

**CAREER MANAGEMENT STRATEGIES AND  
EMPLOYEE PERFORMANCE IN STATE  
CORPORATIONS IN KENYA**

**FLORENCE WANGECI WAWERU**

**DOCTOR OF PHILOSOPHY  
(Human Resource Management)**

**JOMO KENYATTA UNIVERSITY  
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**Career Management Strategies and Employee Performance in State  
Corporations in Kenya**

**Florence Wangeci Waweru**

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**DECLARATION**

This thesis is my original work and has not been presented for award of a degree in any other University.

Signature.....Date .....

**Florence Wangeci Waweru**

This thesis has been submitted for examination with our approval as University Supervisors.

Signature.....Date .....

**Dr. Susan Were, PhD**  
**JKUAT, Kenya**

Signature.....Date .....

**Prof. Gregory Namusonge, Ph.D.**  
**JKUAT, Kenya**

## **DEDICATION**

I dedicate this thesis to my children. It is my hope that this reaserch work will inspire and encourage them to pursue greater goals in life.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ANOVA</b>	Analysis of Variance
<b>CEOs</b>	Chief Executive Officers
<b>CIPD</b>	Chartered Institute of Personal Development
<b>CMA</b>	Capital Market Authority
<b>Df</b>	Degrees of Freedom
<b>EP</b>	Employee Productivity
<b>EMU</b>	Efficiency Monitoring Unit
<b>ERS</b>	Economic Recovery Strategy
<b>Et al</b>	and others
<b>F-Test</b>	Fisher-named in honor of Sir Ronald Fisher
<b>GDP</b>	Gross Domestic Product
<b>GOK</b>	Government of Kenya
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information and Communications Technology
<b>IT</b>	Information Technology
<b>JKUAT</b>	Jomo Kenyatta University of Agriculture and Technology
<b>KAA</b>	Kenya Airports Authority

<b>LIAM</b>	Life Insurance Association of Malaysia
<b>M</b>	Mean
<b>NARC</b>	National Rainbow Coalition
<b>NGOs</b>	Non-Governmental Organizations
<b>NSE</b>	Nairobi Securities Exchange
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>OPSM</b>	Office of Public Service Management
<b>PDAM</b>	Perusahaan Daerah Air Minum
<b>PE</b>	Person Environment
<b>PPOA</b>	Public Procurement Oversight Authority
<b>r</b>	Pearson Moment Correlation Coefficient
<b>R<sup>2</sup></b>	Regression Coefficient
<b>RBV</b>	Resource Based View
<b>ROK</b>	Republic of Kenya
<b>SCAC</b>	State Corporations Advisory Committee
<b>SD</b>	Standard Deviation
<b>SET</b>	Social exchange theory
<b>Sig</b>	Level of Significance
<b>SMMEs</b>	Small, Medium, and Micro-sized Enterprises

<b>SOE</b>	State Owned Enterprises
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TUK</b>	Technical University of Kenya
<b>TWA</b>	Theory of Work Adjustment
<b>U.S.</b>	United States
<b>URT</b>	United Republic of Tanzania
<b>USA</b>	United Sates of America
<b>VIF</b>	Variance Inflation Factor

## OPERATIONAL DEFINITION OF TERMS

- Career Management** It is a life-long process of investing resources to accomplish employee future career goals. It is also considered to be a continuing process that allows an employee to adapt to the changing demands of the economy (Yldz, Bozbura & Bekese 2015).
- Career management Strategies** They are the activities, or experiences designed to help an employee meet their career goals (Mishra & Sachan, 2016).
- Career mentoring** It is a process, not formal, where skills and knowledge and the support that the receiver perceives as big of importance in their career; it involves communicating face to face, informally and for a sustainable period and the conversation takes place between the individual who is seen as being more experienced and is more skilled and a person seen as having less Hameed & Waheed, 2017).
- Career Planning** It is a continuous process of a person setting their career goals and establishing ways in which they can achieve the set goals (Munjuri, 2017).
- Career Training** They are activities well organized and aims to impart information to a person with the aim of making sure that they attain the needed skills and knowledge (Mwanje 2015).
- Career** It is any kind of job that ranges from skilled to semiskilled and professionals as well as semiprofessionals (Patrick & Kumar, 2017).
- Employee Performance** It is considered to be the manner in which an employee fulfills their job duties and executes their required tasks. It

also refers to the effectiveness, quality, and efficiency of their output (Armstrong, 2015).

**Policies**

They are rules and guidelines that are created by an institution for the purpose of guiding it towards the achievement of their set goals and are readily accessible (Ombayo, Egessa & Shiamwama, 2018)

**State Corporation**

it is a corporate body that is established under the State Corporations Act, or an act of Parliament, or under the Companies Act, where the Government controls majority or all of the Shares (GoK, 2016).

**Succession Planning**

It is the process here an institution makes sure that they develop the recruited staff members to ensure that they are capable of filling all the positions in the company (Ip & Jacobs, 2016)

## ABSTRACT

Employee performance is the greatest factor of determining the way a company will perform overall. Despite state corporations in Kenya having the HR department where some of the key functions are career development and employee motivation, the level of employee performance is still low. In cases where employee expectation in career advancement is not fulfilled, their morale is reduced which consequently affects performance negatively. Kenya's state corporations for the past years have experienced an increase in employee turnover and there are no signs of change in the trend. Based on this background, this study sought to establish the relationship between career management strategies and employee performance in state corporations in Kenya. The study specifically sought to analyze the relationship between career planning, career mentoring, succession planning, career training and employee performance in state corporations in Kenya. The study further sought to determine the moderating effect of HR policies on the relationship between career management strategies and employee performance in state corporations in Kenya. The study was anchored on the theory of work adjustment, self-concept theory, social exchange theory, resource based view, and social cognitive theory. This study used explanatory and cross-sectional survey research design. This study targeted staff members of 110 Kenyan state corporations under the 14 Ministries in Kenya. The study targeted management employees from the 6 main departments in the organizations. The researcher selected a sample of 50% of the state corporations in Kenya. The study used simple random sampling technique. The state corporations were sampled first using stratified random sampling to ensure all the categories were represented then systematic random sampling technique was used to select the respondents. Pilot testing was done before the main study. Primary data was collected using questionnaires that had both open and closed ended questions. Data was analysed using both descriptive and inferential statistics. Diagnostic tests were also carried out. The study found that career planning, career mentoring, succession-planning and career training positively and significantly influence employee performance in state corporations in Kenya. The study further found that HR policies significantly moderated the relationship between career management strategies and employee performance in state corporations in Kenya. The study recommends that organizations should ensure that its employees are aware of policies of managing career development and that there is sufficient communication from supervisors on ways employees could better their careers. The study also recommends state corporations to match their staff members with their skills and the positions that best suit them; this will help them attain both long- and short-term competitive advantage.

## **CHAPTER ONE**

### **INTRODUCTION**

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

People in their various spheres of life directly or indirectly examine, manipulate, or exploit their immediate environments, the consequences of which are later translated to either challenges or prospects of their organizations (Ugoani, 2019). This makes the human element the most important and versatile resource in any organization. It is the recognition of people as being central to achieving organizational objectives that has made successful organizations to develop career management mechanisms to equip employees to perform at optimal levels. Good career management thrives on sound education that provides the basis for positive behaviour and performance (Kimani & Gachunga, 2013).

Employee performance - which is a reflection of his or her output in terms of organizational profitability or productivity- is fundamentally a function of employee development; which is also directly linked with career management (Kenny 2019). Employee development involves a combination of formal education, job experiences, relationships and assessment of personalities and abilities to help employees prepare for the future so as to take up higher responsibilities in their careers (Garg & Weele, 2018). Employees are seen as the major resource that promotes an organization's everyday operations and activities. Therefore, the output of workers is assumed to be instrumental in enhancing organizational efficiency, development and profitability. Hailey (2016) added that an organization's effectiveness depends on its employees' productivity.

Career management is imperative to the survival of any organization due to the rapid changes in the global economy where business is knowledge-driven. The interest in the concept of careers and career development in organizations has existed for many years. This interest emphasizes the institutionalization of organizational patterns, offer them a variety of development options, forming the link between current performance and future development, which includes the notion of best fit or match;

that gives rise to enhancing employee performance through career management processes (Zafar, Memon & Khan, 2018). It is also understood that management is a critical link in the career management process of their employees (Ugoani, 2019). The organization or the management is responsible for providing tools and support for employee self-development, training and development, education and for reinforcing management's role in career management.

Career management skills generate and sustain career momentum, reduce the probability of poor person-job fit and allow personal development (Bagdadli & Gianecchini, 2019). Economic benefits associated with successful career management are described by Chelimo (2018) as increased growth, lower unemployment, decreased healthcare costs and higher income rates. Jackson and Wilton (2017) added that career management skills increase self-efficacy. Although a career is ultimately the responsibility of the individual, who must plan and manage his or her own fortune, employers seek to assist their employees in attaining career requirements (Kakui, 2016).

Bagdadli *et al* (2019) described career management as the process that shapes the advancement of people within an organization by combining the interests of the individual with those of the organization. Hameed and Waheed (2017) indicated that career management helps workers early in their career to consider their profession's standards and recognize job pathways. According to Jackson *et al*, (2017) career management takes into account the existing needs of staff, the organization's potential needs and offers services such as performance evaluation, the succession of management, job rotation, preparation and learning and consultation to fulfil the career plan and those requirements.

### **1.1.1 Global Perspective of Career Management Strategies and Employee Performance**

In India, staff members not considering the type of their industry, have satisfaction in their career because of the effort put in place by their company in managing their career (Kumudha & Abraham, 2018). To be specific, programs that are associated with development of oneself, information regarding job opportunities, chances to



learn new skills and programs for retirement planning and self-development. They feel that the programs have short and long-term benefits, hence organizations devised strategies to involve employees in self-development so that they take the responsibility for their career growth.

Some of the methods for career management for the enhancement of employee performance in terms of corporate education include: - education, training and development, independent study, among others (Sulbout *et al* 2022). Bagdadli and Gianecchini (2019) emphasize that another important reason for corporate education is that many highly successful businesses are abandoning the multi-layered hierarchical organizational patterns in pursuit of a structure that empowers managers with the authority to solve problems and make decisions in areas that affect their areas of expertise. Also, corporate restructuring as well as high-speed technological advances provide employees broader responsibilities that require more skills and training for self-managed, cross-functional teams.

In Pakistan the association between HRM practices and employee performance was significant. In addition, employee performance can be improved by providing the staff members with chances of making decisions that are effective (Hassan, 2016). The way the staff members perform can be improved by involving staff members and through training (Munjuri, 2017). Duggan and Jurgens (2018) in his research indicated that there was a positive association between the practices of HRM and the way staff members perform.

Career management involves performance appraisal which relates to the measurement of specified areas of an employee's performance. It helps to determine employee's eligibility for higher responsibilities or areas that require significant improvement. Training and development help the employee to acquire new skills after a certain level of formal education to enable them to perform specific duties and prepare for higher responsibilities within the organization (Ugoani, 2019).

### **1.1.2 Regional Perspective of Career Management Strategies and Employee Performance**

The main factors influencing the growth of the African economy and that of the organization is lacking the capacity to perform tasks that are crucial in facilitating growth. It is therefore very crucial to take part in capacity building as an element of growth. It shows that advantage of career management (Theresia, Severine & Franklyn 2015). Majority of the organizations in Africa have started training programs for staff members in Public Companies because of its advantages. The programs are sponsored by donors who have the same opinion regarding career management. This has led to the creation of different policies that are focused on training and development and a lot of money has been used on them. It is therefore very important to assess how effective the trainings and developments are.

The role of a CEO in an African company is to employ new employees however, it is hard to find the right individuals. This has led to career management being the main agenda of the CEO this is as indicated by 85% that they plan to focus on various strategies to manage talent in the coming years and 75% indicated that growth is threatened by lack of talent (Price Water House Coopers, 2016). In the public service of South Africa, practices of HRM did not really focus on developing and implementing programs for managing careers. Prescripts and measures that are applied in different occupations in the public sector were the great determinants of individual's career path.

On the contrary, development of career for public servants especially those who are low level workers especially the ones dealing with cleaning services were not considered (Hartzenberg, 2016). Career management practises have made significant inroad into Ghana's corporate world. In Ghana, it is a common scene to see large companies setting up departments whose main responsibility is overseeing HR and hiring experts in the same field to oversee the HRM practices.

The advantage that comes with proper management of HR cannot be emphasized enough. On the other hand, most of the Ghanaian rural banks have not caught the HRM cold. The lack of HRM specialists and departments in the banks can be

attributed to absence of appropriate policies and practise on HRM. The study established that a company's HRM practises and the way they perform are positively associated. Majority of the banks are not aware of the effects of proper HRM and therefore expect managers and directors with no experience or expertise to deal with implementing/enforcing strategies, policies, processes, programmes and practices (Quansah, 2016). Duggan (2017) findings revealed that motivation of employees positively affected their levels of production. In addition, motivated staff members have a high likelihood of increasing their productivity. Through the study, it was clearly understood that as the staff members are rewarded both materially and non-materially, the higher the likelihood that their productivity will increase which in turn leads to the achievement of their targets.

In Uganda, Mwanje (2015) did a study in the banking industry of Uganda on motivating employees and the development of careers. Results showed that if the training program does not increase the chances of an individual being promoted then it is irrelevant. It was revealed that there lacked opportunities in career paths. It was also established that despite that fact that the Ugandan banks did recognize skills as well as what is accomplished after training, employees were not benefiting in the advancement of their careers after they undergo training.

In addition, the structure of an organization that is not flexible, poor policies regarding promotions and training that is not relevant, are some of the factors that hindered development after the employees have been trained. There were a few ways that were identified for curbing those constraints to advancement of their careers and they were; have policies that are clear and transparent and having competition for promotional positions that is free and fair. It was also established that motivation greatly and significantly affects advancement in career.

In Tanzania, the responsibility of coordinating training of all staff members of public service is the responsibility of office of public service management (OPSM) and when making changes to the existing training program or when creating new programs, they were always consulted. The role that is played by the OPSM in training and development includes; orientation of all the new recruits and a program

for developing skills that is done annually or a minimum of one time in 2 years. Every single staff member has a program that is specifically designed for them based on their level and the assessed training needs. The career progression of the officers, personal performance appraisal and gender balance is also given prominence.

An individual is also prepared for a top position in the company through leadership training (Rugumyambeto, 2016). The Tanzanian policy on training indicates that the country needs to be self-sufficient in workers who are trained and skilled which is important in manning the economy. It is usually common that training is done locally, but in cases where there are no adequate facilities or they do not exist, training opportunities and scholars that are provided by other countries can be utilized (Wangwe & Arkadie, 2016).

### **1.1.3 Local Perspective of Career Management Strategies and Employee Performance**

The practices of managing careers were greatly adopted by NSE listed companies and result in better performance. The companies that wish to maintain superior performance need to have mechanisms supporting management of career like career mentoring and counselling and succession plans in place. From the content analysis, the findings showed that there could be other variables of managing career that can affect the way a company performs in the listed companies in NSE (Lyria, Namusonge & Karanja, 2018).

Kenya Airports Authority (KAA) employs staff with varied skills set and expertise to help deliver on its mandate. Due to its unique operations, the Authority has experienced challenges whenever employees have left the organization in search of green pastures and on retirement. In order to manage its employee's turnover, the Authority has made some efforts in improving career management practices (KAA, 2018). However, these practises have not fully addressed the issues of career management as the turnover of employees has remained high at above 20% per annum. This has forced the Authority to invest huge sums of money in recruitment, hiring and training new staff joining the organization (KAA, 2018).

The State Corporations Acts (1987) revised in 2013 gives 10 criteria through which an institution can be considered to be a state corporation. The common variable in all the 10 is control by the government of Kenya. A state corporation is therefore an entity which the government has significant influence. By law, state corporations are guided by government regulations and appointed bodies such as the State Corporations Advisory committee (SCAC) and the Efficiency Monitoring Unit and Public Procurement Oversight Authority (PPOA). The terms and conditions guidelines for state corporations released through the State Corporations Advisory committee emphasizes that there is no alternative for state corporations but for them to adopt practices of managing businesses that are modern.

Through the guidelines, it is further pointed out that every single corporation needs to have corporate strategies that clearly outline their goals, mission, values and objectives. Njiru (2018) stated that the reason why the Kenyan government has state corporations is for meeting commercial as well as social needs which include:- rectifying failures in the market, exploitation of social and political objectives, the provision of education, health and the development of marginalized areas. From June of the year 2005, the Kenya government requires that state corporation board sign performance contracts with CEOs and the government and it is then cascaded to individual employees (GoK, 2018).

This has been a solid attempt to improve state corporations by making sure that they improve and sustain their performance and levels of service delivery. Based on state corporations mandate and service, they are grouped into eight various categories. Those categories are financial, commercial, regulatory, public universities, service, regional development authorities, tertiary education and training and finally training and research (Munjuri, 2017). Until the early 2000's, Strategic planning practices had not been evident in any arm of the Government of Kenya including state corporations with the only attempt to plan having been manifested through the annual budget that covers a government financial year from July to the following June (Government Printer, 2018).

Then came the NARC government which took over in 2003 and an attempt to embrace strategic planning was made through the Economic Recovery Strategy for Wealth and Employment Creation (ERS) of 2003 – 2007 (Kenney, 2016). This was closely followed by a launch of a long term strategic plan on 30th October 2006 which resulted in the Vision 2030 launched by President Kibaki 10th June 2008. These plans were cascaded down to state corporations which were tasked to develop their own strategies which should be in line with the ‘corporate strategy’ of the Kenya government, currently the Vision 2030. Kenya has more than 125 state corporations (Ajwang, 2015). Looking at the performance of the government over the last 10 years, it is evident that there has been an improvement in performance of state corporations with most of them having turned around from loss making entities to reporting billions of shillings as profits.

#### **1.1.4 State Corporation in Kenya**

State owned enterprises account for 20% and 5% of global investments and total employment respectively and up to 40% of total output in some countries (Lundan, 2018). In many OECD countries SOEs have for some time represented a substantial part of GDP, employment and market capitalization, such entities have been prevalent in key sectors such as energy, transport, and telecommunications whose performance is critical to broad segments of the population and other parts of the business sector (OECD, 2015).

Kenyan State Corporations are established and regulated under the State Corporation’s Act of the laws of Kenya (Ireru, 2013). They are a body corporate established by an Act of parliament, or other written law, where whole or majority share is owned by the government or another state corporation (Njiru, 2018). Kenyan State Corporations are classified into eight core functional categories, namely:- financial, commercial/manufacturing, regulatory, public universities, training and research, service, regional development and tertiary education and training. State Corporations seek to meet the country’s increasing economic and social goals.

The role of corporations became more apparent when multinational investors were dissuaded by challenges of; perceived insecurity, high bureaucracy, high costs of

setting up business and poor infrastructure which impacted negatively on return on investment (Mark, 2018). Hence, Kenya did not just experience difficulties in attracting new and retaining old foreign investors, but she also faced difficulties in targeting western markets as well. The Kenyan government has continued to form state corporations to meet commercial and social goals which include:- correcting the existing market failures, exploiting social and political objectives, providing education and health services, redistributing income or developing marginalised areas. Today, state corporations have become the conduits for channeling and managing development resources and activities in Kenya (Munjuri, 2011).

Kenyan State Corporations have been selected for the study because they play a key role in the country's economy. The sector pervades key areas of the economy including: financial, commercial/manufacturing, education, training and research, regional development, regulatory and service provision, thus providing a suitable representation of the Kenyan economy (Price Water House Coopers 2016). The sector also provides gainful employment to hundreds of thousands of Kenyans and foreigners (Munjuri, 2011). The general economic services sub-sector, which comprises interrelated units such as: - tourism and wildlife, trade and industry, culture and social services is responsible for formulating, coordinating, and implementing socio-economic policies, strategies and programmes geared towards achieving sustainable growth and development (Manolescu, 2016).

## **1.2 Statement of the Problem**

Employees performance is central to the survival of organisations whether public and private. Successful organizations have established that there are several factors affecting performance but the most crucial one is HR (Marsh, Hau, & Wen, 2018). Despite state corporations in Kenya having the HR department, where one of the key functions is career development and motivation of employee, the level of employee performance is still low (Kimani, 2018). Kenya's state corporations for the past years have experienced an increase in employee turnover and there are no signs of change in the trend (Murungi, 2018).

For instance, KAA has lost many of its talented employees including, pilots and cabin crew to both international and local companies as a result of poor working conditions and poor pay (Kimani,2018). Based on a report produced by ROK ICT center in Kenya (2015), KCB lost approximately 400 of its talented employees who were highly skilled to both local and other international broadcasting corporation from 2009 to 2018 (Kimani, 2019). It has also been found that 75% of doctors after three years of serving in the public sector, travel abroad for better positions and pay or venture into private practice (Kimani *et al*, 2013).

Majority of the companies today find it important to acquire and retain talented individuals (Kamau, 2016). Vaiman and Holder (2016) researched on management of talent in private institutions and established that even though management of career is very important in PSS, the amount of research and guidelines on ways the government can implement effective career management practices is scarce. A study by Ugoani (2019) focused on imperatives of career management and its effect on employee performance. The result of the analysis of data showed a strong positive correlation between career management and employee performance. The study was not however exhaustive due to contextual and conceptual limitations. Maina, (2018) researched on Kenya's state corporations and established that there are corporations which are suffering from deficiencies which could be caused by low tenure, lack of effective commitment of employees and their retention schemes are not attractive.

The domain for managing careers in Kenya has not been emphasized on in approximately 60% of all state corporations. This has led to the reduction in of the level of employee retention by up to 30% (Kimani, 2018). It is approximated that more than 38% of civil servants quit their jobs every year and move to private sector or become self-employed and therefore the corporations loose most of its talented workers. Njoroge (2016) established that challenges of managing careers results to issues related to recruitment of employees and reward of employees in the organizations.

Kemboi & Were (2015) studied factors that affect implementation of programs for managing careers in Kenya's public sector. This was a case study focusing on the



Kenya Tourism Fund. Kimani (2018) researched on factors that affect practices of managing careers on retention of employees in public institutions of higher learning a case of TUK. In cases where employee expectation in career advancement is not fulfilled, their morale is affected which in return negatively affects their performance.

Therefore, it is important to include training as well as advancement in education in all areas of corporations in the company. When organizations experience labour turn over, this means they must recruit and train all over again. This impacts negatively on performance, hence the need for low turnover. It is against this background that this study sought to fill the research gap by establishing the relationship between career management strategies and employee performance in state corporations in Kenya.

### **1.3 Objectives of the study**

#### **1.3.1 General Objective**

The general objective of this study was to establish the relationship between career management strategies and employee performance in state corporations in Kenya.

