

**MANAGING EMPLOYEE TRANSITION FROM ACTIVE
SPORTS CAREER TO MAINSTREAM WORK
ACTIVITIES IN KENYA COMMERCIAL BANK**

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**A Research Project Submitted in Partial Fulfilment of the Requirements for the Award
of the Degree of Master of Business Administration (MBA), School of Business,
University of Nairobi**

2012

DECLARATION

This management project report is my original work and has not been submitted for any degree in any other university.

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Date 07/11/2012

This management project report has been submitted for examination with my approval as the university supervisor.

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School of Business, University of Nairobi

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DEDICATION

In loving memory of my late dad and mum, Mr. Twalib Dhadho Godhana and Mrs. Mary Kemuma Twalib; this project is for you! May your souls rest in eternal peace. To Jeffrey Evans and Courtney Keller without whom the project would have not been a success. I will forever remain indebted to you.

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ABSTRACT

The study involves the management of employee transition from active sports career to mainstream work activities in Kenya Commercial Bank Limited (KCB). The objective of the study is to determine how Kenya Commercial Bank manages employees transition from active sports to mainstream work activities of the bank. The research designed used in the study is descriptive survey since the unit of analysis was one organization with two different subjects. The population of study was 78 respondents, this sample comprised of all the employees on transition and the relevant managers. Semi structured questionnaires and interview guide was used to collect primary data from the employees on transition and the managers respectively. Content analysis and descriptive statistics were used to analyze both the qualitative and quantitative data respectively.

The study found out that majority of the employees on transition have either high school level of education or post-secondary school certificates. This is why the sportspeople are placed as subordinates and clerical staff mainly because they do not have the minimal academic qualifications required by the bank, though the bank is helping them financially to further their studies. The employees on transition get frustrated in terms of managing the salary they get since they were used to getting additional allowances in terms of their sporting activities, when they were active in sports. Majority of the sportspeople accept the offer by the bank to join the mainstream work considering the fact that there is acute shortage of jobs in Kenya. Redeployment is done after training and identification of personal strengths and weaknesses. The transition is beset with many challenges that can only be surmounted with concerted effort from both parties. The study concludes that though slow, the employees eventually tend to catch up in the mainstream work activities of the bank. The study recommends that Kenya Commercial Bank needs to develop a detailed conceptualization of what is effective in assisting these sportspeople more smoothly and quickly through the transition process.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Princeton's review paper (2011) it says that the way we think of sports has drastically changed over the years; these days few people would say that a sport is just a game. Indeed, sports provide serious entertainment and big business in the world and sports managers are crucial to ensuring that the players, fans, coaches, and financial backers coexist peacefully. Sports have a unique power to attract, mobilize and inspire. By its very nature, sport is about participation, it is about inclusion and citizenship and it stands for human values such as respect for the opponent, acceptance of binding rules, teamwork and fairness UNDP (2005). Sport is a powerful tool to strengthen social ties and networks and to promote ideals of peace, fraternity, solidarity, non-violence, tolerance and justice. Core (2004).

According to Kamenju (2005), sports is used as a program that prepares individuals to apply business, coaching and physical education principles to the organization, administration and management of organisations which includes instruction in program planning and development; business and financial management principles; sales, marketing and recruitment; event promotion, scheduling and management; facilities management; public relations and applicable health and safety standards. The world of sports administration and management is more than pro athletes and ball games. It's a big business full of huge budget decisions and complex negotiations. Sport managers and administrators run teams, ski resorts, recreational programs, sports governing bodies, college sports programs. They are business people specializing in sports organizations, Jomsy (2003).

Importantly, it is an invaluable tool for people to not only engage their own cultural heritage and orientation but that of their country. As Darby and Hassan (2002) have noted, as well as providing countless hours of enjoyable distraction from the rigors of everyday life, sports, have also performed a number of crucial functions including facilitating a degree of acceptance in what could be hostile and unwelcoming environments. Sports provide proficiency and success and allow the promotion and preservation of a strong sense of ethnic pride and identity. It promotes inclusion through diversity and equality, drawing people into a sustainable relationship with

their home and other countries. A sport is instructive in that it dilutes difference: it encourages all ages, capabilities, gender, and race. It is a community building mechanism.

The Government of Kenya through its ministries has also been in the forefront in promoting sport initiatives to contribute positively in many regions. For example, in 2006 the government hosted the world cross country in Kenya (Mombasa) in an effort to promote its economy in terms of sports tourism as well as cohesion among other different countries in the world. Weebotsa (2010) of Korogocho slum says that in the aftermath of the post-election violence in Kenya, sports played a therapeutic role in many of the camps set up. This can be particularly beneficial to the youth. 'Sports for Security' a nationwide sporting campaign in the slum areas helped to raise awareness to promote safety in the slums and raise awareness of the risks and realities of irregular migration and HIV/AIDS. Campaigns such as these illustrate how sports can combine to become an informative and constructive force in even the most challenging contexts. Different organizations have also been sponsoring sports in different ways to help the society in all kinds of ways for example we have the Mater heart run which is sponsored by the mater hospital and other different companies in an effort to helping those people who have heart problems (www.materhospital.net), there is the Lewa Marathon which is sponsored by Safaricom which also aims at promoting environmental conservation among others (www.safaricom.co.ke).

