empowerment of migrant employees by imparting knowledge of their rights in host countries and access to resources can lead to increased engagement and longer stays in jobs.

The job specific skills training program on performance of migrant workers was positive and significant. The performance of migrant workers is significantly enhanced by their possession of relevant skills it the related engagements in the host countries. As their job specific skills improves, so does their performance. The policy makers should facilitate availability of relevant job specific skills training program to migrant workers that will tend to exhibit better performance.

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