#### **1.3.2 Specific Objectives**

1. To analyse the relationship between career planning and employee performance in state corporations in Kenya
2. To evaluate the relationship between career mentoring and employee performance in state corporations in Kenya
3. To establish the relationship between succession planning and employee performance in state corporations in Kenya
4. To assess the relationship between career training and employee performance in state corporations in Kenya
5. To determine the moderating effect of Human Resource policies on the relationship between career management strategies and employee performance in state corporations in Kenya.

## **1.4 Research Hypotheses**

H<sub>01</sub> There is no significant relationship between career planning and employee performance in state corporations in Kenya

H<sub>02</sub> There is no significant relationship between career mentoring and employee performance in state corporations in Kenya

H<sub>03</sub> There is no significant relationship between succession planning and employee performance in state corporations in Kenya

H<sub>04</sub> There is no significant relationship between career training and employee performance in state corporations in Kenya

H<sub>05</sub> C There is no significant moderating influence of HR policies on the relationship between career management strategies and employee performance in state corporations in Kenya

## **1.5 Significance of the Study**

On a general level it was expected that the study findings around the career management strategies and employee performance will make a contribution around the body of knowledge by generating empirical evidence on the study area. The findings are expected to contribute to the existing theories, frameworks and models on career management strategies and employee performance. The study serves to provide empirical evidence for state corporations on career management and employee evidence-based information that can be used to make relevant decisions. It was hoped that the study findings will be beneficial to:-

### **1.5.1 Management of State and Private Corporations**

The problem of low employees' performance has bedeviled the public sector for a long time which derails the realization of the economic potential of these enterprises. Therefore, it is in the interest of the management of these corporation to address the

challenges of low employees' performance. This study therefore helps since it proposes how career management strategies can be used to address the problem of low performance. Management of Kenya's state corporations are expected benefit from the study's findings since the findings will help them in understanding the advantages of managing careers and therefore formulate policies that can better career of employees and result in improved organizational and employee performance.

### **1.5.2 Policy Makers**

Policy makers and the Republic of Kenya will benefit from these findings they will be able to comprehend the effects of career management strategies on employee performance and therefore have the ability to develop policies and regulations that encourage organizations to pursue career management practices. The findings will enable policy makers to craft policies that support various aspects of career planning, career mentoring, succession planning, career training, HR Policies and employee performance based on empirical evidence.

### **1.5.3 Human Resources Practitioners**

HR practitioners are expected to benefit from the study findings since they will help them to comprehend the advantages of career management strategies and employee performance. This is expected to stir professional discussions and debate aimed at strengthening the HR practices around careers and performance. The study may further necessitate revision of the internal HR policies within the state corporation to make them more inclined towards career management of the employees that results in increased job satisfaction, engagement, and performance.

### **1.5.4 Researchers and Scholars**

The body of knowledge on human resources management keeps growing since new challenges are experienced regularly. These require innovative ways of addressing them. This study adds to the existing body of knowledge on career management strategies and employees' performance in public sector. The study's findings bridge

the knowledge gap in research and encourages more research to be carried out to build on the recommendations made in the study; this is very important because the number of research focusing on this area is limited.

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

The aim of this study was to establish the relationship between career management strategies and employee performance in state corporations in Kenya. The study objectives included career training, career mentoring, career planning and succession planning as career management strategies. The study was carried out in Nairobi County since this is where all the ministries and state corporations are located. The study selected a sample of 385 management level employees from the state corporations. The study selected respondents from different cadres to determine the career management strategies that were applied on employees at different levels. This study was conducted between February 2020 and February 2021. Questionnaires were used to collect data.

### **1.7 Limitations of the Study**

The study was conceptually limited to the relationship between career management strategies and employee performance. Contextually, this study was confined to career management strategies and employee performance in state corporations in Kenya. The study selected the state corporations since they are the largest organizations providing public services and their performance is highly dependent on their employees. The state organizations are separate entities, and they are managed differently and therefore the need to conduct the studies in individual cooperation.

The employees selected were also reluctant to provide information needed for the fear of being victimized. The researcher however assured them that the information they provide is confidential and anonymous. This limitation was also mitigated by recommending other similar studies in other sectors of the economy and on other areas of career management strategies.

The other key study limitation is that some management employees considered the information being sought as being sensitive and likely to be used to criticize their corporation. This limitation was mitigated by clarifying and assuring that the purpose of the study was purely academic and has no ill motives. Some of the respondents were busy during data collection. This took them long to fill in the questionnaires. The study did not achieve 100% response rate because some of the respondents were not available during data collection. However, the sample size was representative enough.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature relating to career management strategies and employee performance. This chapter specifically covers theories that relate to the problem of study, under the theoretical review section. Figurative representation of the variables being investigated was discussed under the subsection of conceptual framework. Studies conducted by other researchers relating to career management practices and performance of employees were discussed in the subsection of empirical review and finally the chapter critiqued existing literature.

#### **2.2 Theoretical Review**

The main reason for development of theories is for the purpose of explaining, predicting, and understanding a situation and most of the time challenge and expound on available knowledge within boundary of assumptions. In this section, theories explaining the reasons for existence of research problem being investigated are introduced and described. This study was anchored on the theories; the theory of work adjustment, self-concept theory, social exchange theory, resource based view, and social cognitive theory.

##### **2.2.1 Theory of Work Adjustment (TWA)**

Dawis and Lofquist (1984) developed this theory. This TWA is a class of theory in development of career, and it is based on a person's vocational behaviour (Dawis, 1992). This is also referred to as person-environment (PE) correspondence theory, which view choice of career and development as processes that are continuous. This involves accommodating and adjusting where an individual searches for a company or an environment that will match their personal requirements and the organization also searches for an individual who will meet their requirements (Dawis 2015, Dawis & Lofquist 1984). Satisfaction is a term that is used to suggest individuals' level of satisfaction with an institution. The main requirements that an individual expects to

be met by the organization is their needs both psychological and physical. The organization also expects the employee to have the abilities needed in the organization.

Moreover, it is possible to predict the tenure of an individual employee by analysing satisfaction levels of the company and that of the individual employee. Recently, TWA made a speculation on the impact of style of adverse adjustment. This style can be applied in explaining the way an individual and the company can continuously attain and maintain their correspondence (Dawis, 2015). There are four styles of adjustment variables that have been determined that is; flexibility, reactivity, activeness and perseverance. Flexibility refers to the level where an individual can tolerate dis-correspondence of P-E and whether there is a tendency of being dissatisfied with the organization. Activeness is whether an individual has the tendency of actively changing or acting on the organization to lower their dissatisfaction or dis-correspondence.

The key advantage of this theory is that there are several factors that have been created to provide measures of different aspects that relate with the theory. These include satisfaction, needs and values, satisfactoriness and abilities, skills and correspondence indexes (Dawis, 2015). In the past few decades, there are a few research studies that have been carried out with the aim of investigating the proposition that is drawn from TWA, more so in linking abilities/needs and satisfactoriness/satisfaction, and tenure/work adjustment (Dawis, 2015).

This theory supports the variable career planning by linking the theory of work adjustment to performance of employee in state corporations in Kenya. According to the theory, for a company to attain good performance, the organization must invest in developing the career of their employees. Career management strategies of employees can be implemented appropriately if there exists a proper plan which calls for the need of career planning in organizations.

### **2.2.2 Self-Concept Theory**

Super (1969) developed this theory. In his suggestion, the choice of one's career and their development involve the process of developing and implementing an individual's self-ideas. Super (1990), stated that self-concept considers complicated associations of different aspects which include:- mental and physical growth, individual experience and character traits of the environment. It is presumed that there are organic mechanisms that act behind the process of developing and maturing. Recent articulation (Herr 1997; Savickas 2016) of Super's theory have strongly emphasized on the impact of social context and the reciprocating impact between an individual and the environment. Super (1990) suggested a developmental framework with several stages: management, growth, establishment, exploration, and disengagement.

In every single stage, it is expected that a person should successfully complete the vocational task that is expected of them and in each range of chronology. For instance, at the exploration stage which is usually at ages 15-24; it is expected of the adolescence to cope with tasks of vocational development of crystallization; this is a cognitive process that involves comprehending the interests of an individual, values and skills and pursue careers that are in line with their understanding. It is important to note that specification is where an individual makes specific and tentative choice of career and implementation is where steps are taken to actualize choices of career through the engagement of training and well as job placement.

Super's theory (1980, 1990) contextually emphasized his postulation of roles and space in life. At any particular point in life, one must take up a particular role for example, child, student, worker, homemaker and parent. As one progresses in various stages in life, the salience of their role changes and at any single moment one can take up more than one key role while other roles remain peripheral. Life space refers to constellation of various roles of life played by an individual in distinct contexts but at same time this could include: - at work, school and home. Conflict, confusion, and interference of a role has a great likelihood of taking place if a person



is constrained in their ability of coping with demands related to the various roles they are performing.

The self-concept theory is important in this study because an organization's effectiveness relies on the competency of its workforce. It can be applied to help in enhancing the efficiency, commitment, satisfaction, and productivity of workers through career management practices (Wawira, Mathews, Machogu & Wanjala, 2021). When the skills of workers are developed, the quality of their work will consequently improve. Interaction of the supervisors with their employees influences their perceptions and attitudes. Feedback on performance given by leaders to the workers reflects in their overall productivity.

The theory supports the variable of career mentoring by linking the self-concept theory to employee performance in state corporations in Kenya. The theory explains that employee mentoring in their areas of specialization assist in improving productivity levels in the company because through mentoring, employees are equipped with more skills as well as knowledge which assist them in performing their tasks better.

### **2.2.3 Social Exchange Theory**

Homans (1961), Blau (1964) developed this theory. This theory indicates that the process of exchange is what determines social behavior. Exchange aims to maximize benefits while minimising costs. The theory indicates that individuals weigh between the risks of social relations and their benefits and when the risks are more than the rewards, they will end the relations.

Career association between a person and the company is characterized by exchange that is continuous. This theory provides a unitary framework that explains various variations in the behavior of the organization (Cropanzano & Mitchell, 2015) and can be applied as a foundational basis for comprehending the employment association (Shore & Shore, 1995). The theory can be applied specifically in explaining the association between various practices of HR and commitment of the employee to the company (Eisenberger, Cotterell, & Marvel, 1987), and one can establish an increase

in interest by using this theory in a study that aim to investigate the reason behind the work attitude of employees and their behavior (Aryee, Budhwar & Chen, 2016).

Today, the exchanges that take place in institutions are more of the social aspects than any other aspects. It is important to differentiate between traditional economic and the social exchange. The economic exchange has their basis on formal contract and particular amount that is provided, and it is to be exchanged, while social exchange does not suggest any specific obligation but rather it is an expectation of returning favours in exchange. It is not possible to get assurance of the social exchange return, the association mainly depends on feeling of being personally obliged, trust among the involved parties and gratitude (Blau, 1964).

In the development of job association, social exchange plays a very crucial role because it ensures development of trust and obligation. Social exchange has been said to be initiated by the way a company treats its staff members and the treatment follows expectations like actions that are reciprocated by staff members (Blau, 1964). Employment association can also be seen as a way an exchange association (Aryee *et al.*, 2016). This means an individual has the expectation that workers will show a positive attitude to their company as their employer provides them with something they see as being valuable, for example a chance to develop (Aryee & *et al* , 2016). It is also argued that staff members willingness to perform at high levels will increase and the likelihood of them resigning will be low if they feel that the company appreciates their efforts and contribution (Gould-Williams, 2017).

The social exchange that takes place in a company can be explained as a voluntary action of a person motivated by returns expected to be brought about to them and to others (Blau, 1964). The things being exchanged could be tangible or intangible and the main aim of social exchange is to establish association with others (Blau, 1964). Viewing from a traditional perspective, exchanges were given an economic value and were regarded as possessing mainly materialistic properties (Cropanzano, Bowen & Gilliland, 2017).

The theory supports the variable succession planning by linking the social exchange theory to performance of employee in state corporations in Kenya. According to this

theory, when leadership is developed within the organization, the cost of training new leaders is reduced. Internal employees understand the organization better than an outsider. Hence, when a leader retires or leaves the organization, it is good to replace them with someone from the company.

#### **2.2.4 Social Cognitive Theory**

This theory was formed based on Bandura (1960)'s general social cognitive theory where psychosocial learning is influenced by intersection of various factors both intrinsic, and extrinsic. The theory is regarded as the one that is highly promising that proves satisfactory in retaining employees and in their development. Lent and Brown (2016) expounded on this theory by providing a new associated model of social – cognitive that was developed to elaborate ways through which inputs that had been identified previously result to expectations and self-efficacy along with individuals and contextual variables associated with job satisfaction.

Recent research cited (Heller, Watson & Lies, 2018), linking job satisfaction to general well-being and therefore provided a rationale to be used in the theory for the current research study. It mainly focuses on elements of social cognitive which are self-efficacy and expected results. Self-efficacy is a person's sense of control and being responsible for their own environment. It can also be said to be the ability of one to plan and carry out an act with the aim of obtaining particular results.

The main concern of Self-efficacy is how capable one is in exercising control over ones acts and events affecting their life. The choices made in life, motivation, capabilities of overcoming adversities and how quality actions are is influenced by beliefs. There are three main sources of self-efficacy that is; social persuasion, mastery and vicarious experience. The process where a person observes another similar person who successfully execute a task and copies from them is referred to as vicarious experience (Creswell, 2016).

The belief by an individual -that to perform a particular task in a successful manner could lead to particular results is referred to as outcome expectations. Lent *et al.*, (2016) expounded on Bandura's work focusing mainly on developing a person in

terms of their career. For those managers who want to retain those employees who are highly talented, they should apply the theory. The way a staff member behaves in terms of the career is determined by self-efficacy or their belief regarding how capable they are in accomplishing a particular task.

The level of achievement is mainly based on two main factors; the expected outcome or the concept that when a particular behaviour is initiated it will yield particular results (Huselid, 2016). When a person is confident regarding their abilities there is a high chance that they will act towards attaining them. Especially for the workers who are still young commonly referred to as millennial. This generation will grow as they have a lot of mentors in their lives starting from their parents and they expect the same at their work place. This theory relates failure of an individual to lack of required skills and knowledge. It is therefore very important that staff members be provided with opportunities to be trained and to develop. The theory is greatly relevant in this study since career behavior is pushed by self-efficacy or the belief that something worthwhile can be accomplished. The level of achievement is mainly influenced by two factors; the expected outcome or the idea that initiation of a particular behaviour will lead to attainment of particular outcome.

The theory supports the variable of career training by linking the social cognitive theory to employee performance in state corporations in Kenya. According to this theory, if a person is confident about their abilities, they are likely to act with the aim of attaining them. The likelihood that an employee will stay in a company is if the company supports their goals and advancements in their career.

### **2.2.5 Resource Base View**

Barney (2018) proposed the revised Resource-Based View. According to this theory, all resources are equally important to determine the success of implementation. Resource-based view sees the firm as a bundle of assets and resources that can create a competitive advantage if employed in distinctive ways (Kotler & Armstrong, 2016). The resource-based perspective holds that the possession of certain resources and capabilities defines what the organization will do and what it can obtain from outside parties.

According to this theory, the human and organizational resources are more essential resources than physical, financial, and even technical. This is because they assist the company in attaining sustainable competitive advantage since, they are resources that cannot be imitated. Resources can be defined as the productive assets of the firm through which activities are accomplished (Kumudha & Abraham 2018). RBV theoretically predicts intangible resources as important factors for the success of a project. Intangible resources are financial, physical, human, intellectual, organizational, reputational, and technological resources.

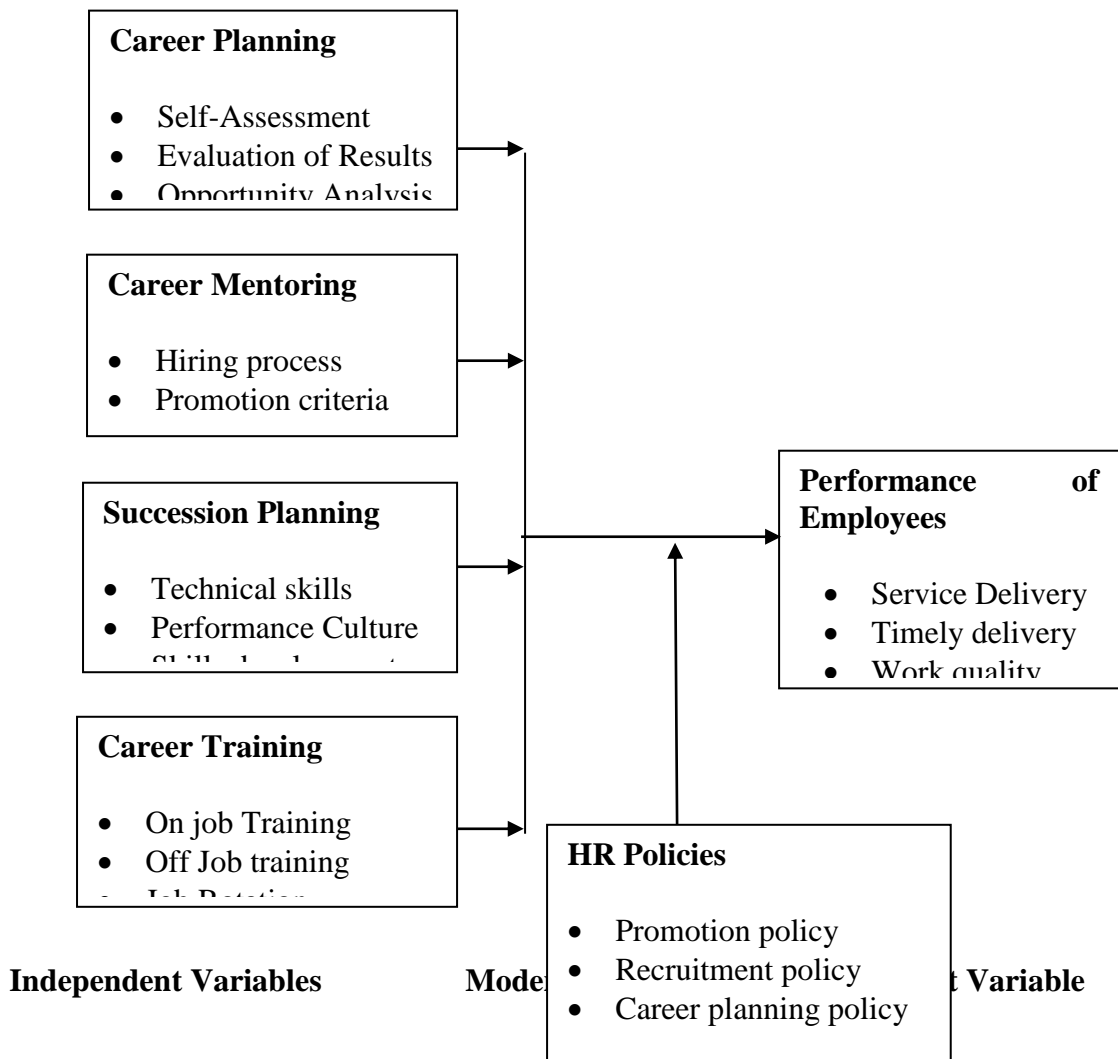
For the success of a project, all the resources should be incorporated together. Human beings as a resource must have intelligence and required technology to manage the material and financial resource properly. Superior performance is based on developing a competitively distinct set of resources, heterogeneous and strategic development, and a capable workforce with a well-conceived strategy to sustain superior returns (Mark, 2018). Indeed, a strategist who embraces this theory points out that competitive advantage comes from aligning skills, strategic deployment and capable workforce with organizational systems, structures and processes that achieve capabilities at the organizational level. Joo and Mc Lean (2016) did argue that engaged staff members are a very important asset in attaining sustainable competitive advantage and strategic asset.

This view is relevant to the current study since it will help the study assess the extent to which career management strategies influences employee performance in state corporations in Kenya. The main strength in RBV focuses less on ‘static’ advantage-creating resources, like brands but explores the way these resources are developed and applied in attaining competitive advantage.

### **2.3 Conceptual Framework**

A conceptual framework is a map of the variables in a study that is operationalized to guide the achievement of the study objectives (Mugenda & Mugenda, 2018). A measurement of a character that takes various values in a subject referred to as a variable. The predictor variables are variables being manipulated in a study with the aim of determining the way they affect other variables (Kombo & Tromp, 2016). The

predictor variable is also known as the independent or the exploratory variable. It is assumed to be the variables that cause the changes witnessed in the response variable. The response variable also known as the dependent variable tries to indicate the overall influence that accrues as a result of the predictor variable (Mugenda & Mugenda, 2018). Figure 2.1 shows the conceptualization of the variables that were used in this study.



**Figure 2.1: Conceptual Framework**

### 2.3.1 Career Planning

It is a process through which one evaluates their lifestyle, personality, skills, and career path. It is a continuous process. Also, one corrects and improves some aspects to ensure that the future of their career is better. Planning of one's career is a lifetime process which involves selecting an occupation, being employed, growing in their employment, change of careers and finally retirement (Mishra & Sachan, 2016).

Career management of employees can be implemented appropriately if there exists proper plan which calls for the need of career planning in organizations. Schein (2016) stated that planning of a career is a continuous procedure of discovering

developments by a person through their personal concept which is as a result of their skills, requirements, motivation and aspiration of their own system of values. The act of managing career is a continuous process of self-assessment as well as setting of goals for the worker and their employer with the aim of attaining the goals of the company (Kleinknecht & Hefferin, 2015).

Planning a career is a systematic and comprehensive process that targets the practice of managing a career, implementing strategies, analysing opportunities, and evaluating the outcome. It is the responsibility of an individual and the company to plan for careers. Therefore, the person should determine their aspirations as well as capabilities and by assessing, counselling, and understanding their requirements to be trained as well as developed regarding technical skills, and advanced education.

In order for an organization to attain both long term and short-term competitive advantage the company should match their staff members with their skills and the position that best suits them. Based on the company's scope, the economy, technology, character of consumer and the kind of skills of the employees differ. The structure of the work is affected by peculiarities and the kind of workers recruited for a particular task and the development structure of the task. Majority of the employers provide various chances of promotions to various kinds of positions especially the ones that have unique skills that they provide to the company while others get less chances (Manolescu, 2016).

### **2.3.2 Career Mentoring**

Majority of the companies have adopted mentoring as a practice of managing career. Qureshi, Ramay and Marwat (2016) stated that mentoring is a practice where employees are helped and supported in managing their learning for the purpose of optimizing their skills, potential, and better the way they perform. It also aims aligning with the objectives of the company. For several years, different cultures have practiced mentoring. It is only in the recent past that the private industry discovered mentoring as a practice of managing career and a way of developing leadership. Mentoring is not a new practice because it was used in the ancient times by the Greeks, Romans, Chinese, Indians, and African civilizations. The idea of



mentoring played a very key role in the craft society in passing knowledge and in apprenticeship. Mentoring is also used today in different cultures and contexts. Conflict, confusion and interference of role has a great likelihood of taking place if a person is constrained in their ability of coping with demands related to the various roles they are performing.