1.1.1 Managing Employee Transition

According to Young (2001) Transition management is about what employees experience personally within them. It is concerned with helping employees let go of how things used to be and adapt to the way things are or are going to be. Managing transitions means helping employees to make a difficult process less stressful and disruptive for everyone. Transitions are periods of opportunity, a chance to start afresh and to make needed changes in an organization. But they are also periods of acute vulnerability, because you lack established working relationships and a detailed understanding of your new role.

The fundamental premise of Linkage's Transition Management program is that for employees to make the transition required for change, they have to be led through

three necessary stages: Endings, in which people formally let go of the way things used to be, and the way they used to be; the Neutral Zone, a kind of middle stage where people find the energy to tackle what's coming next; and New Beginnings, where people embrace the change, and move on to begin behaving in the new ways necessary to effect the change. Cole (2004) noted that human resources are the most dynamic of all organisations' resources. They need considerable attention from the organisations' management, if they are to realise their full potential in their work. He says that a training need is any shortfall in terms of employee knowledge, understanding, skill and attitudes against what is required by the job or the demands of organisational change.

Young (2011) says that when change occurs, the actions taken by management can impede or enhance employees' adaptation to change. It is vital to identify the 'whats' and the 'hows' of the proposed change and assess the impact on employees. The 'whats' of a change process include strategy and principles, organizational structure, roles and responsibilities, reporting lines, budget responsibilities, individual capabilities, consultation process. The 'hows' need to deal with clear reasons for the change that employees can understand and believe, internal one-to-one communications, awareness and management of stress, emotional support, identifying aspects that individuals and the organization need to 'let go'. Achola (2006) noted that the key issue for organizations is to increase transition awareness among its employees and managers at all levels. This will help to prepare employees for change that will occur at work (and in their home life). It will also help managers to manage and support employees during periods of organizational change.

1.1.2 Managing Employee Transition in Sports Career

Kiganjo (2005) says that career in sports has emerged as one of the most lucrative options in the world. sports as a hot career does offers a plethora of opportunities. Sports have opened up many career opportunities for young talents in the world. Down the ages, the popular mindset has been that sports are good for the mind and body but it cannot help you earn your daily bread. Lately, this mindset has given way to acceptance of various sports related activities as viable career options. Other than actually being an active sportsman/ player, the other vocations in the field like sports management, sports medicine, sports journalism, adventure sports, fitness and health

clinics and the like, have come to be regarded as full fledged and highly paid careers options. He argues that sports persons with years of experience are now being offered to work in a related field, such as, sports journalism, sports goods manufacture/marketing or as commentator

Sports career and sport achievements could influence one's sense of achievement important goals and satisfaction with different social roles. Athletes who invest heavily in sport and whose self-concept does not extend beyond the limits of their sport, often experience sport-career termination as an identity loss, Allison & Meyer (1988). Because of their early commitment to sport, this may lead to identity foreclosure. Murphy (1996) sportspersons experience difficulties adapting to social roles unrelated to sport. Athletes with strong athletic identities experience more difficulties in developing a post-sport vocational identity and less frequently explore career options and plan post-sport life than athletes with lower athletic identities. Brewer (1993).

Although one of the only inevitabilities in high performance sport is that every competitor will have to terminate his/her sporting career at the elite level, some individuals experience adjustment difficulties when faced with retirement. Oakle (1983) suggested that focusing on sport retirement as an event that occurs in isolation and inevitably leads to distress is likely to mislead research efforts. Retirement from sport maybe a difficult transition but it is a transition that occurs among other transitions, Baillie & Danish (1992). Sussman (1971) also believes that professional athletes do not experience difficulties because they know that their sport careers would be short and they prepared appropriately. He further asserts that most sportspeople are assured of second occupations upon retirement. Atchley (1980) suggests that retirement seems to have little influence on personal adjustment and self-identity and most people possess the necessary coping skills to overcome any problems that may arise.

Werthner & Orlick (1986) acknowledged very distinct individual differences; the author describes the following seven common factors including new focus, sense of accomplishment, coaches, injuries/health problems, politics/sports association problems, finances, support of family and friends among other factors. Orlick (1986) suggests that coaches and sportspeople be made aware of and taught how to ease the

transition out of high performance. Sinclair & Orlick (1993) expressed concerns for the number of sports who experience traumatic effect upon sports career termination including alcohol and substance abuse, acute depression, eating disorders, identity confusion, decreased self-confidence and attempted suicide

1.1.3 Kenya Commercial Bank Limited (KCB)

According to the KCB website, KCB Group is the largest financial services group in East Africa, with an asset base estimated at over US\$2.5 billion (www.kcbbankgroup.com). As of July 2009, KCB Group had the widest network of banking outlets consisting of over 180 branches in Kenya, Rwanda, Southern Sudan, Tanzania and Uganda. KCB owns a sports club that has enough sports facilities which enable its teams to practice and participate in Kenyan football, rugby, volleyball and basketball leagues. Since 2003, Kenya Commercial Bank has been sponsoring the Safari Rally - East Africa Rally Championships (which consists of the Kobil rally in Tanzania, Pearl of Africa in Uganda and the Safari Rally in Kenya) and the Kenya National Rally Championship which consists of 8 series through out the year. Kenya Commercial Bank also has rugby, volleyball and basketball teams all of which play in respective men's top flight leagues of Kenya.