Dembkowski and Eldridge (2016) indicated that the roles were practices in Africa long before there was civilization of the Greeks. For instance, in Africa when a child was born it was the responsibility of the entire community to teach him/her. There was one specific person that was appointed and given the responsibility of bringing up the child and it was not a member of that family. This shows that the concept of mentoring is not new since it played a role in the past. For example, the Zulu men in Africa spent a lot of time with the elders of the community during their initiation into manhood, this was to enable the elders to pass some of their knowledge and wisdom to them. In this case the elders were guiding and directing the young naïve members of the community (Goleman, Boyatzis, & McKee, 2016).

It is described that in Asia the Eastern Mentoring Association is like a dance because it involves two individuals. One makes a move, the other moves and they all move around. This is different from the traditional Western model in which the young individual receive knowledge that is passed to them by the older people (Hailey, 2016). It concurs with Buddhist notion that an individual is a teacher and the same time a student which is an approach which has had some influences on the models of mentoring of the western. For the Japanese mentoring specifically the *senpai-kohai* insists on rational mentoring aspect rather than viewing it as a strategy of HR as most of the companies in the West do. The characteristic of their view of mentoring is informal and organic growth associated, based on emotional bond that exist between the seniors and the juniors in a company (Hale, 2016).

### **2.3.3 Succession Planning**

A career management strategy like succession planning is a practice companies depend on for the purpose of building effective and efficient employees in preparation for the future. What guides succession plans is the findings obtained

from the need to train analysis. The aim is establishing the training that is required for building the abilities of the staff members for major positions in the company.

When leadership is developed within the organization, the cost of training new leaders is reduced (Blau, (1964). Internal employees understand the organization better than an outsider. Hence, when a leader retires or leaves the organization, it is good to replace them with someone from the company.

Organizations are therefore required to upgrade and redefine their plan of succession which is made up of both on the job and off the job training programs to make sure that the processes will be beneficial to the individual and the overall strategy of the company Aberdeen Group, (2016). Succession planning shows that a company needs to start at the basics that is; creating processes that are strong and investing in future training such as establishing a companywide training program policy that will in turn improve the technical skills of the staff members.

Organizations for long have been trying to find ways through which they can identify, develop, and retain talent. Majority of the companies have started applying succession planning as a practice of developing career. Companies today are faced with high demand in the global market as the baby boomers are retiring and the gap for talent is widening. The practice of developing career aspects such as the succession planning are depended upon by majority of the companies who want to have employees who are efficient and effective. Training need analysis is used in establishing which training is needed to prepare the employees for major positions in the company. Upgrading and redefining of the succession plan by companies is very important in making sure that the processes are beneficial to the company and the employees (Aberdeen Group, (2016).

Companies are still failing to prioritise succession planning as a way through which they can attain their intended outcome despite the many benefits that are brought about by the formalised succession plan. Organizations require to start with succession planning as a practise of developing career for the purpose of investing in the future of the company to have employees with improved skills. Once they have the practice in place they can analyse training needs, objectives and conduct

evaluations of scenes and career tool profile with the aim of increasing employee retention rate and improve overall organizations performance. The Human Capital Institute conducted a survey and interviewed senior executives. They agreed with this Aberdeen Group, (2016). The study revealed that some of the technological challenges that were experienced were lack of tools for assessment, for succession planning, and for career development practise. The concerns pose a great challenge to the management of human capital which is to get trained talent required, and address talent required in the future. Some of the clients stated that another challenge that faces succession planning is that the top management do not give it support.

#### **2.3.4 Career Training**

Libri (2018) defined coaching as a practise of developing career competences which is mainly a short-term intervention. It focuses on improving performance and the development of a specific competence. It creates an opportunity for supervisors to provide learning as well as ensure that developments take place on the job such as performance enhancing training and bettering the staff members. Coaching is a very popular tool for capacity-building, mainly in leadership development. It is often said to be the main element in capacity-building that is good.

Despite all these, majority of the individuals are still not aware of the things involved in coaching and how it works. With the aim of understanding the practice it is crucial for one to clearly understand what is done by a coach; where the idea originated and the most appropriate place to use coaching (CIPD, 2014). The concept of coaching applied in sports is now being applied in organizations. Coaching emerges as a career development practice in organizational psychology as a different practice policy mainly concerned with applying psychological theories, research techniques and strategies of intervening to problems arising at work. In a trial of addressing issues of change in culture at various levels of the company, group dynamics and behaviour, life and leadership coaching were created.

Some scholars relate failure of an individual to lack of skills and knowledge which could be acquired. Therefore, it is very important that staff members be provided with opportunities to be trained and to develop. The level of achievement is mainly

influenced by two factors; the expected outcome or the idea that initiation of a particular behaviour will lead to attainment of particular outcome (Lent *et al.*, 2016). If a person is confident about their abilities, they are likely to act with the aim of attaining them.

Management coaching is gaining popularity in practice of career development, and this has been contributed by psychologists in the field of organizational psychology (Ogara, 2016). The HR managers realised that it is very crucial for them to address the problems that are raised by their staff members. There are various reasons such as economic crisis, company redundancy that drives an organization to focus on developing their human capacity. This has made the practice of coaching -which is responsible for unwrapping the in-game of the staff members and ensure that they have a conducive environment- to develop further in terms of its potential to become the most sought-after factor of leaders and managers in developing career.

It is important to understand the various aspects of career development motives that every employee has. Development of career can be explained in various ways; it involves a design by an individual of their career path, their style of decision making, integrated life roles, expression of value and life-role self-concepts (Dilts & Delozier, 2015). Through training and development, companies can improve the quality of its staff members. It has been established through research that investing in training staff members in various aspects such as problem solving, making decisions, working as a team, relating with others benefits the company in its results (Rohan, 2018).

The way the staff members also perform is greatly affected by training. Russel, Terborg, and Powers (2016) established that training with the sales of an employee were correlated with the image of the store. Programs of career training are always continuous and systematic. This implies that training should be viewed as a long-term process (Ng'ang'a, 2016). It is important to make sure that assessing employees and company needs is done and the findings are applied in selecting the most suitable training practices and in determining the participants of the training (Russel *et al.*, 2016). The programs that are designed for training are in line with organizations

objectives and their requirements fit the strategies of the business (Rohan, 2018). Results obtained from the assessment is what will guide training of employees.

### **2.3.5 Human Resource Policies**

Armstrong (2016) indicated that a company should decide the extent in which they will create or buy individuals who are highly talented. The company's policy might be to recruit individuals who perform highly and are good in their current job position. If the individuals are very good, the company promotes them, and they can attain individual goals. These can be attained by reviewing performance and assessing to identify talent and confirm it, and plan job moves based on the programs that are already determined.

Pitt (2019) gave a suggestion that there exist policies that deal with 'plateaued' managers who have already gotten far and cannot go further than that. This makes some of them to get bored, frustrated, and stop being productive. Such managers should be encouraged to begin their careers in other places. In a later case, there should be provision of counselling for careers which could be through 'outplacement' consultants providing those services.

Armstrong (2018) stated that the focus of performance and assessing potential is to determine the training and assessment needs, give guidance on the direction that one's career might take and determine the individuals' ability to be promoted. Managers can assess staff members who have the potential through formal ways such as reviewing of performance and appraisals. Their task might be identifying the employees with different potentials that is; very high, some or none. They might also be required to determine when a person is ready for promotion and the extent, they are likely to go. The information regarding the individuals with great potential is vital for the company and the assessment team may be asked to indicate if someone is not only is a good performer in their current job position but also have the potential of performing well in higher levels.

### **2.3.6 Employee Performance**

Employee results are usually used to measure their performance levels. It can also be looked at in terms of their behaviour (Armstrong, 2016). Kenney, (2016) indicated that the performance of staff members is determined in reference to the set standards by the company. There exist several other aspects that can be considered when determining performance and they include; production level, efficiency, effectiveness, quality of outcome and profit levels (Ahuja, 2016). Profitability is the ability of earning profits that are consistent over a particular period.

According to Wood and Stangster (2016) profitability is expressed as a ration of gross profit to returns, capital used or sale. Capacity to produce proper outcome using the least number of resources is said to be efficiency and effectiveness, which is related employee's ability to attain the different company objectives (Stoner, 2016). Productivity is variation of inputs and outputs (Stoner, 2016). It measures the level to which a company can convert their resources into goods or services; it measures the output that it produces per unit of the resource used (Lipsey, 2019). Quality refers to the character of the product or services with the ability of satisfying the needs (Armstrong, 2016). It is to achieve better goods and services at a price that is continuously competitive (Stoner, 2016).

Russel, *et al* (2016) noted that it is its managers responsibility to ensure the organization works towards achieving high levels of performance. This implies that the responsibility of managers is to determine the performance level at any time. They can do it by setting goals as well as standards in which the performance of staff members can be measured against. Organizations make sure that their staff members contribute toward the production of high-quality goods and services. Through the management of performance, staff members are encouraged to take part in planning of the organisation and thereby participating in having a role in the creation of motivation for higher levels of performance.

Management of performance is inclusive of those activities that make sure that the goals of the company are met effectively and efficiently. The focus of managing performance is the way staff members perform, the way departments perform and the

processes of building products/services etc. Research that was conducted early on the level of staff productivity established that high satisfaction levels among employees will increase the rate of retention compared to when the employees are not satisfied with their jobs (Landy, 2015). Furthermore, Kinicki and Kreitner (2016) documented that staff members performance is high for those who are satisfied, and it is easy for the management to motivate higher performance for the purpose of attaining the targets of the company.

## **2.4 Empirical Review**

This section presents review of literature related to the study variables. The study reviewed relevant empirical literature based on the specific objectives. The specific variables included career planning, career mentoring, succession planning, career training, HR policies and employee performance. This section enabled the study to identify the existing gaps which the current study sought to address.

### **2.4.1 Career Planning and Employee Performance**

Career planning and employee's performance has attracted attention from various scholars. Kemboi and Were (2015) studied how employee resourcing and development affect the way company companies in public schools in Rachuonyo South Sub-County perform. Questionnaire was the data collection tool and a sample of 270 respondents were sampled. The results obtained showed that there was insignificant correlation between organizational performance and resourcing of staff members. Training of staff members and development policies positively and significantly affected the way the organization performed.

Chelimo (2018) studied the perception of staff members on how effective career planning was at KAA. The aim of the study was to establish the perception of staff members on how effective planning of career was at KAA. Descriptive research design was adopted. It was found that the practices of career planning were effective, and that the institution provided programs of training and mentoring to its staff members, they also reviewed the performance. In addition, performance of staff at KAA improved significantly through reviewing career management strategies and

the institution's plan to develop their staff was found to be appropriate in preparing staff to take on greater roles.

Lyria *et al* , (2018) aimed at determining how planning of career as an element of managing talent affects the companies listed in the NSE perform. The research design was qualitative, descriptive, and quantitative. The technique of simple random sampling was applied in selecting study's sample. The study targeted top management employees who were 534. From target population, the study selected a sample of 224 from 10 strata of listed companies. The study collected data mainly using questionnaires for primary data and the NSE handbook for secondary data. From the findings, it was established that management of career positively and significantly affected the way companies perform.

Maina (2018) studied how planning of career affects management of career among staffs who were not academicians in Kenyan public universities; A case of JKUAT. It was established that planning a career positively affected management of career among the staff at JKUAT. It was also found that 40% of the staff members were not certain of their future in the institution, and whether their plans in terms of their career could be fulfilled in the institution. Furthermore, 40% of the staff selected for the study were not aware of policies of managing the development of career at JKUAT and that they had no communication from their supervisors on ways they could better their career.

Abdulkadir, Isiaka and Adedoyin (2016) studied how performance appraisal, career planning and staff participation affected commitment to the company. This study mainly examined the impact of the stated practices of HR management in describing the level of commitment of staff members in the Nigerian banking industry. The study surveyed a total of fourteen banks using regression and correlation analysis and T-test was applied in testing the study's hypothesis. The findings of the study indicated that systems of performance appraisal, planning of career and staff participation had a significant effect on staff commitment to their work and the extent to which the staff members were committed to the company in the Nigerian banking industry was low.



Hassan (2016) did an investigation on the way HRM practices affect employee performance in the Textile industry of Pakistan. Random sampling technique was used in data collection. The sample size used in the study was 68 respondents of the textile company where they were issued with questionnaires for data collection. The study performed correlation and regression analysis in determining the relationship between the practices of HRM and employee performance. It was found that HRM practices included: -Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement positively affected the way the staff performed.

Yeh (2018) did a study whose main concern was analysing the culture of the organization, planning of career, motivation, and performance of staff members at PDAM in North Sumatera province. The research design was a descriptive-explanatory survey where a sample of 367 staff was used. The sample was selected using stratified random sampling from a population of 4409. The study found that the culture of the organization was low, planning of career was planned well, while motivation to work and performance of staff members was low (Ryan, Scapens & Theobald, 2016). Additionally, the culture of the company positively influences the process of career planning, motivation to work and employee performance both in a direct and indirect way by planning of career.

#### **2.4.2 Career Mentoring and Employee Performance**

Tanoli (2016) studied how training and mentoring affects the way staff members perform in public and private universities, a case of employees of Islamabad. The study illustrated the association of training, mentoring and the way staff members perform. The study aimed at highlighting the role of various HR practices. The performance of staff was found to be a product of training of staff and their mentoring as well. The various results generated were tested empirically and analysed. The study used a sample of 250 respondents. The collected data was analysed using SPSS which facilitated presentation of the study findings (Yean & Yahya, 2016). The main challenge encountered was lack of corporation from teaching staff.

Ofobruku (2015) studied how staff mentoring affected the way staff performed in selected family businesses in Abuja, Nigeria. The research design employed was survey using qualitative and quantitative approaches. Target population was the construction industry. Data was collected from 367 employees and correlation analysis was used to analyse the data collected. Mentoring was found to positively affect the way the staff performed. Career support greatly and positively affected the way staff performed more than psychosocial support. The conclusion was that the way staff members perform depends on the level of mentoring programs in place in the company.

Mundia and Iravo (2018) did an investigation on the role performed by programs of mentoring on the way staff members perform in the company. The study highlighted that organisations that were successful use programs of mentoring in the development of their staff members. The mentors use either formal or informal methods in implementing programs of mentorship. It was revealed that mentorship programs are very significant to the performance of staff members as there is transferring of knowledge, developing career guidance, and enhancing of skills.

Ofobruku (2015) conducted a research on the impact of mentoring on results related to work; the association relevance in the company's behavior. The study explored theories that relates the idea of mentoring and how it affects variables that relate to work. The efforts of synthesising mentorship as a catalyst in an organization which betters integration of a person in a focal working environment. Analysis showed that through mentoring the performance of employees can be better.

Oduma & Were (2018) did a study on mentors and mentoring among academic staff in Nigerian Tertiary Institutions. The focus was on the University of Benin, Edo state. The study established that the senior faculty is very comfortable with mentoring tenets and there is a probability that employee performance will improve. The findings showed a great need for boosting the culture of mentorship in academics as a way of fostering development of professionals and bettering the way staff members perform.

In Nigeria, Abomeh and Nkiru (2015) focused on determining the way mentoring of staff affected the way staff members performed. The research design employed was survey where qualitative and quantitative methods were used. The target population was the construction industry. Data was gathered from 367 employees and analysed using correlation analysis. Mentorship and career support was found to positively affect staff performance more than psychosocial support. The conclusion was that the way staff members perform depends on the level of mentoring programs in place in the company. The response of staff members is better in their performance when they are supported in their career.

Foster, Shastri, and Withane (2018) studied effects of mentoring on career plateau on accountants and managers turnover. A sample of 235 CMAs was selected and were issued with questionnaires for data collection. From the findings of the study mentoring significantly lowered the chances of career plateau as work satisfaction and positive work attributes grew in the staff. The findings suggest that boosting a mentoring environment lowers plateau of career and the intentions of turnover.

#### **2.4.3 Succession Planning and Employee Performance**

Garg and Weele (2018) studied succession planning and how it affects the way SMMEs perform in the manufacturing industry in Johannesburg. The aim was ascertaining the status of the manufacturing industry in the region of Johannesburg. Quantitative and quantitative techniques were applied in obtaining of data from 15 companies. It was revealed that there exists a gap between the actual state of succession planning in the SMMEs studied and the perceived one and improvements could be done in this area.

Furthermore, the SMMEs did not have any plans in place for grooming and training as well as development of the top management. It was also established that there was no preference in outside recruitment over development of inside talent in preparing a succession plan. Majority of the shareholders concurred that succession planning was good, and it added value to the companies and increased sustainability. There has not been much change in the manufacturing sector as shown in various studies that were done earlier.

Ip and Jacobs (2016) did an extensive literature search of business magazines, journals and relevant reports aiming at reviewing the business and academic literature on succession plan. The purpose of the study was to have a quantity of proof to enable a better comprehension of the main themes in succession planning for a business. No single study had been carried out on succession planning. Succession planning needs continuous time investment, support from the organization and resources. The chances of success are increased by creation of a succession plan and its implementation, but it does not guarantee success. Succession planning is also considered as an uncommon case-by-case procedure where a single point that suits all mentality is not appropriate but rather there should be various views.

Odhiambo, Njanja and Zakayo (2014) studied how practices of succession planning affect the way companies perform among NGOs in Kenya. Descriptive and quantitative research designs were adopted. The study used a sample of 270 NGOs located in Nairobi. Both primary and secondary data were used. Secondary data was obtained from records of the boards that coordinated the companies. The questionnaire was used for data collection. The study established that succession planning significantly affected businesses internally and contributed to the growth of the NGOs. The findings established that succession planning did not influence the realisation of the expectation of shareholders.

Ip and Jacobs (2016) studied how succession planning affected the way staff members perform, a case of Commercial Banks of Pakistan. The basis of the study was a survey exploring a conceptual model linking succession planning, performance appraisal and the way staff members perform in Pakistani commercial banks. The study analysed the data using quantitative techniques and purposed to determine effects on the variables. Effects of predictor variables on response variable were determined by testing the hypotheses. The model showed goodness of fit. Succession planning, performance appraisal and performance of employee's were significantly associated.

Kowalewski, Moretti and McGee (2017) did an assessment of succession planning; a case of best companies in New York. Butler and Roche-Tarry (2016) indicated that

succession planning is a process that is continuous and helps a company align their goals and those of the human capital. The organization is prepared for vacancies that may accrue in future through succession planning. Predicting the talents that are required for the roles could be a basis for understanding the character that is required to maintain the strategy of the business and grow it. All strategies should consider internal and external forces both domestically and globally when planning. The sample used in the study was 25. The study explored and reviewed the advantages of succession planning in the processes of any company.

#### **2.4.4 Career Training and Employee Performance**

Ombayo, Egessa and Shiamwama (2018) studied the association of career training and productivity of staff members in sugar companies in the County of Kakamega, Kenya. Correlation design was applied in determining the relationship between the variables. A sample of 302 respondents were selected randomly from a population of 700 managers. The questionnaire was used for data collection. Descriptive statistics were applied in analysing the data collected. The association between the variables was established using the Pearson's correlation. It was discovered that the more respondents were trained, the higher their level of productivity.

Nassazi (2016) studied the impact of training on the way staff members performed, the case of a Telecommunication Company in Uganda. The study focused on four main objectives; to identify the training program that exist in the company, the aim of the program provided, techniques used, impact of training and development of the way staff members perform. The research design adopted was qualitative research and the sample used was 120 respondents. The study established that training affected the way staff members performed. The findings of this study could be used by HR managers, policy makers, and the government as well as academicians.

Elnaga and Imran (2016) conducted research on the impact of training on employees' performance. The study looked at a variety of academic articles on the value of training as a way to boost workers' productivity. The study also examined how different models relate to staff member growth through training and programmes of development and how they impact how staff members perform. The study, which is

based on an analysis of recent evidence like that from the association, offers suggestions for top managers in the form of checklists that are appropriate for all businesses in evaluating how staff members perform and identifying the factors that contribute to performance issues. The goal was resolving the issue using the proper training programmes. It provided information on how effective training was and its contribution towards improving performance of staff members and it provided recommendations for research to be conducted in the future.

Merchant (2016) did a study on the responsibility of career development in enhancing a company's effectiveness and staff development. The purpose of this study was to investigate the obligation and benefit of staff retention and career development initiatives. The key components of these career development programmes were training and counselling, which try to match employee needs with organisational requirements. Employees are given the opportunity to specify their professional aspirations and develop a strategy that the organisation can implement.

Patrick and Kumar (2017) did a study on career management, employee development, and performance in Indian information technology organisation. The research studied the arrangement between individual and associational career planning and explored the relationship between career planning, execution, and worker growth. To obtain information, 100 personnel from five Indian IT companies were subjected to an analyst-created poll followed by in-person discussions. The most important factors in making the tilt less difficult were found to be career guidance, powerful positions, organisation building, learning new skills, accepting challenging assignments, and accepting constructive manager criticism. These factors also aid in execution and representative development.

Shujaat, Sana, Aftab, and Ahmed (2016) completed a study on the impact of job advancement on employee fulfilment in Karachi's private saving market. This study sought to establish the relationship between job opportunities for advancement and employee activity satisfaction. The study, which focused on private banks in Karachi, was conducted using a structured survey that was sent through email to 500 respondents from five Karachi-based private banks. Speculation testing was

completed using the "Chi-Square test." The inspection's test estimate was 395, and the technique of inspection used was bother-based.

The analysis confirmed that there was a link between professional development and employee job satisfaction when managing a customer segment. Representatives were pleased with the career-development opportunities provided by their organisations. Representatives are now more aware of career advancement because of the corporate sector becoming more competitive. Real-world Implications - The research's findings are helpful for administration, management of an account part, to design career advancement programmes, to increase activity fulfilment, and advance workplace comfort among employees in Pakistan.

#### **2.4.5 Human Resource Policies and Employee Performance**

Ikechukwu, Nnaemeka and Ojeka, (2016) did a study on how staff management policies affect the way companies perform; a study of selected banks in Umuahia, Abia State, Nigeria. This research analyses the impacts of representative profession administration on hierarchical execution of chosen banks in Umuahia, Abia State, Nigeria. Semi exploratory research configuration was utilised. The target populace for the research comprised of authorised business banks in Umuahia giving a total of 10 banks. Straightforward arbitrary inspecting was utilized. Test edges of 213 bank labourers were reviewed through poll organization. Test estimate was 134 utilising Taro Yamane formular. Discoveries of the investigation demonstrated that worker profession administration was altogether connected with hierarchical execution. The research inferred that worker profession administration advances hierarchical execution of banks.

Patrick and Kumar (2017) explored on vocation strategies worker improvement and execution in Indian data innovation associations. This study research connection between profession arranging, execution and worker development. It also investigated the arrangement among individual and association's vocation arranging. A total of 100 representatives from five Indian IT organizations were directed, a scientist created poll pursued by close to home meetings to gather information.

It was found that career guidance, powerful positions, organisational development, learning new skills, accepting exceptional assignments, and accepting profitable input from the manager assume the most significant role in making the tilt significantly less difficult and additionally aids in the execution and worker development. A moderate role is played in the planning and execution of the representatives' careers by their willingness to gather information, reflect on prior knowledge, try out new occupations, and discuss their professional aspirations with partners and superiors.

Alkalha, Al-Zu'bi, Al-Dmour, and Alshurideh, (2016) surveyed impact of human asset approaches on authoritative execution; observational research on business banks working in Jordan. This research was directed to quantify the impact of human asset arrangements (arranging, enlistment and choice, preparation and improvement, work investigation and plan, inspiration, execution evaluation and worker interest in basic leadership) on authoritative execution, to confirm if there is a positive and huge connection between human asset strategies and hierarchical execution. To also gauge the extent of use of human asset approaches in the banks in Jordan.

The investigation reviewed 25 business banks in Jordan such as remote neighboring Islamic banks (two banks rejected support in this research due to what they regarded security of data). This was made possible through outlining a poll that was disseminated to workers in administrative levels. Three hundred and fifty surveys were dispersed; 250 polls were returned, and 46 surveys were not completed by the respondents (Adhiambo, 2018). The outcomes demonstrate solid help for the model, showing that human asset strategies are emphatically identified with hierarchical execution and have a measurable solid importance on it; R square was (70.2%).

Hazra, Sengupta and Ghosh (2018) examined the effect of HR approaches on representative execution; an exact investigation of selected accommodation associations. HR work is not just worried about old customary exercises of enlistment and determination, preparing and improvement, its exercises have been spread up to exceptionally far end corners of numerous new and recognised regions. Associations having qualified and experienced labour give an aggressive edge and it



is said to be most practical well sprung upper hand. The after effect of this research can give human asset experts helpful and profitable data to choose what human asset practices ought to be adequately actualised in their associations.

The research additionally affirmed the relationship among them and gave profitable data to future lodging administration needs. For the administration level it plans methodologies and distinguishes the variables to direct managers in policymaking. It also gives workers a way that boosts their administration execution. Along these lines, it is exceptionally vital to work out in more detail the connection between the HRM practices in the business and their worker execution. This study investigated the impact of distinct HRM advancement hones, including pay, execution assessment, evaluation, preparation, and advancement hones, on the worker execution of the selected hospitality association.

#### **2.4.6 Employee Performance**

Kakui (2016) researched on the effects of career development on way staff members perform in public institutions, a case of NCPB. The populace for this research was the workers of NCPB head office in Nairobi. Stratified random sampling was used to select 100 respondents. Information gathered was analysed using SPSS Version 20. The research uncovered that on occupation preparing impacts the execution of a representative by development of key abilities, work detail, prompts inspiration, lessens terrorising, gives extra aptitudes learning and capacities and workers can arrange. The investigation uncovered that vocation tutoring influences worker execution by: - guiding and bolsters students and causes them to build up their very own methodology and answers for issues.

Knott (2016) examined impact of ability administration rehearses on representative execution among land organizations in Kenya; an instance of Suraya property assembles restricted. The reason for the investigation was to analyse the impact of ability administration hones on representative execution. The research embraced an illustrative online study inquiry. The sample size in the research was 95 representatives.

This investigation embraced a stratified random sampling technique to select a sample size of 76 respondents. An organized shut finished survey was utilised to gather essential information. The research found that the dominant part of respondents trusted that when an association distinguishes and gets ready potential workers to assume up liability of key staff leaving an association, these prompts improved representative execution.

Various terms have been used to describe employee productivity such as employee performance (Anitha, 2014). Employee performance refers to the financial and non-financial outcome of the employee which has a direct influence on the performance of an organization (Anitha, 2014). Productivity describes an outcome of the performance – the quantity of output that results from performance behaviours, external context as well as opportunity factors (Tanoli, 2016). Refining employee productivity is a critical role for an organization that seeks not only to achieve its objectives, but to become beneficial to its employees (Hanaysha, 2016).

Tabiu and Nura (2016) state that for an organization to improve its productivity it should put measures in place to monitor productivity on an ongoing basis. When a company puts in place measures to encourage its employees, it affects employee productivity (EP), which in turn translates to better company performance (Peluso, Innocenti, & Pilati, 2017). Improving EP is rated as one of most critical objectives of the organizations. High levels of EP are not only important to employees, but to the organization as well (Hanaysha, 2016). Tabiu and Nura (2016) contend that it is important to understand that a various factors affect and drive productivity. Among these factors are communications, workforce talent and individual decision rights.

Mangusho, Murei and Nelima (2015) completed an investigation on assessment of the ability of the administration on worker's execution in the drink industry, an instance of Del monte Kenya Limited. The purpose of the research was to decide the impact of ability maintenance on representative's execution, evaluate how ability fascination impact on talent development of workers execution in the drink industry in Kenya.

The research received a clear research plan in which the objective population was 2,500 representatives of Del Monte Kenya. The research utilised stratified random sampling technique to select 83 workers as indicated by their activity units. Illustrative insights, for example, the standard deviation, rates, and recurrence circulation were utilised. The research built up that the activity maintenance roused the workers of Del Monte prompting extreme execution.

## **2.5 Critique of Existing Literature**

Review of empirical studies related to the current study reveal limitations which made it difficult for extrapolation of the findings to the current context. For instance, Ikechukwu and Nnaemeka (2016) did a study on how staff management policies on organisational performance: a study of selected banks in Umuahia, Abia State. The policies adopted in commercial banks and those used in state corporations differ due to contextual differences the study findings applicability in the state corporations was limited.

Chelimo (2018) studied the perception of staff members on how effective career planning is at KAA. However, this study was conducted at KAA hence it was a case study. The scope of this study was narrow therefore a cross sectional study for all the state corporations provided more conclusive findings since this used a wider scope. Similarly, a study by Lyria, *et al*, (2018) focused on career planning and company performance in NSE in Kenya. The aim of the study was determining how planning of career as an element of managing talent affects the way companies listed in the NSE perform. This study focused on career management as a component of talent management and did not analyse the career management components which are also essential to determine organizational performance.

Ombayo, Egessa and Shiamwama (2018) studied the association of career training and productivity of staff members in sugar companies in the County of Kakamega, Kenya. The association of the variables of the study was established by embracing correlation research design. The study focused on career training which is one of the components of career management. Its' practices failed to mention other career management practices such as career training and mentoring. In the past, very few

studies have been carried out to show the relationship between career management practices and staff retention hence productivity.

## **2.6 Research Gap**

Analysis of literature review revealed conceptual, contextual, and methodological gaps which the current study sought to address. For instance, Kemboi and Were (2015), Chelimo (2016), Lyria, Namusonge and Karanja (2018), Maina (2018) and Abdulkadir, Isiaka and Adedoyin (2016) focused on the influence various career management strategies on employees' performance. However, there is scarce literature on the joint effect of career planning, career mentoring, succession planning, career training on employee performance. Existing studies did not analyse the moderation effect of human resource policies on the relationship between career management strategies and employee's performance in state corporation sin Kenya. The current study therefore addressed these existing conceptual gaps.

Similarly, the contextual focus of existing literature was different from the current study. For instance, Chelimo (2016) studied the perception of staff members on how effective career planning is at KAA, Maina (2018) studied how planning of career affects management of career among staffs who were not academicians in Kenyan public universities; the study was a case of JKUAT, Hassan (2016) did an investigation on the way HRM practices affect employee performance in Textile industry of Pakistan, Tanoli (2016) studied how training and mentoring affects the way staff members perform in public and private universities' a case of employees of Islamabad, Oduma & Were ( 2018) did a study on mentors and mentoring among academic staff in Nigerian Tertiary Institutions, Garg and Weele (2018) studied succession planning and how it affects the way SMMEs perform in the manufacturing industry in Johannesburg while Kowalewski, Moretti and McGee (2017) did an assessment of the succession planning; a case of best companies in New York. Very few studies have been conducted on state corporations in Kenya, the contextual gaps that the study sought to address.

Finally, the methodology adopted by existing studies was different from the current study. For instance, Nassazi (2016) embraced qualitative research and the sample

used was 120 respondents while Ikechukwu and Nnaemeka (2016) employed semi exploratory research approach. The current study employed explanatory, descriptive, and cross-sectional survey design and adopted multivariate regression analysis to predict the relationship between study variables, hence addressing the existing methodological gaps.

## **2.7 Summary of Literature Review**

This chapter has reviewed various theories used in the study to establish the relationship between career management strategies and employee performance in state corporations in Kenya; it has reviewed the theory of work adjustment, self-concept theory, social exchange theory, social cognitive theory, and resource-based view. The chapter has also conceptualised the research problem through a conceptual framework, which shows the relationship between the study variables. The chapter has also reviewed the existing literature relevant to the study. The chapter also captures the critique of existing literature and research gaps identified from the existing studies.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The methodology that was adopted in this study is presented in this chapter. The main areas that were captured are the research philosophy, the research design, the target population, the sampling frame, the sample size and the data sampling procedure, data collection instrument, validity, and reliability of the research instrument. The chapter also presents the data analysis methods and how the data presentation was done.

#### **3.2. Research Philosophy**

A research philosophy is a collection of views about how to gather, evaluate, and analyse evidence on a subject (Saunders, Lewis, & Thornhill, 2019). The research approach, data investigation, and interpretation procedures are all based on the research philosophy (Tashakkori and Creswell, 2007). Epistemology and positivism are two broad research philosophies. The ideology of positivism holds that only factual information obtained by observation and measurement is reliable (Cooper & Schindler, 2016).

This research was based on the positivist philosophy. The philosophy is seen to be more objective and is based on scientific procedures for evaluating relationships in research. The philosophy has a well-defined structure that assures the study findings are objective and correct. When employing observable social reality, Tashakkori and Creswell (2007) believe that positivist philosophy is used and that the results are independent of the researcher's viewpoints and generalised due to the systematic character of the research and scientific technique.

The researcher's job is to collect data and interpret it using the most applicable approach. The results are typically measurable. In positivism, the researcher is apart from the investigation, and there is no chance of human involvement in the research. Epistemology, on the other hand, is concerned with the sources of knowledge. In this

study, the researcher examines data and categorizes what constitutes knowledge and what does not. It is mostly employed for qualitative research, particularly in theory development, and suffers from a lack of generalizability (Kothari, 2019).

### **3.2.1 Research Design**

This study used explanatory and cross-sectional survey design. According to Saunders, Lewis and Thornhill, (2017), research that is exploratory is the one describing what happens, asks questions and assesses the phenomenon in respect to a new aspect; a descriptive study explains a situation exactly as it is without any manipulation; and an explanatory study establishes causal association among variables. Saunders also noted that the explanatory study explains causal association existing among variables. The aim of this research was establishing ‘how’ the various aspects of career management strategies influence employees’ performance of state corporations in Kenya.

Furthermore, descriptive, and inferential statistics were used as statistical analysis techniques and therefore allowed for generalization from the study sample to the study population. Statistical analysis provides the basis for establishing the probabilistic causation between the research variables, testing of the research hypotheses, and drawing of conclusions (Saunders, *et al*, 2017).

### **3.3 Target Population**

The target population is the population that the researcher intends to obtain the required information from. Ngechu (2004) stated that the population is a set of elements, or subjects that are being studied for the purpose of generalising the findings. This study targeted 110 state corporations in Kenya. These corporation included: - Commercial state corporations; commercial, state corporations with strategic functions; executive agencies; independent regulatory agencies; and research institutions, public universities, tertiary education, and training institutions. Therefore, the unit of analysis for this study was the state corporations. However, the unit of observation was all the 10,000 management employees working in these state corporations. The study targeted management employees in all the key departments

in the 110 state corporations in Kenya as illustrated in Table 3.1. The study focused on management employees since they are responsible for implementation of career management strategies and majority had been working with the organisation for a longer period hence were in a prime position to provide the needed information.

**Table 3.1: Target Population**

<b>Department</b>	<b>Population</b>	<b>Percent</b>
Finance	1794	17.9
Operations management	2500	25.0
Human Resource	2119	21.2
IT	1016	10.2
Research and Development	1643	16.4
Procurement	929	9.3
<b>Total</b>	<b>10000</b>	<b>100.0</b>

### 3.4 Sampling Frame

Sampling frame is the list of elements in which the sample is drawn from (Mugenda & Mugenda, 2018). It refers to a list of elements from which a representative sample is selected from (Lipsey, 2019). Mugenda and Mugenda (2013) posit that a sampling frame is a list of all sampling units for a study. The sampling frame refers to the population from which the sample was picked or the target population. For this study, the sampling frame was a list of 10,000 employees in 110 state corporations in Kenya.

### 3.5 Sample Size and Sampling Technique

Kothari (2019) asserts that a sample size is a physical representation of the target population and comprises all the units that are potential members of a sample as selected from a population. Since, the target population was above 10,000, the study adopted a formula below as recommended by Kothari (2019) to calculate the sample size.

$$N = \frac{Z^2 pq}{e^2}$$



$$N = \frac{1.96^2 * 0.5 * 0.5}{0.15}$$

N=385

The respondents of the study were 385 management employees in the sampled state corporations. The study used simple stratified random sampling technique. The state corporations were sampled first using stratified random sampling to ensure all the categories were represented, then employees in the sampled corporations were sampled proportional to size by use of systematic random sampling. According to Mugenda and Mugenda (2018) stratified random sampling helps the researcher achieve the desired representation of various subgroups in the population where the population embraces several distinct categories of different sizes. Data was collected from the selected employees of state corporations in Kenya.

**Table 3.2: Sample Size**

Department	Population	Sample	Percent (%)
Finance	1794	69	17.9
Operations management	2500	96	25
Human Resource	2119	82	21.2
IT	1016	39	10.2
Research and Development	1643	63	16.4
Procurement	929	36	9.3
Total	10000	385	100

### 3.6 Data Collection Instruments

Both primary and secondary data were used. A survey questionnaire was the tool used for collecting primary data and it comprised of open and closed ended questions (Kothari, 2019). Through the closed ended questions, it provided quantitative data which was used to test the hypotheses of the study and aid in making conclusions. The information that was not captured by the closed ended question was captured by the open-ended questions.

Sources of secondary data were published and unpublished records including; industry magazines and newsletter. This was collected on employee performance. The study further used a secondary data collection template which was filled by HR head of department from all the state corporations. The secondary data provided additional information and validated the information that had been gathered from the field. Secondary data covered a period of 5 years between 2014 and 2018 and mainly was collected on employee performance indicators.

### **3.7 Data Collection Procedure**

Collection of data is very crucial to produce data that is useful in analysis. It refers to the process of acquiring information from a selected sample of respondents (Kothari, 2019). The questionnaires were administered to the respondents of the study using the drop and pick up -later technique. To ensure that all the questionnaires issued are returned, the researcher exercised care and control by maintaining a register of the questionnaires issued and the ones that had been returned. The researcher sought research permit from NACOSTI before starting the process of collecting data. The researcher also sought for permission from the management of organization to collect data from their employees. The researcher also sought an informed consent from the respondents for them to take part in the study.

### **3.8 Pilot Testing**

The pilot study was used to test the reliability and validity of the scale used on construction of the questionnaire before carrying out the actual data collection process. The respondents for the pilot study were extracted from the target population who were excluded from the actual study. The study used 11 heads of departments in the pilot test that represented 10% of the total respondents. A pre-test sample of 10% of the sample size was used as advocated by Mugenda and Mugenda (2018). Validity and reliability of the research tool was ascertained using the data collected from the pilot study.

### 3.8.1 Reliability of the Instrument

Reliability refers to having internal consistence which further imply a measure should produce similar results even after being administered several times (Tabachnick *et al.*, 2017). Reliability and consistency of a test, survey, observation, or any other measuring device are synonymous. For internal consistency, the Cronbach's alpha value is the most important and is the mean of the correlation value of all variables and are not determined by how they are arranged (Saunders *et al.*, 2019). To increase reliability, items that are similar are added to a measure, also by carrying out the test using diversified sample and use similar test procedures.

This study used Cronbach's alpha which measures internal consistency to determine reliability of the questionnaire and it was computed using SPSS Version 23. Cronbach's alpha provides the measures of the average items that can be measured and their correlations. The formula for Cronbach's alpha reliability test is;

$$\rho_{KR20} = \frac{k}{k-1} \left( 1 - \frac{\sum_{j=1}^k p_j q_j}{\sigma^2} \right)$$

Where;

k = number of questions

PJ = number of people in the sample who answered question j correctly

qj = number of people in the sample who didn't answer question j correctly

$\sigma^2$  = variance of the total scores of all the people taking the test

Tabachnick and Fidell (2017) contends that Cronbach's alpha value that is above 0.7 implies that the instrument is reliable. This study adopted a threshold value of 0.70 in establishing the reliability of the instruments.

### **3.8.2 Validity of the Instrument**

The main concern of validity is establishing whether a measurement provides measures for what they were designed to measure and also how accurately the data is representative (Mugenda & Mugenda, 2018). The study tested for both content and construct validity using various approaches. For content validity, the study ensured that all the items used in the questionnaires were carefully selected from the previous literature and sought the opinions of experts including the supervisors and those from the field of human resource management. While construct validity was tested using factor analysis where factors loading for all the items used in the questionnaires were computed. The threshold for factor loadings adopted by this study was 0.5. Factors with a factor loading of above 0.5 were considered to have construct validity.

### **3.9 Diagnostic Tests**

Since the study adopted multivariate regression analysis and other statistical modelling tests, the study conducted tests of assumptions to ensure the data conformed to the required assumption for the regression analysis. The specific diagnostic tests that were conducted include the normality test, the linearity test, multicollinearity test, autocorrelation test, and heteroscedasticity test.

#### **3.9.1 Normality Test**

Data is said to have a normal distribution if it is symmetrically distributed around the centre and its curve is bell shaped (Murungi, 2018). Data that is not normally distributed is characterized by skewness and kurtosis. This study assessed normality by assessing skewness and kurtosis. Peace and Mohammed, (2018), stated that if the absolute value of the skewness is greater than three it is described as extreme and if the absolute of the kurtosis level is greater than eight it is regarded as being extreme. If the acceptable level of skewness and kurtosis is violated, then the issue must be dealt with before multiple analysis is performed.

### **3.9.2 Linearity Test**

The association existing between the response and the predictor variable must be linear for accuracy in estimation of multiple linear regressions (Peace & Mohammed, 2018). Linearity relationship was tested using SPSS Version 23 where scatter plots were drawn to identify if the data met the linearity requirement. If it is significant then the linearity assumption applies.

### **3.9.3 Multicollinearity Test**

Multicollinearity is whereby the independent variables have a high degree of association between themselves. Presence of Multicollinearity in a data result to increase in the standard errors which could make the variables to be insignificant when they really are significant (Peace & Mohammed, 2018). Multicollinearity was tested using (variance inflation factor). If  $VIF > 5$  but less than 10, this is an indication of moderate presence of multicollinearity. If  $VIF \geq 10$ , this indicates high multicollinearity.

### **3.9.4 Autocorrelation Test**

Autocorrelation refers to the correlation of a time series with its own past and future values. It is sometimes also called serial correlation which refers to the correlation between members of a series of numbers in time (Gujarati, 2003). To test autocorrelation, the researcher used Durbin Watson which ranges from 2 to 4 based on continuous time series obtained from observations recorded continuously over time.

### **3.9.5 Heteroscedasticity Test**

Heteroscedasticity occurs when the variance of the errors of the dependent variable are not the same across the data. Tabachnick and Fidell (2017) agreed that heteroscedasticity happens when there is variance of the error term is different among the predictor variable values. Heteroscedasticity occurs when the residuals are not scattered evenly on the horizontal line. To ascertain, heteroscedasticity, graphical examination of squared residuals was used.

### 3.10 Data Analysis and Presentation

The data collected was first prepared for analysis. The data provided was checked for their clarity, relevance, legibility, and appropriateness. The questionnaires were first edited to check their completeness and consistency. The questionnaire was then coded based on the respondents' locale. Descriptive and inferential statistics were used in analysing Quantitative data using SPSS version 23 software. Qualitative data was analysed using content analysis and its presentation was done in prose form.

Inferential analysis was used in examining the association between career management strategies and the way employees of state corporations in Nairobi perform. The researcher made use of the correlation coefficient to test for strength and the direction of the relationship between the variables. The study computed multiple regression analysis which assisted in generating weighted estimation equation which assisted in the prediction of values (Cooper & Schindler, 2016) for response variable from the values for several predictor variables. The study sought to predict employee performance of state corporations in Nairobi based on career planning, career mentoring, succession planning, career training and Human Resource policies. The regression model adopted was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2+ \beta_3X_3 + \beta_4X_4 + \varepsilon.....3.1$$

Where;

Y = Employee Performance

X<sub>1</sub>= Career Planning

X<sub>2</sub>= Career Mentoring

X<sub>3</sub>= Succession Planning

X<sub>4</sub> = Career Training

M<sub>0</sub> = HR Policies

$\beta_0$ = constant coefficient

$\beta_{0-4}$ = are regression coefficients to be estimated

$\varepsilon$  = Error term

To test the fifth research hypothesis, the study will compute moderated regression analysis. The regression model structure was;

$$Y = \beta_0 + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \varepsilon \dots \dots \dots 3.2$$

**Table 3.3: Hypotheses Testing**

<b>Objective</b>	<b>Research Hypotheses (H<sub>0</sub>)</b>	<b>Statistical Approach</b>	<b>Threshold</b>
Determine the influence of career planning on employee performance of state corporations	Career planning has no positive significant influence in employee performance in state corporations in Kenya	Multiple regression analysis	$P \leq 0.05$
Establish the influence of career mentoring on employee performance in state corporations in Kenya	Career mentoring has no positive significant influence in employee performance in state corporations in Kenya	Multiple regression analysis	$P \leq 0.05$
Determine the effect of succession planning on employee performance in state corporations in Kenya	Succession planning has no positive significant influence on employee performance in state corporations in Kenya	Multiple regression analysis	$P \leq 0.05$
Establish the influence of career training on employee performance in state corporations in Kenya	Career training has no positive significant influence on employee performance in state corporations in Kenya	Multiple regression analysis	$P \leq 0.05$
Determine the influence of HR policies on employee performance in state corporations in Kenya.	HR Policies have no positive significant influence the relationship between career management strategies and employee performance in state corporations in Kenya	Multiple regression analysis	$P \leq 0.05$

## CHAPTER FOUR

### RESEARCH FINDINGS ANALYSIS, AND DISCUSSION

#### 4.1 Introduction

In this chapter, the study presents findings of the study and their discussions. The chapter presents the general information of the respondents and analysis of the independent variables. Data was analysed using descriptive statistics, diagnostic tests, and inferential statistics. This was done with the aim to establish the relationship that existed between the independent and the dependent variables. The main objective of the study was to establish the relationship between career management strategies and employee performance in state corporations in Kenya.