KCB have some of its employees who were playing sports and currently are working at some different departments of the bank like some are working at the switchboard. The overall population of the sports people that are currently participating in sports is about 163 people. The ones that are currently working with the bank are sixty employees. There are some who are still active in sports and are already working in the bank (www.kcbbankgroup.com). Sports engagement lasts for a very short time for an individual. This is the reason why many sportsmen and sportswomen retire at a young age and are put in working as bankers and the different roles and duties that KCB has. This is quite challenging as many of them probably may not be qualified or do not have the necessary experiences to work in a bank hence posing the challenge to the Human Resource managers in terms of how to help these employees from actively participating in sports to mainstream work activities.

1.2 Research Problem

Retirement may occur at any stage in an individual's life and is in reality, a point of transition from an activity in which there has been a commitment of time, energy and the role identification. Career transition may be an especially difficult and disruptive process in terms of age, income and ego involvement of the sportspeople, Baillie & Danish (1992). At the end of their sport careers sportspeople may experience feelings related to the long-term sacrifices that were necessary for competitive excellence. Fear of the future, perceptions of inability to catch up and doubts about being involved in a new life-style may be prevalent. All transitions are followed by a period of disruption in which old routines, assumptions and relationships change and new ones evolve, Schlossberg (1989). It seems that most organisations have not developed a detailed conceptualization of what is effective in assisting these sportspeople move smoothly and quickly through the transition process.

KCB has a sports club which entails sports like football, basketball, rugby and volleyball which play at the main leagues in Kenya, respectively. After a certain time the employees who play for the KCB club for various reasons which may include age, injuries, loss of popularity of a certain sport, illness among others, can no longer participate in sports. These employees, therefore, have to be transferred to perform the mainstream activities of the bank considering the fact they have not yet reached the retirement age and may still be willing and able to work for the bank. Kiganjo (2005) says that sports is also used as a program that prepares individuals to apply business, coaching and physical education principles to the organization, administration and management of organisations which includes instruction in program planning and development, business and financial management principles, sales, marketing and recruitment, event promotion, scheduling and management, facilities management, public relations and applicable health and safety standards. However, these propositions have not been tested empirically. It is therefore, not clear whether KCB can trust these sports people to perform equally as their counterparts who have been performing mainstream activities of the bank consistently for years. However, there are sportspeople who have moved from sports to mainstream activities of the bank. The challenges faced by the Human Resource managers in managing the transition from active sports to mainstream work activities of these employees have not been studied.

Kamenju, Mwathi & Kiganjo (2005) did a research on athletes' retirement from active sports. Gordon (1995) also did a research on Career Transitions in Competitive Sports. Taylor (1998) did a research on career transition among elite athletes. among other studies but there has been no research which has been done on the challenges in the management of employee transition from active sports engagement to mainstream work activities. This is the research gap the study intends to fill. It is therefore against this background that the research seeks to find out the challenges faced by KCB management and sports people in transition from sports to mainstream activities. The research question arising from this is: how does KCB manages the transition of its employees who have retired from active sports to mainstream work activities of the bank.

1.3 Research Objective

To determine how Kenya Commercial Bank manages employees transition from active sports to mainstream work activities of the bank.

1.4 Value of the Study

This study is important to the management of commercial banks and other similar organizations in Kenya by acting as a management reference point for the smooth transition and better management of the transition of employees from active sports participation to mainstream work activities, both in the present and future, develop attractive corporate images, distinctive and superior differentiation to improve performance.

The Government of Kenya will also find this study an invaluable source of information by identifying the factors that play a major role in the management of transition and application of these strategies in the commercial bank in Kenya and develop policies that will enhance and help to uphold ethics in application of transition strategies in commercial banks and other organisation.

The study will be significant to the researchers and scholars as they will benefit from the study as it will add on to the growing body of knowledge in human resources practices in Kenya. This will act as a source of reference for studies to be done on management strategies in the future.

CHAPTER TWO

LITERATURE REVIEW

2.1 Managing Employee Transition

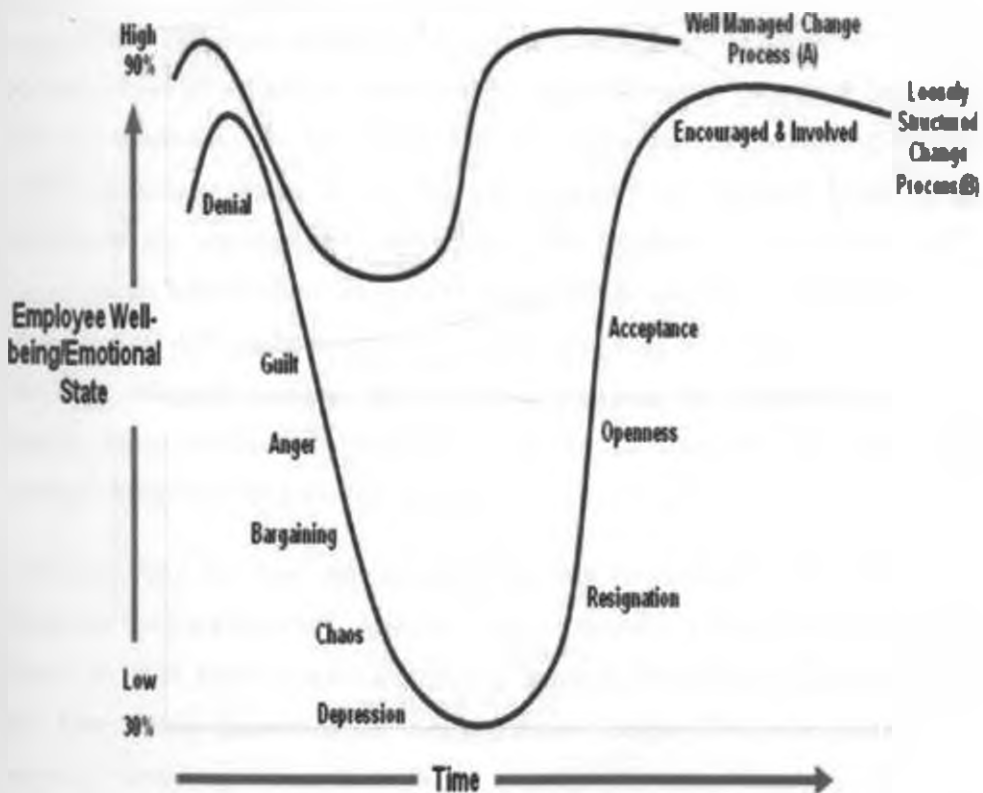
According to Hirsh (1999), trust is a key component for all employees going through the transition cycle. Employees need to trust their senior management team's competence, credibility and motives for launching any change. If the transition process is not effectively managed then an organisation is likely to experience some difficulties including increased sickness absence, reduced/poor performance, scapegoat, loss of creativity and initiative, increased grievances, resignations, etc. According to Heriot (1999), there are a number of initiatives and activities that an organisation can employ as part of their plan for transition. He suggests the following key factors were first identified by engaging in real two-way dialogue, understand the organisational change from the employee's perspective, align the organisations human resources systems to support the employees in transition, allow for individual differences in employees capacity to cope with change, concentrate on providing adequate training, mentoring and coaching for employees affected by change, equip managers and employees with the personal and leadership skills to manage change and the transition process.

Reilly (2002) says that coaching can play an important role in supporting employees – and managers - through the transition cycle. Coaching helps to move employees from a state of resistance, through conscious awareness and the reality of the change, to an informed state of acceptance and involvement. Bridges (1999) says that most managers and employees do not have the experience to effectively work through transitions. He provides a clear understanding of what change does to employees and what employees in transition can do to an organization, and he shows how to minimize the distress and disruptions caused by change. Transitions are periods of opportunity, a chance to start afresh and to make needed changes in an organization. But they are also periods of acute vulnerability, because you lack established working relationships and a detailed understanding of your new role, Armstrong (2009).

2.2 The Transition Cycle

Young (2011) noted that the transition cycle provides a valuable model for organizations, managers and employees to understand the different phases of transition that all employees and groups will go through during a period of change. Understanding this process helps managers to support employees through this natural human process. The transition cycle highlights the pattern of feelings and behaviors that employees typically go through when they experience change, whether the change is personal or organisational. The cycle and stages of transition were first recognized in studies of bereavement conducted in the 1960s by specialists such as Kubler-Ross (1962). Later research identified that the process can be triggered by any major life event - good or bad. Examples of trigger events at work include starting a new role, being made redundant or being re-deployed.

Figure 1.0: The Transition Cycle



Source: Young (2011). The Change Triad. Mc GrawHill, Inc. USA.

The vertical axis represents an employee's well-being or emotional state, ranging from an initial positive feeling to those of denial, anger, guilt and depression. The

horizontal axis represents time. The diagram shows a well-managed change process starting with a high level of employee well-being, dipping slightly but rising again to the same high level. This is compared with a loosely-structured change process which follows a similar pattern but dips to a very low level of employee well-being before periods of resignation, openness, and acceptance finally lead to the employee feeling encouraged and involved. The implications of the transition cycle for organizations and managers include management style must adapt to different phases of the change process.