#### 4.2 Response Rate

The study distributed 385 questionnaires but only 341 questionnaires were returned having been dully filled. As shown in Table 4.1, a total of 341 questionnaires were duly filled and returned, this translated to a response rate of 88.6%. As Mugenda and Mugenda (2018) explained, a response rate of 50% and above is adequate for analysis and reporting, a response rate of 60% and above is good while that of 70% and above is excellent. Therefore, a response rate of 88.6% was considered excellent. Hence further analysis and reporting were done.

**Table 4.1: Response Rate**

<b>Questionnaires</b>	<b>Frequency</b>	<b>Percent</b>
Responded	341	88.6
Un-responded	44	11.4
<b>Total</b>	<b>385</b>	<b>100.0</b>



### **4.3 Pilot Test Results**

Pilot testing was done to check on the reliability and validity of the research instruments. This was done on 10% of the sample size. These respondents were excluded from the main study. The pilot study was carried out on 11 heads of departments, and this represented 10% of the total respondents. A pre-test sample of 10% of the sample size was used as advocated by Mugenda and Mugenda (2018). Validity and reliability of the research tool was ascertained using the data collected from the pilot study. The research instruments were adjusted accordingly.

#### **4.3.1 Reliability Analysis**

Reliability of the instruments refers to the state of a measure being consistent (Mugenda, 2018). This means that a measure should produce similar results even after being administered several times. To increase reliability, items that are similar are added to a measure, additionally one can carry out tests using diversified samples and by use of similar test procedures. This study used Cronbach's alpha to determine the reliability. The Cronbach's Alpha measures internal consistency, and this was computed using SPSS version. A Cronbach's Alpha coefficient of 0.6-0.7 and above is considered accepted.

For purposes of this study, a 0.70 Cronbach's Alpha Coefficient was considered acceptable. The findings presented in Table 4.2 shows that Career Planning had a coefficient value of 0.771, Career Mentoring had a coefficient value of 0.803, Succession Planning had a coefficient value of 0.760, Career Training had a coefficient value of 0.766, HR Policies had a coefficient value of 0.808, and employee performance had a coefficient value of 0.821. The findings show that all the variables had Cronbach Alpha Coefficient values greater than 0.70. This shows that all the questions and statements in the questionnaire met the reliability criteria ( $\alpha > 0.70$ ).

**Table 4.2: Reliability Statistics**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>	<b>Remarks</b>
Career Planning	14	0.771	Reliable
Career Mentoring	14	0.803	Reliable
Succession Planning	15	0.760	Reliable
Career Training	10	0.766	Reliable
HR Policies	11	0.808	Reliable
Employee performance	4	0.821	Reliable

#### **4.3.2 Validity of the Instrument**

The aim of carrying out the validity test was to establish whether a measurement provides measures for what they were designed to measure and how accurately the data is represented (Mugenda & Mugenda, 2018). Additionally, validity also refers to the match between contrasts or how a conceptualization of ideas can be done in a study on data that is conceptual. Expert opinion was sought from the thesis supervisors, lecturers, and other subject matter experts. The suggestions they provided were used to make the revisions and modifications of the instrument hence improving on the validity. The study found that the questionnaire met the validity criterion, and no modification was needed.

Content validity was determined by computing factor analysis. The study used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used, and 15 factors were extracted. The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization and the results allowed the study to identify what variables fall under each of the 15 major extracted factors.

Each of the 68 items were looked at and placed to one of the 15 factors depending on the percentage of variability; it explained the total variability of each factor. Since all the variables were among the 15 factors then the questionnaire was considered to

meet the validity criterion and was used for data collection. The study estimated the communalities for each variable. This is the proportion of variance that each item has in common with other factors. All the factors extracted had coefficient of above 0.5 which indicated that the data collection instrument was valid.

**Table 4.3: Factor Loading for Construct Validity**

Variables	N of Items	Lowest Factor loadings	Highest Factor loadings	Conclusion
Career Planning	14	0.523	0.904	Construct Validity Achieved
Career Mentoring	14	0.542	0.907	Construct Validity Achieved
Succession Planning	15	0.574	0.883	Construct Validity Achieved
Career Training	10	0.653	0.884	Construct Validity Achieved
HR Policies	11	0.466	0.918	Construct Validity Achieved
Employee performance	4	0.563	0.783	Construct Validity Achieved

#### 4.4 Demographic Information

This section presents the general information about the study respondents. This section aims to give demographic characteristics about the respondents to check whether the respondents had fair demographic characteristics. The study specifically sought to determine the respondents' gender, length of service in the organization, and their work department.

##### 4.4.1 Gender of the Respondents

The study sought to determine the distribution of study respondents based on their gender. This allowed the researcher to understand whether the study was gender biased and whether the Kenyan State Corporations uphold gender parity when selecting their employees. Table 4.4 presents the findings obtained. Majority at (59.7%) of respondents were male while 40.3% were female. These findings suggest that the study was not gender biased since respondents of both genders were included in the study.

The findings also suggest that Kenyan State Corporations are not gender biased when selecting their employees since they employ both male and female staff members, hence adhere to the two-thirds gender rule. Having gender balance was important for this study because as explained by Mwanje (2015), every single staff member has a program that is specifically designed for them based on their level and the assessed training needs, the career progression of the officers, personal performance appraisal and gender balance.

**Table 4.4: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	204	59.7
Female	137	40.3
<b>Total</b>	<b>341</b>	<b>100</b>

#### **4.4.2 Length of Service in the Organization**

The study sought to determine the length of time the selected respondents had served in their organization. This helped the researcher to understand how well the respondents are conversant with the organizations practice and consequently, the ability to provide the information needed for the study. From the findings in Table 4.5, a total of 38.3% of the respondents indicated that they had served in the organization for 4-7 years, 23.4% for 8-11 years, 19.5% for 3 years and below, and 18.8% for 12 years and above.

These findings show that the selected respondents had served in their organizations for a varied number of years. Most respondents at (38.3%) had served for 4 to 7 years. Therefore, the selected respondents had served in the organization for a period adequate enough to provide information on career management strategies in their organization. This agrees with Hazra, Sengupta, and Ghosh (2016) that organizations having qualified, and experienced labor force give a competitive edge and it is said to be most practical wellspring and therefore, the information provided can help identify the human asset practices that should be adequately actualized in State Corporation in Kenya.

**Table 4.5: Length of Service in the Organization**

<b>Length of Service</b>	<b>Frequency</b>	<b>Percent</b>
3 years and below	66	19.5
4-7 years	131	38.3
8-11 years	80	23.4
12 years and above	64	18.8
<b>Total</b>	<b>341</b>	<b>100</b>

#### **4.4.3 Respondents Work Department**

The study sought to determine the department the respondents selected worked in. The information provided helped the study to determine whether the selected sample was representative of the departments. From the findings in Table 4.6, 28.8% of the respondents indicated that they worked in the operations department, 19.9% worked in human resource department, 18.6% worked in the finance department, 16.7% worked in the marketing department and 16% worked in the ICT department.

Based on these findings, the selected respondents were from different departments in the state corporations and therefore, the selected sample was representative enough to give information on career management strategies and employee performance in different departments in the state corporations in Kenya. This agrees with Hartzenberg (2017) that it is common scene to see large companies setting up departments whose main responsibility is overseeing HR and hiring experts in the relevant field to oversee the HRM practices. This is the case with state corporations in Kenya where HRM is responsible with the implementation of career management practices.

**Table 4.6: Respondents Work Department**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>
Finance Department	63	18.6
HR Department	68	19.9
Marketing Department	57	16.7
ICT department	55	16
Operations Department	98	28.8
<b>Total</b>	<b>341</b>	<b>100</b>

## **4.5 Descriptive Statistics**

In this section, the study presents findings based on the Likert Scale questions. The Mean (M) and Standard Deviation (SD) values are used to interpret the findings. The study used a 5-point Likert Scale where 1-strongly disagree, 2-disagree, 3-moderate/neutral, 4-agree, 5-strongly agree. Means and standard deviation values were used to interpret the findings.

### **4.5.1 Career Planning**

Respondents indicated their level of agreement with the statements given below on career planning. The findings were as presented in Table 4.7. The results showed that on self-assessment, 80.1% respondents agreed that the organization assesses the abilities of each employee (M=3.982, SD=1.370); 80.9% agreed the organization assesses the employee's development needs (M=3.889, SD=1.381) and 75.7% agreed that the organization assesses the employee's area of interest (M=3.777, SD=1.275). On career exploration, 74.8% respondents agreed that there is a set evaluation schedule which helps improve employee performance (M=3.948, SD=1.263) 77.4% agreed that they work as a team towards set goals in this organization (M=3.738, SD=1.320); and 77.4% that there are set guidelines for feedback (M=3.698, SD=1.331).

The findings show that, on opportunity analysis, 78.9% respondents agreed that the employees are able to choose career opportunities that suit their needs (M=3.915, SD=1.343); 73% agreed that the organization identifies the available employee career opportunities (M=3.863, SD=1.326); and 73% that the employees analyse the available career opportunities (M=3.836, SD=1.220). The study findings concur with those of Schein (2016) that planning of a career is a process that involves a continuous procedure of discovery developed by a person through their personal concept which is a result of their skills, requirements, motivation, and aspiration of their own system of values.

Also, Kleinknecht and Hefferin (2016) agreeing with the findings, explained that the act of managing a career is a continuous process of self-assessment as well as setting

of goals for the worker and their employer with the aim of attaining the goals of the company. It is also a systematic and comprehensive process that targets the practice of managing a career, implementing strategies, analyzing opportunities, and evaluating the outcomes.

The study further sought respondents' opinion on other ways by which career planning affects employee performance in state corporations in Kenya. They explained that it had a significant influence on their performance because through the process of career management, employees can develop skills, requirements, motivation, and aspiration and these affects their performance. It also helps an individual to determine their aspirations as well as capabilities and by assessing, counseling, and understanding their requirements to be trained on technical skills, advanced education and needs; by doing so, it enhances performance levels of an employee.

These study findings concur with the findings of Abdulkadir, Isiaka and Adedoyin (2016) that systems of performance appraisal and planning of career and staff participation had a significant effect on staff commitment to their work and the extent to which the staff members were committed to the company in the Nigerian banking industry was low. It further agrees with Yeh (2018) that the culture of the company positively influences the process of career planning, motivation to work, and employee performance both in a direct and indirect way.

Respondents also indicated their opinion on what they thought should be done on career planning to enhance employee performance in state corporations in Kenya. The organization should first ensure that its employees are aware of policies of managing career development and that there is sufficient communication from supervisors on ways employees could better their career. For an organization to attain both long- and short-term competitive advantage the company should match their staff members with their skills and the position that best suit them. They added that the matching should be done based on a company's scope, the economy, technology, and character of the staff members since skills of employees differs.

**Table 4.7: Descriptive Results on Career Planning**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
<b>Self-Assessment</b>							
The organization assess the abilities of each employee	2.6	2.1	2.6	80.1	12.6	3.982	1.370
The organization assess the employees' area of interest	4.7	4.7	7.3	75.7	7.9	3.777	1.275
The organization assess the employees' development needs	2.6	2.6	5.9	80.9	7.9	3.889	1.381
<b>Career Exploration</b>							
We work as a team towards set goals in this organization	5.9	2.6	8.5	77.4	5.3	3.738	1.320
There are set guidelines for feedback	2.1	5.3	14.4	77.4	0.9	3.698	1.331
There is a set evaluation schedule which helps improve employee performance.	2.6	2.6	5.9	74.8	13.8	3.948	1.263
<b>Opportunity analysis</b>							
The organization identifies the available employees career opportunities	2.6	2.6	8.5	78.3	7.9	3.863	1.326
The employees analyse the available career opportunities	4.7	1.2	10.6	73.0	10.6	3.836	1.220
The employees are given to choose career opportunities that suit their needs	2.6	4.7	2.6	78.9	11.1	3.915	1.343

**4.5.2 Career Mentoring**

Respondents were asked to indicate their level of agreement with various statements that related with career monitoring. The results in Table 4.8 shows that the mean values were between 3.5 and 4.4 an indication that on average, the respondents agreed with the statements on career mentoring. The standard deviation values were also below 2, an indication that the responses did not deviate much from the mean values. Specifically on the hiring process, 78.9% respondents agreed that mentoring helps in understanding the diversity of workers in the hiring process (M=3.994, SD=1.343); 85.3% agreed that mentoring helps new employees to get acquainted



with the organization (M=3.988, SD=1.475); and 83.6% that mentoring provides for easier transitions into the workplace (M=3.830, SD=1.441).

On promotion criteria, 73.6% respondents agreed that employees who participate in mentoring programs are more likely to advance in their careers (M=4.007, SD=1.251); 94.7% agreed that through mentoring, experienced, and competent staff are able to pass their expertise on to others (M=3.961, SD=1.674); and 68.9% agreed that when employees who get more responsibilities through promotion, this helps them to grow (M=3.817, SD=1.142). Regarding experience gaining, 68.9% respondents agreed that through mentoring employees gain more experience in their area of work (M=3.975, SD=1.169); 73.6% agreed that mentors and mentees set goals in what they aim to achieve in the mentorship process (M=3.902, SD=1.235); and 70.4% that mentoring helps employees plan, develop, and manage their careers (M=3.764, SD=1.168).

The study findings concur with Ofobruku (2015) that mentoring positively affects the way staff perform; additionally, career support also greatly and positively affected the way staff perform. Therefore, the way staff members perform depends on the level of mentoring programs in place in the company. The findings also agree with Abomeh and Nkiru Peace (2015) that career support greatly and positively affected the way staff perform and that the way staff members perform depends on the level of mentoring programs in place in the company. The performance response of staff members is better when their career is supported.

Respondents' opinion on other ways through which career mentoring affects employee performance in state corporations in Kenya was sought. Respondents explained that mentoring helps improve their performance significantly because through the process, they are helped and supported in managing their learning for the purpose of optimizing their skills, potential, and better their performance. This also helps them align their goals and objectives with those of the company. Respondents also considered mentoring as an informal an association of organic growth that depends on the emotional relationship existing between juniors and seniors in the

company; a good relationship between employees will enhance their performance levels.

Respondents were asked their opinion on what should be done on career mentoring to enhance employee performance in state corporations in Kenya. They recommended that for the process of mentoring to be effective, teaching staff should be more corporative in providing information. They also recommended the organization to improve mentorship programs by transferring knowledge, developing career guidance, and enhancing of skills through mentorship. In addition, the organization should provide its employees with a supportive environment, an environment that supports their career development.

**Table 4.8: Descriptive Statistics on Career Mentoring**

Statements	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
<b>Hiring Process</b>							
Mentoring helps in understanding of diverse workers in the hiring process	2.1	2.1	3.8	78.9	13.2	3.994	1.343
Mentoring provides for easier transitions into the workplace	3.8	2.1	5.9	83.6	4.7	3.830	1.441
Mentoring help new employees to get acquainted with the organization	1.2	1.2	3.2	85.3	8.5	3.988	1.475
<b>Promotion Criteria</b>							
Through mentoring, experienced, and competent staff can pass their expertise on others	1.2	0.0	2.1	94.7	2.1	3.961	1.674
Employees who participate in mentoring programs are more likely to advance in their career	3.2	2.1	3.2	73.6	17.9	4.007	1.251
Employees get more responsibilities through promotion; this helps them to grow	4.7	4.7	8.5	68.9	13.2	3.817	1.142
<b>Experience Gaining</b>							
Mentors and mentees set goals in what they aim to achieve in the mentorship process	3.2	3.2	6.5	73.6	13.2	3.902	1.235
Mentoring helps employees plan, develop, and manage their careers	5.9	3.2	10.0	70.4	10.6	3.764	1.168
Through mentoring employees gain more experience in their area of work	4.7	2.1	4.7	68.9	19.9	3.975	1.169

### 4.5.3 Succession Planning

Respondents were asked to indicate their level of agreement with various statements that relate with succession planning. The results in Table 4.9 show that the mean values were between 3.5 and 4.4 an indication that on average, the respondents agreed with the statements on career mentoring. The standard deviation values were below 2 an indication that the responses did not deviate much from the mean values. Specifically on technical skills, 68.9% respondents agreed that the organization helps in developing employee's computing knowledge (M=3.961, SD=1.149); 71% agreed that the organization helps employees to develop knowledge of handling complex tasks (M=3.955, SD=1.199); and 73.6% that the organization retains employees with technical skills (M=3.836, SD=1.234).

On performance culture, 72.1% respondents agreed that a culture of performance in the organization facilitates recruitment of highly skilled and talented employees (M=3.896, SD=1.210); 77.4% agreed that the employees adhere to the performance culture of the organization (M=3.836, SD=1.313); and 74.2% that the organization set performance standards for all employees (M=3.803, SD=1.248). Regarding skills development, 74.2% respondents agreed that employees committed to the succession process help in identifying employee development goals (M=4.021, SD=1.265); 73.6% agreed that the organization creates a succession plan and invest in the development of employees, assesses its progress toward the intended outcome (M=3.902, SD=1.235); and 68.9% agreed that the succession planning aimed at building the competencies and skills for current and future organizational needs (M=3.810, SD=1.142).

The study findings concur with findings of Odhiambo, Njanja and Zakayo (2014), that succession planning significantly affected businesses internally and contributed to the growth. The study also agrees with Aberdeen Group, (2016) that some of the technological challenges that were experienced were lack of tools for assessment, for succession plan, and for career development practice; another challenge that faces succession planning was that the top management did not give it the needed support.

Respondents were also asked to indicate how else succession planning affected employee performance in state corporations in Kenya. They indicated that through succession planning, they can build their efficiency and effectiveness as they prepare for the future. The study also sought respondents' opinions on what they think should be done on succession planning to enhance employee performance in state corporations in Kenya. They recommended their organizations to conduct training need analysis which will guide them in identifying which training is needed to prepare the employees for major positions in the company.

Organizations should also upgrade and redefine their plan of succession which is made up of both on and off the job training programs to make sure that the processes will be beneficial to the individuals and the overall strategy of the company. Upgrading and redefining of the succession plan by companies is very important in making sure that the processes are beneficial to the company and the employees. They also recommended that organizations should ensure that they have sufficient tools for assessment, for succession planning and for career development practice. It is also important for the management of the organization to provide all the needed support.

**Table 4.9: Descriptive Statistics on Succession Planning**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
<b>Technical skills</b>							
The organization helps employees to develop knowledge of handling complex tasks	3.2	4.7	3.2	71.0	17.9	3.955	1.199
The organization helps in developing employee's computing knowledge	1.2	4.7	7.9	68.9	17.3	3.961	1.149
The organization retains employees with technical skills	4.7	3.2	7.3	73.6	11.1	3.836	1.234
<b>Performance Culture</b>							
The organization set performance standards for all employees	4.7	4.7	6.5	74.2	10.0	3.803	1.248
The employees adhere to the performance culture of the organization.	3.2	3.2	7.9	77.4	7.9	3.836	1.313
A culture of performance in the organization facilitates recruitment of highly skilled and talented employees	4.7	0.0	10.0	72.1	13.2	3.896	1.210
<b>Skills Development</b>							
Employees committed to the succession process help in identifying employee development goals	3.2	1.2	3.2	74.2	17.9	4.021	1.265
The succession planning aim at building the competencies and skills for current and future organizational needs	4.7	5.3	7.9	68.9	13.2	3.810	1.142
The organization creates a succession plan and invest in the development of employees, assesses its progress toward the intended outcome	3.2	3.2	6.5	73.6	13.2	3.902	1.235

#### **4.5.4 Career Training**

Respondents indicated their level of agreement with various statements that relate with career training. The results in Table 4.10 show that the mean values lie between 3.5 and 4.4 an indication that on average, the respondents agreed with the statements on career mentoring. The standard deviation values were also below 2 an indication that the responses did not deviate much from the mean values. Specifically on job training, 66% of the respondents agreed that the organization provides on job training

services to employees ( $M=3.955$ ,  $SD=1.199$ ); and 64.2% that on job training provides employees with specific skills to perform tasks ( $M=3.961$ ,  $SD=1.149$ ). In the case of off the job training, 68.3% agreed that the organization provides off the job training services to employees ( $M=3.836$ ,  $SD=1.234$ ) and 68.9% that off job training improves employee's knowledge in their area of work ( $M=3.803$ ,  $SD=1.248$ ).

The study also found on job rotation, that 67.2% respondents agreed that job rotation promotes career growth since employee's knowledge is enhanced ( $M=3.896$ ,  $SD=1.210$ ); and 72.1% agreed that the organization practices job rotation to reduce monotony and assist employees gain knowledge in different areas ( $M=3.836$ ,  $SD=1.313$ ). The findings of the study agree with Ombayo, Egessa and Shiamwama (2018) that the more the respondents were trained, the higher their level of productivity. It also concurs with Patrick and Kumar (2017) that career direction, influential positions, organized buildings, growing new abilities, taking up extraordinary assignments and accepting beneficial criticism from the manager, and assuming the most vital job make the tilt way less demanding and furthermore helps in the execution and representative development.

Respondents were asked to indicate other ways in which career training affect employee performance in state corporations in Kenya. They indicated that through training their skills are improved and therefore their productivity also improves. Through training, they become more valuable to the organization and therefore the chances of them being retained increases.

Respondents also gave their opinions on what they think should be done on career training to enhance employee performance in state corporations in Kenya. It is important to make sure that assessing employees and company needs is done and the findings are applied in selecting the most suitable training practices and in determining the participants of the training. It is also important to ensure that the programs designed for training are in line with organizations objectives and requirements and fit the strategies of the business. Consequently, this would ensure program's success. Since programs of career training are always continuous and

systematic; the organization should view training as a long-term process and not just some process that lasts for a short while. With the aim of making sure that coaching is applied in developing succession in careers, it is important to understand the various aspects of career development motives that every employee has.

**Table 4.10: Descriptive Statistics on Career Training**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
<b>On the job training</b>							
The organization provides On Job Training services to employees.	2.9	4.4	2.9	66.0	16.7	3.955	1.199
On job training provides employees with specific skills to perform tasks	1.2	4.4	7.3	64.2	15.8	3.961	1.149
<b>Off the job training</b>							
The organization provides Off Job training services to employees.	4.4	2.9	6.7	68.3	10.6	3.836	1.234
Off job training improves employee's knowledge in their area of work	4.4	4.4	6.2	68.9	9.4	3.803	1.248
<b>Job rotation</b>							
The organization practices job rotation to reduce monotony and assist employees gain knowledge in different areas	2.9	2.9	7.3	72.1	7.3	3.836	1.313
Job Rotation promotes career growth since employee's knowledge is enhanced	4.4	0.0	9.1	67.2	12.3	3.896	1.210

#### **4.5.5 Human Resource Policies**

Respondents indicated the level to which they agreed with various statements relating to HR policies. The results in Table 4.11 show that the mean values were between 3.7 and 3.9 an indication that on average, the respondents agreed with the statements on HR policies. The standard deviation values were also below 2 an indication that the responses did not deviate much from the mean values. Specifically on promotion policy, 65.4% respondents agreed that employees are allowed to choose their careers (M=3.738, SD=1.168); and 64.8% agreed that employees are supported on their career advancement (M=3.988, SD=1.182).