Hassan and Derby (2002) says that launching a change may require a firm, directive style, whereas the transition will require a more supportive and consultative approach. Trust is a key component for all employees going through the transition cycle. Employees need to trust their senior management team's competence, credibility and motives for launching any change. If the transition process is not effectively managed then an organisation is likely to experience increased sickness absence, reduced/poor performance, scapegoat, loss of creativity and initiative, increased grievances, resignations. The organisation needs to prepare employees for a transition. There are a number of initiatives and activities that an organisation can employ as part of their plan for transition. The key factors that were first identified according to Herriot (1999) include engaging in real two-way dialogue, not one-way communication, understand the organisational change from the employee's perspective, align the organisations human resources systems to support the employees in transition, allow for individual differences in employees capacity to cope with change, concentrate on providing adequate training, mentoring and coaching for employees affected by change, equip managers and employees with the personal and leadership skills to manage change and the transition process.

Companies like the East African Breweries Ltd (www.diageo.com), Kenya Ports Authority (www.kpa.co.ke), Mumias Sugar Company (www.mumias-sugar.com), Kenya Wildlife Service (www.kws.go.ke), Barclays Bank (www.barclays.co.ke) has also been widely sponsoring the Kenya Premier League. This is according to their respective websites. Ulinzi football club owned by the armed forces, Tusker Football Club (FC) owned by the East African Breweries, Bandari FC is owned by Kenya Ports Authority among others. These companies recruits people and they become their staff, paid on a monthly basis specifically to play and participate in the different

sports activities. Most of the sports people who play are employed in the company for example in Bandari if they find a good player in other sports clubs they poach the player by offering him/her an employment opportunity in the company.

2.3 Managing Employee Transition from Active Sports

Mwathi (2005) says that in order to perform effectively on a job, an individual must have both the ability and the motivation to do so. Therefore, organisations have developed different types of tests to measure these different aspects of a persons performance potential. Many international organisations and declarations have recognised the importance of sports to individuals, organisations and the society at large in as far as sports is concerned. The United Nations (UN) declared the year 2005 as the International Year of Sports and Physical Education. The declaration noted the role of sport as a tool for crime prevention, social cohesion and intercultural dialogue and recognised sport as a powerful and cost effective way of supporting development and peace objectives. The declaration viewed sport as a univesal language that brings people together, no matter what their origin, background, religious beliefs or economic status. People learn the ideals of teamwork and tolerance in sports (www.un.org). According to Kiganjo (2005) observes that sports is the best school of life and it offers values to the younger generation. Sports competitions are known to promote understanding and respect for cultural diversity, foster international partnerships and increase greater awareness of global social issues such as human right. the role of women in society, and drug prevention. Moreover, they generate a deep sense of national pride.

Achola (2006) says that sports appeal to the inner potentials of young people and engages them emotionally, physically, psychologically and socially. Community owned sports has a big role in initiating social development, improving cohesion and exploring employment opportunities. An activity on the campaign on Sports for Safer Neighbourhoods. Community sports can be used to blend social, economic, and moral enhancement of youth in humanization and the restoration of values lost to the dehumanizing living conditions of the slums. Weebotsa (2010) noted that sports and cultural activities have been known to break chains of discrimination. During such events, issues such as gender, ethnicity and social divisions are buried as people collectively celebrate. When our athletes or football team do well, every body

celebrates irrespective of their social, cultural, political and economic differences. Research has shown that many professional athletes find the transition from a life of professional sports to a life without it very tough. He says that some of the reasons that athletes can't stay retired include: Age; Athletes retire when they are relatively young. They still have thirty, forty, fifty or more productive years ahead of them. Addiction to the Limelight; Professional players – especially ones at the tops of their games – are adored by fans. Once retired, it can be lonely. Addiction to the Thrill of the Game; Playing sports is undeniably thrilling. Retiring from that excitement can be tough. Depression after Retirement: Transitioning out of professional sports is a huge adjustment. Changing one's whole way of life is extremely stressful.

According to Annette (2001) most athletes retire when they have a drop in performance or feel they have nothing more to achieve in the sport. Sometimes it is a loss of passion or they might want to raise a family - which is challenging and very hard to do when you are on the road all the time. Athletes will also retire if they think they are too old or that the risks outweigh the benefits. In Kenya different kinds of books and research papers have been written concerning sports and its management but there is no research on the management of employee transition from active sports engagement to mainstream work activities especially in the bank industry.

2.4 Challenges on Transitions Faced by Sportspeople

As research findings confirm that sportspeople encounters different stages and transitions throughout their sports career, a more holistic approach to the study of transitions faced by sports was advocated by Wylleman et al. (1999). While this approach should take a beginning to end or lifespan perspective, it was also deemed important that those transitions faced by sportspeople or in other domains of development should be included. The rationale for this latter point was based on research findings showing the strong concurrent interactive and reciprocal nature of transitions occurring in the sports transitions and those transitions occurring in other domains of sports lives, Elkin (1981).