On recruitment policy, 68.3% agreed that the organization provides for employees to make their career choices (M=3.902, SD=1.235); 72.1% agreed that the organization career practices are aimed at improving employees' skills and knowledge (M=3.836, SD=1.313). On the career planning policy, 67.7% agreed that career planning helps to identify the skills and knowledge (M=3.850, SD=1.220); 73.9% agreed that career planning helps employees to make the right career choices (M=3.909, SD=1.359). The study findings concur with Alkalha *et al*, (2016) that human asset strategies are emphatically identified with hierarchical execution and have a measurably solid importance on them.

Respondents gave other ways in which HR policies influences the relationship between career management strategies and employee performance in state corporations in Kenya. They explained that policies in the organization help the company to employ/recruit individuals who perform highly and are good in their current job position. It also allows the organization to promote very good employees/top performers. They also explained that policies in the organization allow provision of counseling for careers. Policies in the organization help to align talent with tasks with a view to ensure maximum productivity.

Respondents were asked their opinion on what can be done on career policies to enhance employee performance in state corporations in Kenya. They recommended organizations to review performance elaborately, assess to identify talent and confirm it, plan job moves based on the programs that are already determined; once these are done and an individual is found to be very good, the company should promote them.

They also recommended that organizations should develop policies that deal with 'plateaued' manager who have already reached within the highest salary band and cannot go further than that; they added that in the policy it is important for it to recognize that there are those managers that should be encouraged to begin their careers in other places (Foster, Shastri, & Withane, 2018). They also recommended that organizations should conduct appraisals to obtain information; this will enable managers to assess staff members who have the potential for growth objectively.



**Table 4.11: Descriptive Statistics on Human Resource Policies**

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
<b>Promotion Policy</b>							
Employees are allowed to choose their careers	6.2	2.9	9.1	65.4	9.4	3.738	1.168
Employees are supported on their career advancement	4.4	1.2	4.4	64.8	18.5	3.988	1.182
<b>Recruitment Policy</b>							
The organization provides for employees to make their career choices	2.9	2.9	6.2	68.3	12.3	3.902	1.235
The organization career practices are aimed at improving their skills and knowledge	2.9	2.9	7.3	72.1	7.3	3.836	1.313
<b>Career planning policy</b>							
Career planning helps to identify the skills and interests of employees	4.4	1.2	9.1	67.7	10.6	3.850	1.220
Career planning helps the employees to make the right career choices	2.9	4.4	1.2	73.9	10.6	3.909	1.359

#### 4.5.6 Employee Performance in State Corporations

Respondents were asked to rate the extent to which each of the statements in the matrix represented below influences employee performance in their organization. Results presented in Table 4.12 show that 73.3% respondents agreed that in their organization career mentoring enhances employee performance (M=3.994, SD=1.343); 74.5% agreed that in their organization career planning enhances employee performance (M=3.981, SD=1.371); 68.3% agreed that in their organization career training enhances employee performance (M=3.902, SD=1.235); and 70.4% that in their organization succession planning enhances employee performance (M=3.777, SD=1.275). The study findings agree with Kenney, (2016) indicated that the performance of staff members is determined in reference to the set standards by the company.

Apart from the mentioned factors, respondents were asked to indicate other factors that affect employee performance. They explained that job fit affects their performance; they explained that employees must be qualified to perform a job to meet expectations. Technical training also affects the skills and competencies of

employees which in turn affects their level of performance. Clear goals and expectations set by the organization and respective employees will determine their level of performance.

When the organization provides employees with the required tools and equipment, it enhances their task performance. In addition, the company culture and morale will determine performance levels; a favorable organizational culture will enhance performance among its employees. There are also other factors that discourage employee performance. These include lack of results, unrealistic expectations from the organization. Lack of planning also discourages performance among its employees. Constant change of priorities in an organization affects employees and therefore their commitment levels are affected which in turn negatively influences performance.

Respondents were asked to indicate how career management strategies affect employee performance in state corporations in Kenya. Career planning provides guidance and encourages employees to fulfill their potentials and ensure better use of human resources through more satisfied and productive employees. The employees required to fill job vacancies in future can be identified and developed in time.

A planned programme of career progress provides a higher-level talent from within the organization; it also helps in the optimum utilization of the managerial resources. They also explained that succession planning helps in building effective and efficient employees in preparedness for the future. Coaching/training creates an opportunity for supervisors to provide learning as well as ensure that development takes place on the job as job training enhancing performance and makes staff members better.

Respondents gave their opinions on what they thought should be done on career management strategies to improve employee performance in state corporations in Kenya. There is need to enhance the quality and frequency of training in state corporations in Kenya to increase employee productivity. The organization should also organize for trainings and seminars for the employees as this will help to increase employee skills, loyalty and competence making them more willing to work harder for the success of the institution.

There is need to consider instituting career counseling programs which will assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities, and organizational opportunities. Career counseling will also help on improving organization's effectiveness and assist employees in achieving their individual needs. The study also recommends state corporations in Kenya to embrace employee mentoring to prepare the employees for other positions. There is need to conduct awareness campaign of all career development programs within the organization that will help in developing the career path of the employees since this will boost the morale and ultimately the productivity of staff.

Respondents gave the methods used in their organization to measure employee performance. They explained that the organization measured their performance using a number of measures which included production level, efficiency, effectiveness, quality of the outcomes, and profit levels. Most customs organizations measure performance in terms of effectiveness and efficiency. Effectiveness refers to the extent to which the organization is achieving the outcome. Efficiency refers to the ratio of relevant outputs to relevant inputs and can include costs, steps in a process or time.

**Table 4.12: Employee Performance in State Corporations**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
In our organization career mentoring enhances employee performance	1.8	1.8	3.8	73.3	12.3	3.994	1.343
In our organization career planning enhances employee performance	2.3	1.8	2.3	74.5	11.7	3.981	1.371
In our organization career training enhances employee performance	2.9	2.9	6.2	68.3	12.3	3.902	1.235
In our organization succession planning enhances employee performance	4.4	4.4	6.7	70.4	7.3	3.777	1.275

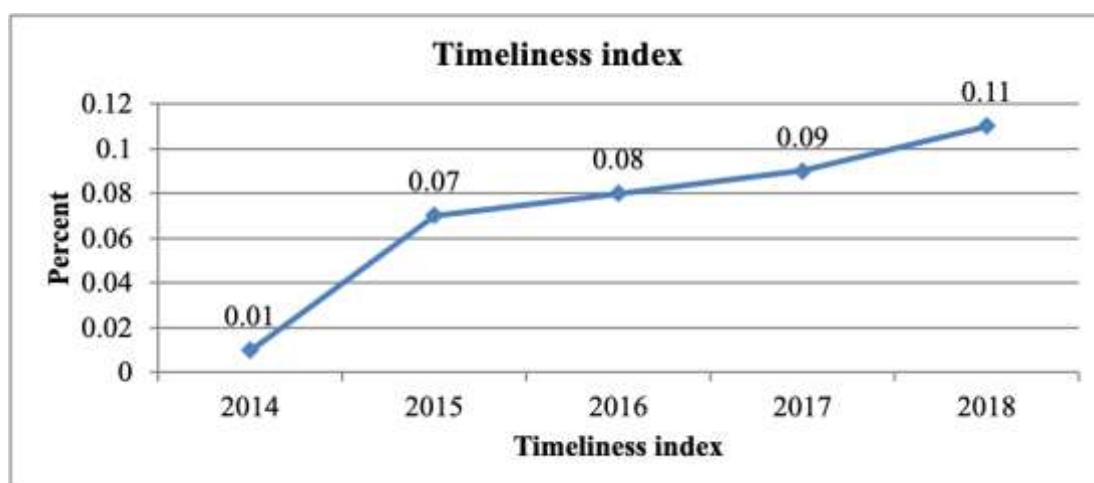
The study collected secondary data on the trend of employee performance between 2014 and 2018. Table 4.13 below shows the trend in various measures of employee performance. It is seen that timeliness index, service delivery index, customer satisfaction, and productivity index increased from 2014 to 2018. It is also seen that

absenteeism index reduced from 2014 to 2018. This is an indication that over the 5-year period being considered, performance of employees improved. The line graphs below show the trend of each measure.

**Table 4.13: Trend in Employee Performance**

<b>Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Timeliness index	0.01	0.07	0.08	0.09	0.11
Service delivery index	0.09	0.12	0.15	0.19	0.23
Customer Satisfaction index	0.07	0.10	0.12	0.14	0.17
Absenteeism index	0.11	0.09	0.07	0.06	0.02
Productivity index	0.14	0.13	0.17	0.23	0.29

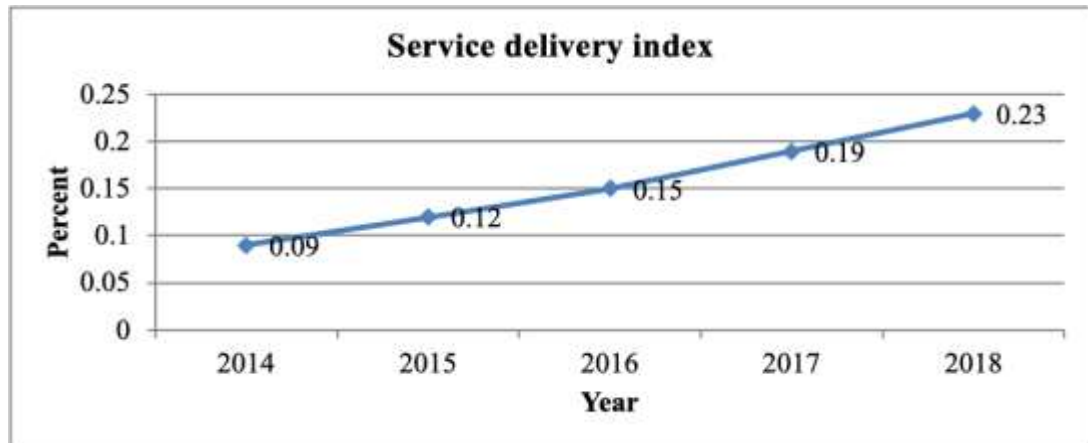
Figure 4.1 below shows the trend in employee performance measured using the timeliness index. The findings show that timeliness index of employees in state corporations increased from 2014 to 2018. In 2014, the index was 0.01 and in 2018 it had increased to 0.11. This suggests that over the five-year period being considered, employees' performance in terms of their timeliness improved.



**Figure 4.1: Trend in Timeliness Index**

Figure 4.2 shows the trend in employee performance measured using the service delivery index. From the findings, service delivery index in state corporations increased from 2014 to 2018. In 2014, the index was 0.09 and in 2018 it had increased to 0.23. This suggests that over the five-year period being considered, there was improvement in service delivery to clients/the public. This agrees with Osibanjo,

Oyewunmi and Ojo (2018) that career management in the company is important in enabling them in planning for the future and that of the organization avoiding turnovers affecting productivity or delivery of service.



**Figure 4.2: Trend in Service Delivery Index**

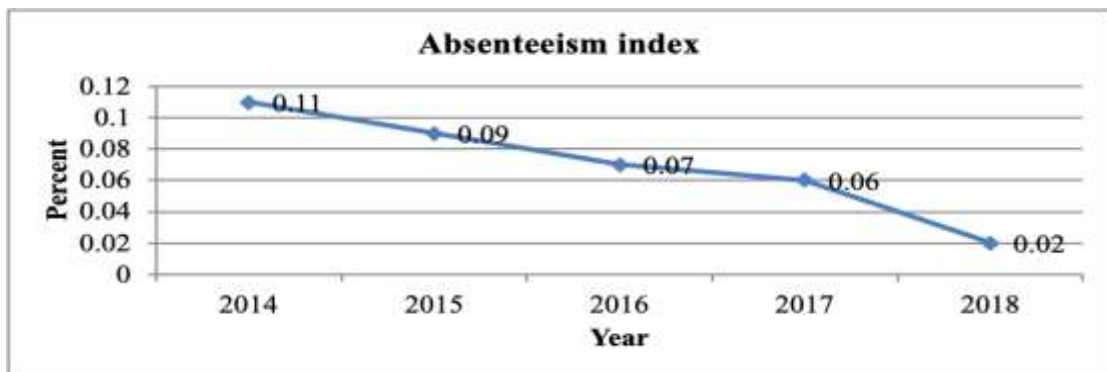
Figure 4.3 shows the trend in employee performance measured using the customer satisfaction index. From the findings, customer satisfaction index in state corporations increased from 2014 to 2018. In 2014, the index was 0.07 and in 2018 it had increased to 0.17. This suggests that over the five-year period being considered, the level of customer satisfaction by services provided by state corporations in Kenya increased. This agrees with Kumudha and Abraham (2018) who revealed that staff members not considering the type of their industry, have satisfaction in their career because of the effort put in place by their company in managing their careers. This suggests that through career management in state corporations in Kenya, employees have been able to enhance the level of customer satisfaction.

**Figure 4.2: Trend in Service Delivery Index**



**Figure 4.3: Trend in Customer Satisfaction Index**

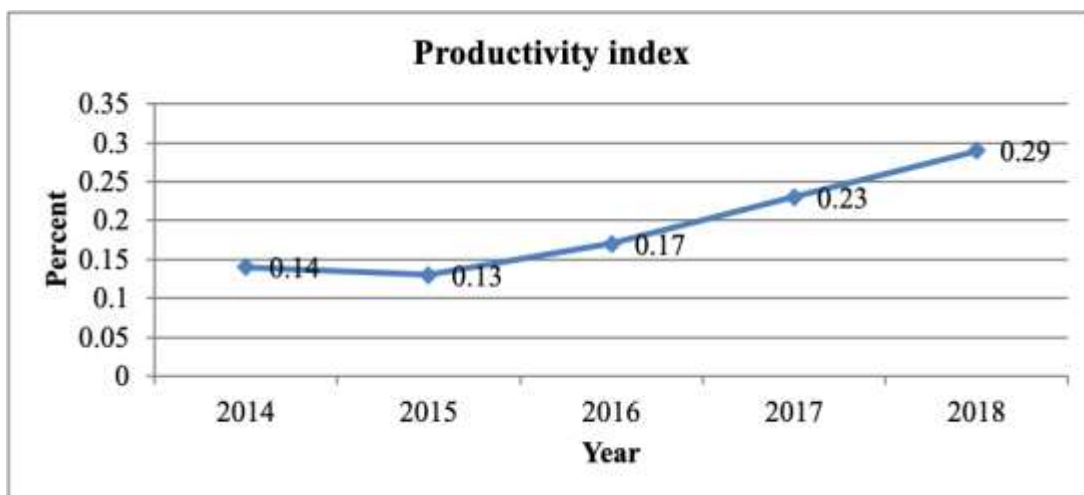
Figure 4.4 shows the trend in employee performance measured using the absenteeism index. From the findings, absenteeism index in state corporations decreased from 2014 to 2018. In 2014, the index was 0.11 and in 2018 it had decreased to 0.02. This suggests that over the five-year period being considered, the level employee absenteeism by employees of state corporations in Kenya decreased. This concurs with Patrick and Kumar (2017) that staff members can be highly motivated by appreciation and growth more than money can motivate them and it also lowers the rate of turnover, ensures better customer services, and increase profitability of the organization.



**Figure 4.4: Trend in Absenteeism Index**

Figure 4.5 shows the trend in employee performance measured using the productivity index. From the findings, the productivity index in state corporations increased from 2014 to 2018. In 2014, the index was 0.14 and in 2018 it had increased to 0.29. This suggests that over the five-year period being considered, the level of employee

productivity in state corporations in Kenya increased. This agrees with Ombayo, Egessa and Shiamwama (2018) who established that the more the respondents were trained, the higher their level of productivity. Therefore, it suggests that training offered to employees of state corporations in Kenya has enabled them to improve their productivity.



**Figure 4.5: Trend in Productivity Index**

## **4.6 Diagnostic Tests**

The study first tested whether the data met regression assumptions of normality and linearity, multicollinearity, and heteroscedasticity. This is because parametric data must meet tests of assumptions before it is subjected to statistical modelling. Violation of assumptions would increase statistical errors including levels of significance, confidence levels and all associations of the data being analysed.

### **4.6.1 Test for Normality**

Before computing regression analysis, normality assumption must be met; failure to do so results in distorted tests for significance and relationships. Shapiro Wilk Test was used to test for normality assumption. If the p-value is less than the selected level of significance (0.05), then this suggests that the data used is not from a normal population- it does not follow a normal distribution. If the p-value obtained is greater than the selected level of significance (0.05), then it is concluded that the data is from

a normal population- it is normally distributed. From the findings in Table 4.14, the results of the analysis show that career planning had p-value of  $0.078 < 0.05$ , career mentoring had p-value 0.059, succession planning had p-value of 0.087, career training had p-value of 0.094, HR policies had a p-value of 0.074 while employee performance had a p-value of 0.057. This shows that data for all the variables were normally distributed and hence the data meets the regression analysis assumption of normality of data.

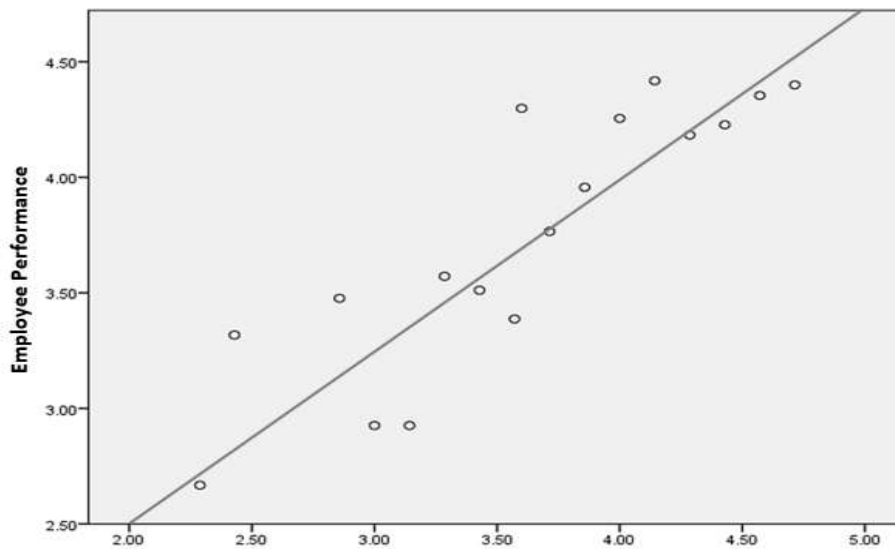
**Table 4.14: Shapiro-Wilk Test**

Variables	Shapiro-Wilk		
	Statistic	df	Sig.
Career Planning	0.765	340	.078
Career Mentoring	0.777	340	.059
Succession Planning	0.866	340	.087
Career Training	0.842	340	.094
Human Resource Policies	0.871	340	.074
Employee performance	0.779	340	.057

#### 4.6.2 Linearity Test

Data that shows linearity means that there are at least two variables or a group of variables, x and y. These variables are usually related in an equation given as  $y=cx$  where c is a constant. Studies normally test for linearity since several statistical test require the assumption of linearity for the data. For purposes of this study linearity test was carried out using SPSS version 23 and scatter plots graphical methods was used to observe the possibility of data having been drawn from linear population. Results as shown in Figure 4. show a linear distribution of data. Hence the data was found suitable for further inferential statistics.





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**Figure 4.6 Scatter Plots for the Linearity Test**

### **4.6.3 Test for Multicollinearity**

Multicollinearity is whereby the independent variables have a high degree of association between themselves. Presence of multicollinearity in a data result to increase in the standard errors which could make the variables insignificant when they really are significant (Peace & Mohammed, 2018). Variance Inflation Factor (VIF) and Tolerance were used to measure multicollinearity. According to Mugenda (2018) if the VIF value is greater than 4, further investigation is warranted, if there is more than one variable having a VIF value exceeding five, one of them must be dropped. Tolerance values of less than 0.01 indicate the presence of multicollinearity. From the findings presented in Table 4.15, the VIF values for all the variables was less than 5, while the Tolerance values were all greater than 0.01. This indicated that multicollinearity did not exist between the study variables, hence the data was found suitable for further inferential tests.

**Table 4.15: Multicollinearity Test Statistics**

	<b>Tolerance</b>	<b>VIF</b>
Career Planning	.778	1.286
Career Mentoring	.685	1.459
Succession Planning	.671	1.491
Career Training	.554	1.784
Human Resource Policies	.602	2.541

### **4.6.3 Heteroscedasticity**

Heteroscedasticity occurs when the variance of the errors of the dependent variable are not the same across the data. Tabachnick and Fidell (2017) agreed that heteroscedasticity happens when there is variance of the error term is different among the predictor variable values. Breuch-Pagan / Cook-Weisberg test was used to test for heteroscedasticity. If “Prob > Chi-squared” is greater than 0.05 it suggests existence of homoscedasticity. The findings presented in Table 4.16 shows  $\text{Chi}^2 = 2.6874$  had p-value (0.541) greater than 0.05 hence, there no presence of heteroscedasticity. Therefore, this regression assumption was met, and the data was subjected to further inferential statistics.

**Table 4.16: Breusch-Pagan / Cook-Weisberg test for heteroscedasticity**

Ho: Constant variance			
Statistics	Df	Stat value	p-value
Chi-squared	340	2.6874	0.5412

### **4.6.4 Autocorrelation Test**

Autocorrelation refers to the correlation of a time series with its own past and future values. It is sometimes also called serial correlation which refers to the correlation between members of a series of numbers in time (Gujarati, 2003). Autocorrelation was checked in linear regression model using Durbin-Watson test. The null hypothesis for the Durbin-Watson's d tests is that the residuals are not linearly autocorrelated. The d value ranges from 0 and 4, if the d values are;  $1.5 < d < 2.5$  it implies absence of autocorrelation in the data. Findings presented in Table 4.18 show that the d-value was 2.228; since the value lies within the range  $1.5 < d < 2.5$ , then

we conclude that there is no autocorrelation in the data and therefore regression analysis can be computed using the data.

**Table 4.17: Durbin-Watson Autocorrelation Test**

<b>Model</b>	<b>Durbin-Watson</b>
1	2.228

## **4.6 Inferential Results**

The relationship between study variables is determined by computing inferential statistics. Inferential statistics helps a study to determine the associations that exist between variables, the type of associations, as well as the level of significance of the associations. This study computed Pearson Moment Correlation, multiple regression analysis, ANOVA and Beta Coefficients.

### **4.6.1 Correlation Analysis**

The strength and direction of relationship between two variables is determined by computing correlation analysis. The Pearson Moment Correlation Coefficient represented by  $r$  was used. From the findings in Table 4.18, career planning had positive significant relationship with employee performance ( $r=0.764$ ,  $p=0.000$ ). The relationship was considered significant since the  $p$ -value (0.000) was less than the selected level of significance (0.05). This agrees with Lyria, Namusonge and Karanja (2014) who established that management of career positively and significantly affected the way companies perform.