As the awareness of the importance of career termination increased over the years, so has the need for interventions with sportspeople in transition, Wylleman et al. (1999). The phenomenon of difficulties in retirement from sport can be best understood as a

complex interaction of stressors, Taylor & Ogilvie (1994). In view of the possible traumatic experience of the termination of a sports career, a number of traditional therapeutic approaches including cognitive restructuring, stress management and emotional expression have been recommended as techniques to facilitate post-retirement adjustment among sportspeople, Gordon (1995). Other intervention strategies for practitioners working with sportspeople in transition include the use of projective techniques, a psycho-analytics approach, an information-processing approach, monitoring and an existential approach, Bardaxoglou (1997).

One avenue for working with sportspeople in transition has been account making which is the act of explaining, describing and emotionally reacting to problematic or influential life events, Gordon (1995). This technique is used with sportspeople to confront their career- transition experiences mentally by thinking about it, putting it aside cognitively constructing the various component of the transition and reviewing the analysis. Building upon the transitional approach, career transitions and sports life skill programmes have been developed which were initially geared towards providing support to sportspeople making transition from a sports career to other careers, Atchley (1980).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This is a descriptive survey since the unit of analysis was be one organisation with two different subjects. It is a method of study in depth rather than breadth and places more emphasis on the full analysis of a limited number of events or conditions and other interrelations.

3.2 Population of Study

The population of study was 78. This comprised 5 training managers, 7 heads of divisions and 6 recruitment managers, 60 of the employees who are undergoing the transition process was included in the study.

3.3 Sample Design

The sample comprised all of employees on transition and the managers. This gives a total of 78 which is considered adequate because it is well above 30 threshold which is recommended by experts.

3.4 Data Collection

Semi structured questionnaires was used to collect primary data from the employees who are involved in the transition, while interview guide was used to collect data from the managers. The questionnaires were dropped and picked. The questionnaire is divided into three sections representing the various variables that was adopted for the study. Section one captured the biodata, where personal details of the employee in the transition process was taken, section two comprises the placement of the employees on transition into the banks mainstream activities and section three includes the strategies used by the employees in the transition process to cope with their new work at the bank. The questionnaire included closed and open ended questions. Open ended questions sought views and attitudes from the respondents which might not have been captured by the closed ended questions. The researcher used an interview guide to collect data from the managers since the number is small and also for opportunity to probe further.

3.5 Data Analysis

The collected data was thoroughly examined and checked for completeness and comprehensibility. Descriptive statistics such as means, standard deviation, frequency distribution and percentages was used to analyze the data. Data presentation was done by use of pie charts, bar charts and graphs, percentages and tables. Content analysis was also used to analyze qualitative data.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

Section One: Analysis of Interview Data

4.1 Introduction

Data from the interview is analysed in this section. The findings are used later in the chapter to discuss the findings from the questionnaire.

4.2 Response Rate

A total of 18 respondents at the level of managers were targeted. Fifteen of the eighteen were able to participate in the interview. This gave a response rate of 83.33%. This response rate is considered adequate to enable the researcher achieve the objective of the study as it is clearly above 50%. Mugenda and Mugenda (2003) recommend a response rate of 50% of the expected response to be adequate.

4.3 Respondents General Information

The study sought to establish the respondent designation, gender, level of education and duration in the bank. The results of the study are presented in the sections below.

4.3.1 Qualifications used to Select Sportspeople

The results show that 12 of the managers (86%), indicated that they select employees on sports with a minimum qualification of certificate level (23%), while the other three managers say they prefer to select those with a minimum qualification of bachelors degree. However, majority of the sportspeople (70%) have diplomas, while only 7% have degrees.

4.3.2 Job Specifications for Sportspeople

All the respondents interviewed (15), explained that the job specifications do not apply at the time of recruiting the sportspeople because the bank employs the sportpeople according to how best they can play the game they have been selected for and not for mainstream activities of the bank. At this time, the employees strictly do

sports not any other mainstream activity of the bank. The job specifications apply solely to people of sports for the bank and not any other employee who is not doing sports. However, when they are joining the mainstream activities they are taken according to their academic qualifications.

4.3.3 Salary Scale of Employees

All the managers interviewed (15) agreed that the bank determines the salaries of employees who are in sports according to the academic qualifications of the individual employees so that if an employee has a degree, they will be in the same job group with those at the first level of the employees who are working at the bank. Two of the managers however said that the bank is coming up with a mechanism where the employees on sports will be helped in getting enough resources from the bank so they can be able to further their education to reach the minimal qualification as per the bank's requirement, which is a degree, so that the bank will not be having any difficulties in making their salary scale.

4.3.4 Mainstream Employment for Sportspeople

Three out of the five recruitment managers confirmed that the bank offers mainstream work for the employees who were initially employed purely for sports. They say that this is due to the fact that the employees had not yet reached the retirement age limit and so the bank finds a way of making use of this human resource. The bank offers the sportspeople mainstream work activities when the sport they were playing is no longer popular, injuries or when a particular employee can no longer play the sport due to age limit and performance. They ask the employee to willingly join the bank in its mainstream activities when there are opportunities at the bank. If there is no opportunity available in the bank then the employees are given a send home package which the managers confirm that most of the employees do not prefer.