The study also established that career mentoring has a positive significant relationship with performance of employees in state corporations in Kenya ( $r=0.784$ ,  $p=0.000$ ). The relationship between these two variables was significant as indicated by  $p$ -value (0.000) which was less than the selected level of significance (0.05). This agrees with Ofobruku (2015) who found mentoring to positively affect the way staff members perform.

Succession planning was also seen to have a positive and significant relationship with performance of employees at ( $r=0.864$ ,  $p=0.000$ ). Since the p-value obtained (0.000) was less than the selected level of significance (0.05), the study concluded that the relationship between the two variables was significant. This concurs with the findings of Odhiambo, Njanja and Zakayo (2014) that succession planning significantly affected businesses internally and contributed to their growth.

Career training was also seen to have positive and significant relationship with performance of employee ( $r=0.698$ ,  $p=0.000$ ). Since the p-value (0.00) was less than significance level (0.05), the relationship between the two variables was considered to be significant. These findings agree with those of Ombayo, Egessa and Shiamwama (2018) that the more the respondents were trained, the higher their level of productivity.

Furthermore, HR policies were also seen to have a positive and significant relationship with employee performance ( $r=0.766$ ,  $p=0.000$ ). The relationship was considered significant since the p-value obtained (0.000) was less than the selected level of significance. The study agrees with the findings of Alkalha *et al*, (2016) that there is a positive and huge connection between employee policies and hierarchical execution and affects the extent of employee job execution.

**Table 4.18: Correlation Matrix**

Variable		Employee performance	Career Planning	Career Mentoring	Succession Planning	Career Training	HR Policies
Employee performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	341					
Career Planning	Pearson Correlation	.764**	1				
	Sig. (2-tailed)	.000					
	N	341	341				
Career Mentoring	Pearson Correlation	.784**	.844**	1			
	Sig. (2-tailed)	.000	.000				
	N	341	341	341			
Succession Planning	Pearson Correlation	.864**	.368	.269	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	341	341	341	341		
Career Training	Pearson Correlation	.698**	.264	.184	.264	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	341	341	341	341	341	
HR Policies	Pearson Correlation	.766**	.139	.227	.336	.266	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	341	341	341	341	341	341

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

#### 4.6.2 Multiple Regression Analysis

The study computed multiple regression analysis to establish the relationship between career management strategies and employee performance in state corporations in Kenya. The findings were presented in three tables presented hereunder. The model summary was used to establish the amount of variation in performance of employee that can be explained by changes in career planning, career mentoring, succession planning and career training. From the findings in Table 4.19 below, the value of adjusted R square was 0.762 which suggests that 76.2% variation in performance of employees can be explained by changes in career planning, career mentoring, succession planning and career training. The remaining 23.8% suggests that there are other factors that can be attributed to variation in employee performance in state corporations in Kenya that were not discussed in this study.

**Table 4.19: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 <sup>a</sup>	.767	.762	.08495

a. Predictors: (Constant), Career Training, Career Mentoring, Career Planning, Succession Planning

**Analysis of Variance**

Analysis of variance is used to determine whether the model is significant and whether the model shows good fit for the data. The significance of the model was tested at 5% level of significance. The results in Table 4.20 indicate that the model was significant since the p-value (0.000) was less than 0.05. Therefore, the model was statistically significant in determining the influence of career planning, career mentoring, succession planning and career training on employee performance in state corporations in Kenya. Further, the F-calculated (15.585) was greater than the F-critical (2.399) suggesting significance of the model. Hence there was goodness of fit of the model fitted for this study.

**Table 4.20: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.436	4	0.109	15.585	.000 <sup>b</sup>
1 Residual	2.352	336	0.007		
Total	2.788	340			

a. Dependent Variable: Employee performance  
b. Predictors: (Constant), Career Training, Career Mentoring, Career Planning, Succession Planning

From the results of the Table 4.21, the regression equation model was fitted. The model equation below revealed that holding the variables career planning, career mentoring, succession planning, and career training to a constant zero, employee performance in state corporations in Kenya will be at a constant value of 1.534.

The first research hypothesis of the study was **H<sub>01</sub>** Career planning has no positive relationship with employee performance in state corporations in Kenya. The findings established that career planning had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.019) was less than the

selected level of significance (0.05). The finding further showed that the influence of career planning on employee performance in state corporations in Kenya was positive ( $\beta=0.264$ ). This implies that we accept the alternative hypothesis and conclude that career planning has a positive relationship with employee performance in state corporations in Kenya. The conclusion is that a unit increase in career planning will lead to a 0.264 increase in employee performance. These study findings agree with the findings of Abdulkadir, Isiaka and Adedoyin (2014) who indicated that systems of performance appraisal and planning of career and staff participation had a significant effect on staff commitment to their work.

This study finding further agreed with those of Chelimo (2016) who found that the practices of career planning were effective, and that the institution provides programs of training and mentoring to its staff members, they also reviewed the performance. Also, Lyria, Namusonge and Karanja (2018) established that management of career positively and significantly affected the way companies perform. The study findings supported the position of Maina (2018) who established that planning of career positively affected management of career among the staff at JKUAT.

Finally, the findings of this study concurred with Abdulkadir, Isiaka and Adedoyin (2016) who indicated that systems of performance appraisal and planning of career and staff participation had a significant effect on staff commitment to their work and the extent to which the staff members were committed to the company in the Nigerian banking industry was low.

The second research hypothesis of the study was **H<sub>02</sub>** career mentoring has no significant relationship with employee performance in state corporations in Kenya. The findings showed that career mentoring had a significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.000) were less than the selected level of significance (0.05). The finding further showed that the influence of career mentoring on employee performance in state corporations in Kenya was positive ( $\beta=0.258$ ). This implies that we accept the alternative hypothesis and indicate that career mentoring has a positive relationship with employee performance in state corporations in Kenya. The conclusion is that a unit increase in

career mentoring will lead to a 0.258 increase in employee performance. The study findings agree with Abomeh and Nkiru Peace (2015) that mentoring positively affected the way staff perform; career support greatly and positively affected the way staff perform than how support psychosocially affected; and that the way staff members perform depends on the level of mentoring programs in place in the company. The study also supported the finding of Tanoli (2016) who found that the performance of staff is influenced by training of staff and their mentoring as well.

Ofobruku (2015) similarly found out that mentoring positively affected the way staff members perform; career support greatly and positively affected the way staff perform more than how support psychosocially affected performance. The conclusion was that the way staff members perform depends on the level of mentoring programs in place in the company. The response of staff members is better in their performance when they are supported in their career path.

The findings concur with Mundia and Iravo (2018) who revealed that the role played by mentorship programs is very significant to the performance of staff members and is improved by transferring knowledge, developing career guidance, and enhancing of skills through mentorship. The findings concur with Oduma & Were (2018) that showed a great need for boosting the culture of mentorship in academia as a way of developing professionals and better the way staff members perform. Foster, Shastri, and Withane (2018) also revealed that mentoring significantly lowered the chances of plateau and that of turnover even with the control for career plateau, work satisfaction, and work attributes that are positive. The findings suggest that boosting a mentoring environment lowers the plateau effect of careers and the intentions of turnover.

The third research hypothesis of the study was **H<sub>03</sub>** Succession planning has no significant relationship with employee performance in state corporations in Kenya. From the findings in Table 4.20, succession planning had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.004) were less than the selected level of significance (0.05). The findings further showed that the influence of succession planning on employee performance in state



corporations in Kenya was positive ( $\beta=0.271$ ). This therefore suggested that succession planning positively and significantly influences employee performance in state corporations in Kenya. This implies that we accept the alternative hypothesis and conclude that succession planning has a positive significant relationship with employee performance in state corporations in Kenya. The conclusion is that a unit increase in succession planning will lead to a 0.271 increase in employee performance.

The findings agreed with Garg and Weele (2016) that majority of the shareholders concurred that succession planning is good in adding value to the companies since this may increase sustainability. This study findings further concurred with Odhiambo, Njanja and Zakayo (2014) whose study established that succession planning significantly affected businesses internally and contributed to the growth of the NGOs.

The findings established that succession planning did not influence the realization of the expectation of shareholders. Bagdadli, *et al*, (2019) also noted that succession planning, performance appraisal and performance of employee's were significantly associated and finally Butler and Roche-Tarry (2016) indicated that succession planning is a process that is continuous and helps a company in aligning their goals and those of the human capital.

The fourth research hypothesis of the study was **H<sub>04</sub>** Career training has no significant relationship with employee performance in state corporations in Kenya. The findings showed that career training had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.000) were less than the selected level of significance (0.05). The finding further showed that the influence of career training on employee performance in state corporations in Kenya was positive ( $\beta=0.774$ ). This implies that we accept the alternative hypothesis and conclude that career training has a positive relationship with employee performance in state corporations in Kenya. The conclusion is that a unit increase in career training will lead to a 0.774 increase in employee performance.

The study findings agree with the findings of Ombayo, Egessa and Shiamwama (2018) that the more the respondents were trained, the higher their level of productivity. In line with this study findings Nassazi (2016) established that training affected the way staff members performed. The findings of this study could be used by HR managers, policy makers, and the government as well as academicians. Elnaga and Imran (2016) reported that effective training has a contribution towards improving performance of staff members.

**Table 4.21: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.534	.154		9.961	.000
1 Career Planning	.264	.050	.237	5.280	.019
Career Mentoring	.258	.041	.175	6.359	.000
Succession Planning	.271	.044	.195	6.159	.004
Career Training	.774	.064	.779	12.188	.000

a. Dependent Variable: Employee performance

The optimal model was as shown;

$$Y = 1.534 + 0.264 X_1 + 0.258 X_2 + 0.271 X_3 + 0.774 X_4$$

#### 4.7.2 Moderated Regression Analysis

To test the fifth research hypothesis, the study computed moderated regression model. In testing for the moderating effect, the study adopted the (Kenny, 2019) two step procedure. In the first step the regression was conducted without the moderating variables. While in the second the interaction of variables was computed by getting a product of independent variables and moderating variables. This interaction of variables was then included in the second regression analysis and their significance determined.

**H<sub>05</sub>** Human Resource Policies have no significant influence on the relationship between career management strategies and employee performance in state corporations in Kenya.

The model summary for the moderated equation was used to show the amount of variation in the dependent variable that could be explained by the moderated variables. The findings show that after the introduction of the HR policies, the moderating variable, the value of adjusted R square increased from 0.762 to 0.780 an indication that the moderated variable explains 78% variations in employee performance. The remaining 22% suggest that there are other factors that can be used to explain variations in employee performance in state corporations in Kenya that were not included in the model. The findings agree with Alkalha and Al-Zu'bi (2016) that there is a positive and huge connection between human asset strategies and hierarchical execution, and to gauge the extent of use of human asset approaches.

**Table 4.22: Moderated Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 <sup>a</sup>	.767	.762	.08495
2	.884 <sup>b</sup>	.781	.780	.07073

a. Predictors: (Constant), Career Training, Career Mentoring, Career Planning, Succession Planning  
b. Predictors: (Constant), Career Training, Career Mentoring, Career Planning, Succession Planning, Career Training\* HR Policies, Career Mentoring\* HR Policies, Career Planning\* HR Policies, Succession Planning\* HR Policies

### **Moderated Analysis of Variance**

This tested the significance and goodness of fit of the moderated model. The significance was tested at 5% level of significance. The findings presented in Table 4.23 show that the models had a significance level of 0.000- both models the un-moderated and the moderated models. Since the p-values were less than the selected level of significance (0.05) it indicated that the model was significant and could be used to predict performance of employees in state corporations in Kenya. The findings also show that the F-calculated value (17.579) is greater than the F-critical value 1.966 supporting the significance of the model. Hence it was concluded that there was goodness of fit of the model.

**Table 4.23: Moderated ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.436	4	0.109	15.585	.000 <sup>b</sup>
1 Residual	2.352	316	0.007		
1 Total	2.788	340			
2 Regression	0.704	8	0.088	17.579	.000 <sup>c</sup>
2 Residual	1.66	332	0.005		
2 Total	2.364	340			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Career Training, Career Mentoring, Career Planning, Succession Planning

c. Predictors: (Constant), Career Training, Career Mentoring, Career Planning, Succession Planning, Career Training\* HR Policies, Career Mentoring\* HR Policies, Career Planning\* HR Policies, Succession Planning\* HR Policies

### Moderated Beta Coefficients

From the findings presented in Table 4.25 after the introduction of moderating variable, HR policies, the moderated regression model was fitted. The findings showed that Career Planning\* HR Policies had significant influence on employee's performance in state corporations in Kenya ( $\beta=0.259$ ,  $p=0.000$ ). Since the p-value was less than selected level of significance (0.05), the study concluded that the influence was significant. The study therefore accepted the alternative hypothesis **H<sub>A51</sub>** Human Resource Policies have a significant influence on the relationship between career planning and employee performance in state corporations in Kenya.

Career Mentoring\* HR Policies was seen to have a positive influence on employee performance in state corporations in Kenya ( $\beta=0.414$ ,  $p=0.007$ ). The influence was considered significant since the p-value obtained (0.0007) was less than the selected level of significance (0.05). The study thus accepted the alternative hypothesis **H<sub>A52</sub>** Human Resource Policies have a significant influence on the relationship between career mentoring and employee performance in state corporations in Kenya.

Succession Planning\* HR Policies had positive influence on employee performance ( $\beta=0.428$ ,  $p=0.023$ ). The p-value obtained (0.023) was less than the selected level of significance (0.05) therefore suggesting a significant influence. The study thus accepts the alternative hypothesis **H<sub>A53</sub>** Human Resource Policies have a significant

influence on the relationship between succession planning and employee performance in state corporations in Kenya.

Finally, the findings showed that Career Training\* HR Policies positively and significantly influenced employee performance in state corporations in Kenya ( $\beta=0.885$ ,  $p=0.000$ ). The p-value obtained (0.000) was less than the selected level of significance (0.05). This suggested that the influence was significant. The study therefore accepts the alternative hypothesis **H<sub>A54</sub>** Human Resource Policies have a significant influence on the relationship between career training and employee performance in state corporations in Kenya.

**Table 4.24: Moderated Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.534	.154		9.961	.000
Career Planning	.264	.050	.237	2.280	.019
1 Career Mentoring	.258	.041	.175	6.359	.000
Succession Planning	.271	.044	.195	6.159	.004
Career Training	.774	.064	.779	12.188	.000
(Constant)	1.348	0.212		6.358	.001
Career Planning	0.346	0.077	1.214	4.494	.040
Career Mentoring	0.309	0.045	0.074	6.867	.002
Succession Planning	0.367	0.081	0.695	4.531	.034
2 Career Training	0.311	0.048	4.135	6.479	.006
X1*M	0.259	0.028	0.639	9.250	.000
X2*M	0.414	0.067	0.008	6.179	.007
X3*M	0.428	0.078	0.674	5.487	.023
X4*M	0.885	0.082	1.107	10.793	.000

a. Dependent Variable: Employee performance

$$Y = 1.348 + 0.259 X_1 * M + 0.414 X_2 * M + 0.428 X_3 * M + 0.855 X_4 * M$$

**Table 4.25: Summary of the Hypotheses**

<b>Hypotheses</b>	<b>Criterion</b>	<b>P-value</b>	<b>Decision</b>
1 <b>H<sub>A1</sub></b> Career planning has a positive relationship with employee performance in state corporations in Kenya	$\beta=0.264$	.019	Accept <b>H<sub>A1</sub></b>
2 <b>H<sub>A2</sub></b> Career mentoring has a positive relationship with employee performance in state corporations in Kenya	$\beta=0.258$	.000	Accept <b>H<sub>A2</sub></b>
3 <b>H<sub>A3</sub></b> Succession planning has a positive relationship with employee performance in state corporations in Kenya	$\beta=0.271$	.004	Accept <b>H<sub>A3</sub></b>
4 <b>H<sub>A4</sub></b> Career training has a positive relationship with employee performance in state corporations in Kenya	$\beta=0.774$	.000	Accept <b>H<sub>A4</sub></b>
5 <b>H<sub>A5</sub></b> Human Resource Policies have a significant influence on the relationship between career management strategies and employee performance in state corporations in Kenya	$X1*M=0.259$		
	$X2*M=0.414$	0.000	
	$X3*M=0.428$	0.007	
		0.023	
	$X4*M=0.885$	0.000	Accept <b>H<sub>A5</sub></b>

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter presents the summary of the findings, conclusions, recommendations as well as suggestions for further studies. The summary of the findings, conclusions as well as recommendations for further studies were based on the specific objectives of this study. Recommendation included practice improvement, policy recommendations and areas for further studies.

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

##### **5.2.1 Career Planning and Employee Performance**

From the correlation findings, the study established that career planning and employee performance were strongly and positively related at ( $r = 0.764$ ,  $p = 0.000$ ). From regression findings, it was established that career planning had a positive influence on employee performance. The influence was further found to be significant. This meant that career planning had a positive significant influence on employee performance. Thus, a unit increase in career planning would result to a 0.264 increase in employee performance.

On self-assessment the study found that the organization assesses the abilities of each employee; the organization assesses the employees' development needs, and that the organization assesses the employees' area of interest. On career exploration, there is a set evaluation schedule which helps improve employee performance, employees' work as a team towards set goals in this organization and that there are set guidelines for feedback.

On opportunity analysis, respondents agreed that the employees are given to choose career opportunities that suit their needs; the organization identifies the available employees career opportunities; and that the employees analyses the available career

opportunities. Regarding career identification, respondents agreed that in the organization career identification is a continuous process of development; that the organization identifies careers that match their personal goals; and that the organization identifies opportunities that are realistically available. The findings also show on career selection that the organizations choose among the available organization career opportunities; and that the employees choose careers that match their current skills.

Further, career planning was found to affect employee performance in state corporations in Kenya. It had a significant influence on their performance because through the process of career management, employees are able to develop skills required, get motivation, and aspiration and these affect their performance. It also helps an individual to determine their aspirations as well as capabilities and by assessing, counseling, and understanding their requirements to be trained on technical skills, advanced education and needs; by doing so, it enhances performance levels of an employee.

### **5.2.2 Career Mentoring and Employee Performance**

From the correlation analysis, the study established that career mentoring and employee performance were strongly related at ( $r = 0.784$ ,  $p = 0.000$ ). The study also established from regression analysis that career mentoring had a positive influence on employee performance and that the influence was significant, this meant that a unit increase in career mentoring would result to a 0.258 increase in employee performance in state corporations in Kenya.

The study also established from the descriptive analysis on the hiring process, that mentoring helps in understanding of diverse workers in the hiring process; mentoring helps new employees to get acquainted with the organization; and that mentoring provides for easier transitions into the workplace. On the promotion criteria, respondents agreed that employees who participate in mentoring programs are more likely to advance in their careers; through mentoring, experienced and competent staff members are able to pass their expertise on others; employees get more responsibilities through promotion, this helps them to grow.



Regarding experience gaining, it was found that through mentoring employees gain more experience in their area of work; mentors and mentees set goals in what they aim to achieve in the mentorship process; mentoring helps employees plan, develop, and manage their careers. On targeted training, respondents agreed that training in the organization is aligned with the employee's needs; training in the organization is aligned with the organization strategies; the organization conducts individual and team training. Regarding career guidance, they agreed that employees are guided on how to solve day to day work challenges; and that in the organization employees are guided on making their career choices.

The study also found that mentoring helps improve their performance significantly because through the process, they are helped and supported in managing their learning for the purpose of optimizing their skills, potential, and better their performance as well as help them align their goals and objectives with those of the company. Also, mentoring was considered as an informal association of organic growth that depends on the emotional relationship existing between juniors and seniors in the company; a good relationship between employees will enhance their performance levels.

### **5.2.3 Succession Planning and Employee Performance**

Findings from correlation analysis showed that succession planning had strong relationship with employee performance at ( $r = 0.864$ ,  $p = 0.000$ ). The study further established from regression analysis that the influence of succession planning on employee performance was positive. Since the influence was found to be significant, it meant that succession planning has a positive and significant influence on employee performance in state corporations in Kenya. A unit increase in succession planning resulted to a 0.271 increase in employee performance. Therefore, succession planning is a significant determinant of employees' level of performance in state corporations in Kenya.

On technical skills, the study found that the organization helps in developing employee's computing knowledge; the organization helps employees to develop knowledge of handling complex tasks; and that the organization retains employees

with technical skills. On performance culture, a culture of performance in the organization facilitates recruitment of highly skilled and talented employees; the employees adhere to the performance culture of the organization; and that the organization set performance standards for all employees. Regarding skills development, the respondents agreed that employees committed to the succession process helps in identifying employee development goals; the organization creates a succession plan and invest in the development of employees, assesses its progress toward the intended outcome; the succession planning aim at building the competencies and skills for current and future organizational needs; on successor identification, respondents agreed that talented employees are identified in succession planning process; succession in the organization is mainly done internally; and that committed employees are identified and their skilled assessed in the succession process. On succession strategies, it was found that founder exit decision made; successor skills assessment done; and that succession criteria determined.

The study also found that on skills development, it is essential to create a succession plan and invest in the development of employees, assess its progress toward the intended outcome; that the succession planning looks at building the competencies and skills for current and future organizational needs; and that the ability and commitment of candidates to succession process is important in identifying who to develop. The study also found that through succession planning, employees can build their efficiency and effectiveness as they prepare for the future roles.

#### **5.2.4 Career Training and Employee Performance**

On the job training, respondents agreed that the organization provides on job training services to employees; on the job training provides employees with specific skills to perform tasks. On off the job training, the organization provides Off Job training services to employees and that off the job training improves employees' knowledge in their area of work.

The study also found on job rotation, that the respondents agreed that job rotation promotes career growth since employee's knowledge is enhanced; and that the

organization practices job rotation to reduce monotony and assist employees gain knowledge in different areas. On coaching, the respondents agreed that the supervisor's guide employees as they undertake their roles; and that supervisors guide employees on what to be done and how to do it. On mentoring, respondents agreed that mentoring promotes employee development and that employees learn their roles and tasks from each other.

The study found out that through training employee's skills are improved and therefore their productivity also improves. Through training, employees become more valuable to the organization and therefore the chances of them being retained increases.

#### **5.2.5 The Moderating Effect of HR Policies on the relationship between Career Management Strategies and Employee Performance**

From the correlation findings, the study established that HR policies and employee performance were strongly and positively related at ( $r = 0.766$ ,  $p = 0.000$ ). From regression findings, it was established that HR policies had a positive influence on employee performance. The influence was further found to be significant. This meant that HR policies had a positive significant influence on the relationship between career management strategies and employee performance. Therefore, an HR policy is a significant predictor of the level of employee performance in state corporations in Kenya.

The study found out on career strategy, that employees are supported on their career advancement; employees are allowed to choose their careers. On career practices, they agreed that the organization provides for employees to make their career choices; the organization career practices aim at improving their skills and knowledge. On career planning policy, career planning helps the employees to make the right career choices; career planning helps to identify the skills and interests of employees. On training policy, the study established that the training procedures and processes are defined in the organization; employees training needs are identified. On promotion policy, in the organization qualified employees are promoted,

promotions in the organization are mainly done internally; and that promotion helped in retaining talented employees.