4.3.5 Job Agreement

The managers confirmed that most of the employees accept the job offers to join the mainstream activities of the bank. The managers gave it a percentage ranging from 90-95% of the sports employees who have so far agreed to join mainstream activities

of the bank. They explained that it is due to high rate of unemployment in Kenya and most of the sportspeople prefer to take the opportunities given to them.

4.3.6 Employees Placement

Five of the training managers confirmed that depending on which department an opportunity comes up, on the skills and qualifications of the sportspeople and also on the interest of the sportspeople, the placement is done. Sometimes the training managers explained that they give them different opportunities and if they are not comfortable they are changed to another department of their preference whenever an opportunity occurs.

4.3.7 Employees Training

All the six training managers explained that when the employees are fresh from the field, they are first taken for one month training full time, five days a week from morning to evening. Afterwards, they are taken to their respective areas of mainstream work according to how they were placed. They undergo five months on the job training under supervision before they are left on their own. In total they undergo six months training both off and on- job training before they start working on their own.

4.3.8 Peak Performance Period for Sportspeople

The researcher learnt from all the six training managers that they are given two months after training for them to perform as their counterparts to perform at their peak as they are already given targets to achieve. All the heads of divisions agree that it is usually not easy for the employees to perform as their counterparts two months after training and it usually takes about six months after training to reach their peak and achieve the set targets.

4.3.9 Challenges of the Transition

The managers explained that some of the challenges they face include difficulties in making the sportspeople understand and practice some of the policies of the bank. They say that in terms of dressing code, they take frequent short breaks, they do not

follow protocols as required by the bank among other challenges. It takes a lot of understanding, patience and communication for them to start practicing slowly by slowly.

Section Two: Analysis of Questionnaire Data

4.4 Demographic Data

4.4.1 Gender of the Employees

This is important as it will enable us to establish the rate of men to women on transition. Out of the 60 employees 56 of them were able to respond to the questionnaires and the results are as shown in table 1:

Table 1: Distribution of employees by gender

<i>Gender</i>	<i>No of Employees</i>	<i>Percentage</i>
Male	39	65%
Female	17	28%
Total	56	93%

Source: Author (2012)

4.4.2 Job Position of the Respondents

The respondents were asked what positions they held in their respective mainstream activities of the bank. The results are as shown in table 2 below:

Table 2: Distribution of employees by position

<i>Position</i>	<i>No. of Employees</i>	<i>Percentage</i>
Subordinate Staff	33	59%
Clerical Staff	15	27%
Lower Level Managers	5	9%
Middle Level Managers	3	5%
Total	56	100%

Source: Author (2012)

4.4.3 Length of Service in the Bank's Core Business

The sportspeople were asked to indicate how long they have been involved in mainstream activities of the bank and the results are as shown in table 3 below:

Table 3: Distribution of responses by respondent's length of service

<i>No of Years</i>	<i>Frequency</i>	<i>Percentage</i>
0-3	26	47%
4-6	14	25%
7-10	13	23%
Over 10years	3	5%
Total	56	100%

Source: Author (2012)

4.4.4 Academic Qualifications

The respondents were asked about their academic qualifications and they appear as shown in table 4 below:

Table 4: Distribution of employees according to academic qualifications

<i>Qualification</i>	<i>Frequency</i>	<i>Percentage</i>
O Level	19	34%
A Level	3	5%
Certificate	18	32%
Diploma	11	20%
Degree	5	9%
Total	56	100%

Source: Author (2012)

4.5 Transition Strategies

In this section respondents were asked the rate of extent to which each of the statements given accurately described their feelings. The results were as shown in the tables below

4.5.1 The Bank's Decision to Transfer a Sportsperson to the Mainstream Activities of the Bank

Respondents were asked to indicate extent of their agreement with a statement on the bank's decision to transfer less active sportspeople to the mainstream activities of the bank. The findings are presented in table 5. As the table reveals most of the employees (89.3%) agree to a very great extent that the bank is absorbing them into the mainstream activities while 10.7% agree to a great extent. This is 100% agreement that the bank has been absorbing sportsmen who may be no longer active in sports. Most of the employees say that the rate of unemployment is very high and that it is a relief to them that the bank is giving them this opportunity.

Table 5: Extent to which the bank absorbs sportspeople into mainstream employment

<i>Status</i>	<i>Frequency</i>	<i>Percentage</i>
To a very great extent	50	89%
To a great extent	6	11%
To a moderate extent	0	-
To a less extent	0	-
Not at all	0	-
Total	56	100%

Source: Author (2012)

4.5.2 Placement Strategy

The correspondents were asked if they agree with the bank's placement strategy and 35 (62.5%) of the correspondents did not agree at all with the placement strategy. 15 (26.8%) of them agree to a less extent, while the remaining 6 (10.7%) agree to a moderate extent. Results are in table 6. Most of the correspondents suggest that they would prefer to be taken back to the sports department as sports administrators and coaches.