The study also found that policies in the organization help the company to employ/recruit individuals who perform highly and are good in their current job position. It also allows the organization to promote very good employees/ top performing. Also, policies in the organization allow provision of counseling for career. They also help to recognize that there are those managers that should be encouraged to begin their careers in other places and guide in the provision of counseling for career as well.

### **5.3 Conclusion**

The study made conclusions based on the key study findings. The study concluded that employee's performance of state corporations was dependent on career management strategies implemented. They were presented based on the specific objectives of the study.

#### **5.3.1 Career Planning and Employee Performance**

The study found that career panning had a significant influence on employee performance in state corporations in Kenya. The study further showed that the influence of career planning on employee performance in state corporations in Kenya was positive. This therefore suggested that career planning positively and significantly influences employee performance in state corporations in Kenya; implying that a unit increase in career planning will result to an increase in employee performance in state corporations in Kenya. The study concluded that aspects of career planning that significantly contributed to employee's performance included organization assessment of the abilities of each employee, evaluation schedule which helps improve employee performance and employees being given a chance to choose career opportunities that suit their needs. State corporations that carried out these career planning strategies improved employees' performance.

### **5.3.2 Career Mentoring and Employee Performance**

The study found that career mentoring had a significant influence on employee performance in state corporations in Kenya. The findings further showed that the influence of career mentoring on employee performance in state corporations in Kenya was positive.

This therefore suggested that career mentoring positively and significantly influences employee performance in state corporations in Kenya; implying that a unit increase in career monitoring will result in increase in employee performance. The study conclude that mentoring helps in understanding of diverse workers in the hiring process, helped new employees to get acquainted with the organization, mentoring programs helped advance career for employees and through mentoring employees gain more experience in their area of work. All these aspects of career mentoring are considered together to increase their level of job satisfaction and engagement consequently improving the employee performance.

### **5.3.3 Succession Planning and Employee Performance**

The study found that succession planning had a significant influence on employee performance in state corporations in Kenya. The study further showed that the influence of succession planning on employee performance in state corporations in Kenya was positive. The study concluded that succession planning is critical in helping employees to develop knowledge of handling complex tasks and develop employee's computing knowledge.

Employees committed to the succession process help in identifying employee development goals and finally helps organizations plan and invest in the development of employees, assesses its progress toward the intended outcome. Succession planning strategies prepare employees for the future hence eliminating uncertainties which leaves employees more focused to their task and objectives in the process improving the overall employee's performance.

#### **5.3.4 Career Training and Employee Performance**

The study found that career training had a significant influence on employee performance in state corporations in Kenya. Career training is essential in the growth of job specific skills. Therefore, organization providing on the job training services to employees improve their performance. The study further concludes that career training promotes career growth since employee's knowledge is enhanced. Once the employees career needs are addressed by their organisation, their level of motivation increases as result their individual performance also increases.

#### **5.3.5 The Moderating Effect of HR Policies on Career Management Strategies and Employee Performance**

The study found that HR policies have a significant influence on the relationship between career planning and employee performance in state corporations in Kenya; HR Policies have a significant influence on the relationship between career mentoring and employee performance in state corporations in Kenya; HR Policies have a significant influence on the relationship between succession planning and employee performance in state corporations in Kenya; the study also found that HR Policies have a significant influence on the relationship between career training and employee performance in state corporations in Kenya. The study concluded that human resource policies adopted by organisations greatly influence the behaviour of employees. Progressive human resources policies are instruments for institutionalizing career management strategies that creates the desirable environment of positively improving employee's performance.

#### **5.3.6 Contribution to the Body of Knowledge**

Human resource in the recent past has seen dynamic changes especially with the entry of millennials into the job market. Their job preferences are completely different from the past generations. This implies that their motivation and consequently job performance is dependent on different factors. This study has contributed to the body of knowledge by providing empirical evidence on the effect of career management strategies on employees' performance.

The study developed an empirical model that can be adopted by HR practitioners to predict the level of employee performance based on career planning, career mentoring, succession planning and career training. The study further builds on the body of knowledge by expounding on the utility of career management theory such as the theory of work adjustment, self-concept theory, social exchange theory and social cognitive theory.

## **5.4 Recommendations**

### **5.4.1 Managerial Recommendations**

An organization should first ensure that its employees are aware of policies of managing career development and that there is sufficient communication from supervisors on ways employees could better their career. For state corporations to attain both long- and short-term competitive advantage the company should match their staff members with their skills and the position that best suits them. It is also important for matching to be done based on company's scope, the economy, technology, and character of the consumer since skills of employees differ.

For the process of mentoring to be effective, teaching staff should be more corporative in providing information. It is also recommended that state corporations to improve mentorship programs by transferring knowledge, developing career guidance, and enhancing of skills through mentorship. In addition, the organization should provide its employees with a supportive environment, an environment that supports their career development.

Organizations should conduct training need analysis which will guide them in identifying which training is needed to prepare the employees for senior positions in the company. State corporations should also upgrade and redefine their plan of succession which is made up of both on the job and off the job training programs to make sure that the processes will be beneficial to the individual and the overall strategy of the company. Upgrading and redefining of the succession plan by companies is very important in making sure that the processes are beneficial to the state corporations and the employees. In addition, state corporations should ensure

that they have sufficient tools for assessment, for succession planning and for career development practice. It is also important for the management of the organization to provide all the needed support.

It is important to make sure that assessing employees and company needs is done and the findings are applied in selecting the most suitable training practices and in determining the participants of the training. It is also important to ensure that the programs designed for training are in line with state corporations' objectives and requirements as well as fit the strategies of the business- this will ensure the program's success.

Since programs of career training are always continuous and systematic; the organization should view training as a long-term process and not just some process that lasts for a short while. With the aim of making sure that coaching is applied in developing success in careers, it is important to understand the various aspects of career development motives that every employee has.

It is also recommended that state corporations need to review performance elaborately, assess to identify talent and confirm it, plan job moves based on the programs that are already determined; once these are done and an individual is found to be very good, the company should promote them. State corporations also need to develop policies that deal with 'plateaued' managers who have already gotten far and cannot go further than that; they added that in the policy it is important for it to recognize that there are those managers that should be encouraged to begin their careers in other places. State corporations should conduct appraisals to obtain information; this will enable managers to assess staff members who have the potential to grow.

#### **5.4.2 Policy Recommendations**

The study recommends that policy makers should develop policies on career management. They should ensure that the policies provide employees with the guidance, support, and encouragement that they need to fulfill their potential and achieve a successful career within the state corporation. The state corporations



should also develop policies for dealing with the ‘plateaued’ managers who have gone so far in their careers that they can get no further.

#### **5.4.3 Recommendations on Areas for further Research**

The study found a significant relationship between career management strategies and employee performance in state corporations in Kenya. The variables career planning, career mentoring, succession planning and career training explained 76.2% variation in performance of employees. Therefore, the study recommends that another study to be conducted to assess other factors that affect employee performance such as career growth, delegation, and participation. The study was also conducted among state corporations in Kenya therefore there is need to conduct another study in other institutions such as privately owned companies to bridge the contextual gaps in the existing empirical evidence on career management strategies and employee’s performance.

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## APPENDICES

### Appendix I: Letter of Introduction

**Florence Wangeci Waweru**

Box 43844,

NAIROBI.

**Dear Sir/ Madam,**

I am post graduate Student from JKUAT. I am carrying out an academic research on **CAREER MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA**. I request you to respond to the questionnaire or create time for an interview that will allow me to conduct the research. The information you provide is academic and therefore the study will seek to ensure confidentiality and anonymity.

Thanks for your willingness to be part in the study.

Yours Sincerely,

PhD Student

JKUAT

## Appendix II: Questionnaire

### SECTION A: GENERAL INFORMATION

#### Instructions

Kindly tick or write in the spaces provided as appropriate.

1. Kindly indicate your gender.

Male           Female

2. For how long have you worked in this organization?

3 years and below         

4-7 years         

8-11 years         

12 years and above         

3. In this organization, which department do you work in?

Finance department         

Human resource department         

Marketing department         

ICT department         

Operations department         

Other (specify) .....



**SECTION B: CAREER PLANNING**

4. Please indicate your level of agreement with the statements given below. Base your responses on the Likert Scale where (1= Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly Agree).

Statements	Strongly	Disagree	Neutral	Agree	Strongly
	Disagree				agree
	1	2	3	4	5
<b>Self-Assessment</b>					
The organization assesses the abilities of each employee					
The organization assesses the employee’s area of interest					
The organization assess the employee’s development needs					
<b>Career Exploration</b>					
We work as a team towards set goals in this organization					
There are set guidelines for feedback					
There is a set evaluation schedule which helps improve employee performance.					
<b>Opportunity Analysis</b>					
The organization identifies the available employees career opportunities					
The employees analyses the available career opportunities					
The employees are given to choose career opportunities that suit their needs					

5. How else does career planning influence employee performance in state corporations in Kenya?

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 .....  
 .....

6. What do you think should be done on career planning to enhance employee performance in state corporations in Kenya?

.....  
 .....  
 .....

**SECTION C: CAREER MENTORING**

7. Please indicate your level of agreement with the statements given below

Statements	Strongly	Disagree	Neutral	Agree	Strongly
	Disagree				agree
	1	2	3	4	5
<b>Hiring process</b>					
Mentoring helps in understanding of diverse workers in the hiring process					
Mentoring provides for easier transitions into the workplace					
Mentoring help new employees to get acquainted with the organization					
<b>Promotion criteria</b>					
Through mentoring, experienced and competent staff are able to pass their expertise on others					
Employees who participate in mentoring programs are more likely to advance in their career					
Employees get more responsibilities through promotion, this helps them to grow					
<b>Experience Gaining</b>					
Mentors and mentees set goals in what they aim to achieve in the mentorship process					
Mentoring helps employees					

plan, develop, and manage their careers					
Through mentoring employees gain more experience in their area of work					

8. How else does career mentoring influence employee performance in state corporations in Kenya?

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 .....  
 .....

9. What do you think should be done on career mentoring to enhance employee performance in state corporations in Kenya?

.....  
 .....  
 .....

**SECTION D: SUCCESSION PLANNING**

10. Please indicate your level of agreement with the statements given below

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
<b>Technical skills</b> The organization helps employees to develop knowledge of handling complex tasks					
The organization helps in developing employee's computing knowledge					
The organization retains employees with technical skills					
<b>Performance Culture</b> The organization sets performance standards for all employees					
The employees adhere to the performance culture of the					

organization.					
A culture of performance in the organization facilitates recruitment of highly skilled and talented employees					
<b>Skills development</b> Employees committed to the succession process help in identifying employee development goals					
The succession planning aim at building the competencies and skills for current and future organizational needs					
The organization creates a succession plan and invest in the development of employees, assesses its progress toward the intended outcome					

11. How else does succession planning influence employee performance in state corporations in Kenya?

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.....  
.....

12. What do you think should be done on succession planning to enhance employee performance in state corporations in Kenya?

.....  
.....  
.....

**SECTION E: CAREER TRAINING**

13. Please indicate your level of agreement with the statements given below

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
<b>On the job training</b> The organization provides On					

the Job Training services to employees.					
On the job training provides employees with specific skills to perform tasks					
<b>Off the job training</b> The organization provides Off the Job training services to employees.					
On the job training improves employees knowledge in their area of work					
<b>Job rotation</b> The organization practices job rotation to reduce monotony and assist employees gain knowledge in different areas					
Job Rotation promotes career growth since employees knowledge is enhanced					

14. How else does career training influence employee performance in state corporations in Kenya?

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.....

15. What do you think should be done on career training to enhance employee performance in state corporations in Kenya?

.....  
.....  
.....

**SECTION E: HUMAN RESOURCE POLICIES**

16. Please indicate your level of agreement with the statements given below

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Promotion Policy					

Employees are allowed to choose their careers					
Employees are supported on their career advancement					
<b>Recruitment Policy</b> The organization provides for employees to make their career choices					
The organization career practices are aimed at improving their skills and knowledge					
<b>Career planning policy</b> Career planning helps to identify the skills and interests of employees					
Career planning helps the employees to make the right career choices					
Promotion has helped in retaining talented employees					

17. How else do Human Resource policies influence the relationship between career management strategies and employee performance in state corporations in Kenya?

.....  
.....  
.....

18. What do you think should be done on career polices to enhance employee performance in state corporations in Kenya, through career management strategies?

.....  
.....  
.....

**SECTION F: EMPLOYEE PERFORMANCE IN STATE CORPORATIONS.**

19. Rate the extent to which each of the statements in the matrix represented below influences employee performance in your organization.

Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
In our organization career mentoring enhances employee performance					
In our organization career planning enhances employee performance					
In our organization success planning enhances employee performance					
In our organization career training enhances employee performance					

20. Apart from those mentioned above which other factors influence employee performance?

.....  
 .....

21. How do career management strategies influence employee performance in state corporations in Kenya?

.....  
 .....  
 .....

22. What do you think should be done on career management strategies to improve employee performance in state corporations in Kenya?

.....  
 .....  
 .....

23. Indicate the methods you use to measure employee performance in your organization

.....  
.....

**SECONDARY DATA COLLECTION SHEET**

<b>Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Timeliness index					
Service delivery index					
Customer Satisfaction index					
Absenteeism index					
Productivity index					

**Thank you**



### Appendix III: List of Ministries in Kenya

Ministry	Contacts
Ministry of Tourism	P.O.BOX 30027-00100, NAIROBI, KENYA Telephone (Landline): +254-020-2724646 Email: ps@tourism.go.ke Website: http://www.tourism.go.ke
Ministry of Industry, Investment and Trade	P.O. Box 30418-00100, Nairobi, Kenya Telephone: +254 20-2731531, Fax: +254 20-2731511 Email: ps@industrialization.go.ke cs@industrialization.go.ke
Ministry of Health	P.O. Box: 30016-00100, Nairobi, Kenya. Telephone: +254-20-2717077 Email: ps@health.go.ke
The Treasury	P.O Box 30007-00100 Nairobi Tel. +254 20 2252299 Email: ps@treasury.go.ke
Ministry of Sports, Culture and the Arts	P. O. Box 49849-00100 Kenya E-mail: psoffice@minspoca.go.ke E-mail: csoffice@minspoca.go.ke Telephone: +254 020 2251164
Ministry of Transport & Infrastructure	P.o Box 52692 - 00200 Nairobi, Kenya Tel: +254-020-2729200 Fax: +254-020-2730330
Ministry of Education, Science & Technology	P.O Box 30040-00100 Nairobi, Kenya Jogoo House B, Harambee Avenue Tel: +254-020-3318581 Fax: +254-020-20214287 Email: info@education.go.ke
Ministry of Information	P.O Box 30025-00100, Nairobi Kenya Telephone: (+254) 020 4920000 / 1 E-Mail: info@information.go.ke
Ministry of Labour, Social Security and Services	P.O. Box 40326 – 00100, Nairobi Telephone: +254 (0) 2729801/804-819 Fax: +254 020 2726497 Email: ps@labour.go.ke info@labour.go.ke
Ministry of Environment, Natural	P.O BOX 30126-00100

Resources and Regional Development Authorities	Nairobi, Kenya +254 20 2730808/9 +254 20 2725707 +254 20 2725707 Email: psoffice@environment.go.ke
Ministry of Interior and Coordination of National Government	P. O. Box 30478 Kenya E-mail: ps@coordination.go.ke Telephone: Tel. +254 020 2228411
Ministry of Lands, Housing and Urban Development	P.O. Box 30450-00100, Nairobi, Kenya. Phone: +254202718050 Email: info@ardhi.go.ke
Ministry of Energy and Petroleum	P. O. Box 30582 – 00100 Nairobi Kenya info@energy.go.ke Tel: +254 (0) 20 3310112 Fax: +254 (0)20 2228314 Fax: +254 (0)20 2240910
Ministry of Defense	P O Box 40668 - 00100 Nairobi Telephone No:2712054 Fax No:2722270 Email - publicaffairs@mod.go.ke

#### Appendix IV: Factor Analysis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.452	9.488	9.488	6.452	9.488	9.488
2	4.068	5.982	15.470	4.068	5.982	15.470
3	3.779	5.558	21.028	3.779	5.558	21.028
4	3.197	4.702	25.730	3.197	4.702	25.730
5	2.955	4.345	30.075	2.955	4.345	30.075
6	2.918	4.291	34.366	2.918	4.291	34.366
7	2.637	3.878	38.244	2.637	3.878	38.244
8	2.340	3.441	41.685	2.340	3.441	41.685
9	2.251	3.310	44.995	2.251	3.310	44.995
10	2.165	3.184	48.179	2.165	3.184	48.179
11	1.987	2.923	51.102	1.987	2.923	51.102
12	1.849	2.719	53.821	1.849	2.719	53.821
13	1.829	2.689	56.510	1.829	2.689	56.510
14	1.773	2.608	59.118	1.773	2.608	59.118
15	1.662	2.444	61.563	1.662	2.444	61.563
16	1.625	2.390	63.953			
17	1.538	2.261	66.214			
18	1.387	2.040	68.254			
19	1.316	1.935	70.189			
20	1.250	1.839	72.028			
21	1.210	1.779	73.807			
22	1.122	1.650	75.456			
23	1.065	1.566	77.023			
24	1.029	1.513	78.536			
25	1.009	1.484	80.020			
26	.941	1.384	81.404			
27	.859	1.264	82.667			
28	.823	1.210	83.877			
29	.791	1.163	85.040			
30	.744	1.094	86.133			
31	.724	1.065	87.198			
32	.670	.985	88.183			
33	.640	.941	89.124			
34	.575	.845	89.970			
35	.531	.781	90.751			
36	.488	.718	91.469			
51	.158	.232	98.597			

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52	.155	.228	98.825
53	.131	.193	99.018
54	.122	.180	99.198
55	.108	.158	99.356
56	.085	.125	99.481
57	.079	.116	99.597
58	.075	.110	99.707
59	.055	.080	99.788
60	.043	.064	99.851
61	.035	.051	99.902
62	.021	.030	99.933
63	.018	.027	99.960
64	.014	.020	99.980
65	.008	.011	99.991
66	.003	.005	99.996
67	.002	.002	99.998
68	.001	.002	100.000

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Extraction Method: Principal Component Analysis.

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## Appendix V: Research Permit




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www.nacosti.go.ke

## **Appendix VI: List of State Corporations in Kenya**

1. African Trade Insurance Agency
2. Anti-Counterfeiting Agency
3. Anti-female Genital Mutilation Board
4. Attorney General of Kenya
5. Betting Control and Licensing Board
6. Brand Kenya Board
7. Capital Markets Authority of Kenya
8. Central Bank of Kenya
9. Clinical Officers Council
10. Commission for the Implementation of the Constitution
11. Commission on Administrative Justice
12. Commission on Revenue Allocation
13. Commissions and Independent Offices of Kenya
14. Communication Authority of Kenya
15. Competition Authority of Kenya
16. Consolidated Bank of Kenya
17. Deposit Protection Fund Board
18. East African Portland Cement Company
19. Ethics and Anti-Corruption Commission
20. Export Processing Zones Authority (EPZA)
21. Export Promotion Council
22. Geothermal Development Company
23. ICDC
24. Industrial Development Bank
25. Information and Communication Technology Authority (Kenya)
26. Insurance Regulatory Authority (Kenya)
27. Judicial Service Commission (Kenya)
28. KenGen
29. Kenya Accountants and Secretaries National Examinations Board (KASNEB)
30. Kenya Accreditation Service (KENAS)
31. Kenya Airports Authority
32. Kenya Anti-Corruption Commission
33. Kenya Army
34. Kenya Broadcast Corporation
35. Kenya Bureau of Standards
36. Kenya Civil Aviation Authority
37. Kenya Coast Guard Service
38. Kenya Defence Forces
39. Kenya Economic Stimulus Program

40. Kenya Electricity Transmission Company (KETRACO)
41. Kenya Export Promotion and Branding Agency
42. Kenya Film Classification Board
43. Kenya Film Commission
44. Kenya Forest Service
45. Kenya Industrial Estates (KIE)
46. Kenya Industrial Property Institute (KIPI)
47. Kenya Industrial Research and Development Institute (KIRDI)
48. Kenya Information and Communication Board of Directors
49. Kenya Investment Authority (KenInvest)
50. Kenya Judges and Magistrates Vetting Board
51. Kenya Law Reform Commission
52. Kenya Leather Development Council Board
53. Kenya Marine Authority
54. Kenya Meat Commission
55. Kenya Medical Supplies Agency
56. Kenya Medical Training College Board
57. Kenya National Bureau of Statistics
58. Kenya National Commission on Human Rights
59. Kenya National Disaster Operation Centre
60. Kenya National Examinations Council
61. Kenya National Trading Corporation
62. Kenya Navy
63. Kenya Pipeline
64. Kenya Pipeline Company (KPL)
65. Kenya Plant Health Inspectorate Services
66. Kenya Ports Authority
67. Kenya Post Office Savings Bank
68. Kenya Power
69. Kenya Reinsurance Corporation
70. Kenya Revenue Authority
71. Kenya Trade Network Agency
72. Kenya Wildlife Service
73. Kenya Wine Agencies (KWAL)
74. Kerio Valley Development Authority
75. Lake Basin Development Authority
76. LAPSET Corridor Development Authority
77. Local Authorities of Kenya
78. Medical Practitioners and Dentists Board
79. Micro and Small Enterprises Authority (MSEA)
80. Nairobi Securities Exchange
81. National Bank of Kenya



82. National Bureau of Statistics
83. National Cereals and Produce Board
84. National Cohesion and Integration Commission
85. National Drought Management Authority
86. National Environment Management Authority of Kenya
87. National Hospital Insurance Fund
88. National Intelligence Service (Kenya)
89. National Land Commission
90. National Police Service Commission
91. National Security & Intelligent Service
92. National Social Security Fund (Kenya)
93. National Sports Fund Board of Trustees
94. National Water Conservation and Pipeline Corporation
95. National Youth Service (Kenya)
96. New Kenya Co-Operative Creameries
97. Numerical Machining Complex (NMC)
98. Office of the Auditor-General (Kenya)
99. Office of the Controller of Budget (Kenya)
100. Parliamentary Service Commission
101. Permanent Presidential Commission on Soil Conservation and Afforestation
102. Permanent Presidential Music Commission
103. Postal Corporation of Kenya
104. Privatization Commission
105. Public Procurement Oversight Authority
106. Public Service Commission (Kenya)
107. Registrar of Trade Unions
108. Retirement Benefits Authority of Kenya
109. Sacco Societies Regulatory Authority (SASRA)
110. Salaries and Remuneration Commission
111. Special Economic Zones Authority
112. State Corporations Appeals Tribunal
113. Tana and Athi Rivers Development Authority
114. Teachers Service Commission
115. Waki Commission
116. Water resource management authority