Table 6: Extent of employees agreement with the banks' placement

<i>Status</i>	<i>Frequency</i>	<i>Percentage</i>
To a very great extent	0	-
To a great extent	0	-
To a moderate extent	6	10%
To a less extent	15	27%
Not at all	35	63%
Total	56	100%

Source Author (2012)

4.6 Introduction to the Mainstream Activities

As shown in table 7, out of the 56 respondents, 50 (89.2%) of them agree to a great extent with the system the bank is using to introduce them to the mainstream activities of the bank. They say that the training system is helping them know the banks policy and operations before they get started. However, 6 (10.7%) of the respondents agree to a moderate extent. most of them graduates suggest that they be allowed to go into the banks mainstream activities directly without the two months training so they can do on job training. The respondents express gratitude to the bank for the fact that they usually are not categorised the same as their counterparts who have been working for the bank for all those years because they are given lower targets for the first one year as compared to their counterparts.

Table 7: Extent of agreement with the banks introductory strategies

<i>Status</i>	<i>Frequency</i>	<i>Percentage</i>
To a very great extent	0	-
To a great extent	50	89%
To a moderate	6	11%
To a less extent	0	-
Not at all	0	-
Total	56	100%

Source. Author (2012)

4.6.1 Training System

All the respondents as indicated in table 8 agree to a great extent with the training system provided to them by the bank. The respondents however suggest that the full time training period should be more than the two months before being subjected to the on-job training system. Most of them suggest that they should go for full time training for at least six months before starting mainstream activities of the bank.

Table 8: Extent of agreement on the bank's training system by the sportspeople.

<i>Status</i>	<i>Frequency</i>	<i>Percentage</i>
To a very great extent	0	-
To a great extent	56	100%
To a moderate extent	0	-
To a less extent	0	-
Not at all	0	-
Total	56	100%

Source: Author (2012)

4.7 Complexities faced by Employees on Transition

Section 3 of the questionnaire captured data on complexities faced by employees on transition. Question 1 in this section required respondents to explain how their performance compared with performance of their colleagues who were not involved in sports. Their responses are summarised in figure 2 and explained below:

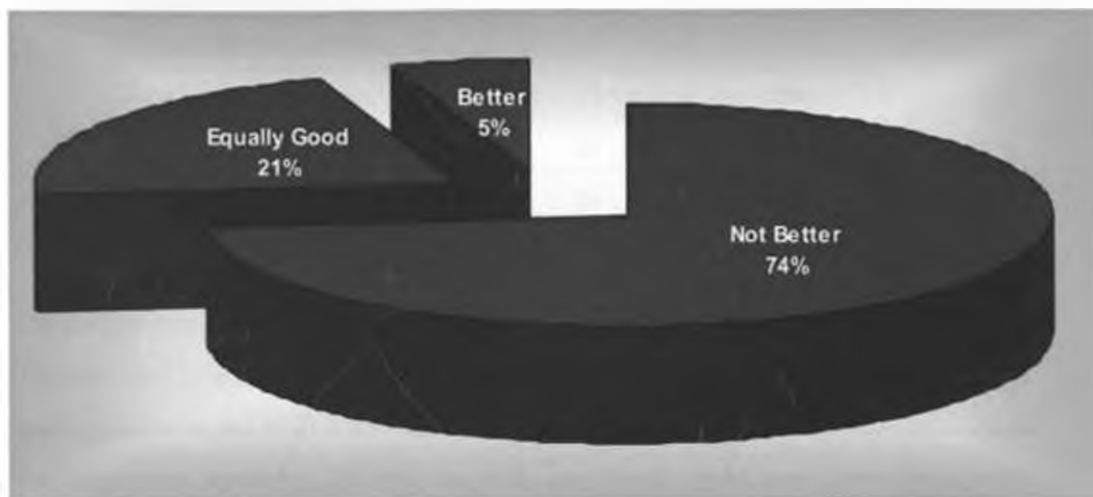
41 (74%) of the employees said that they performed much lower than their counterparts who have been in the mainstream activities of the bank. This is particularly so for the first year of redeployment.

12 (21%) of the respondents agreed that they performed equally as their counterparts. They explained that this was due to the fact that they had earlier experience in office work, so catching up was not as difficult.

3 (5%) of the respondents felt that they performed better than their counterparts because the additional attributes they had acquired in sports in terms of agility, ability

to work for long hours, patience and teamwork which most of the other employees who were not in sports have to a less extent.

Figure 2: Comparison of performance of former sportspeople and their full-time Counterparts.



Source: Author (2012)

The respondents were asked if they were satisfied with the bank's placement strategy. Results are presented in table 9. None of the respondents had agreed with the strategy but nevertheless, grateful to the bank regardless of the position they were given. 33 (59%) of them were satisfied to a less extent but were contented that the bank has placed them in the departments they were in currently. 23 (41%) of them did not at all agree with the bank's placement practice. However, most of them suggest that they would have preferred to be taken back to sports administration and given work in the sports department. The other area they would prefer to be in, is the corporate social responsibility department. They believe that they have potential to perform better in these departments than in the departments they were in.

Table 9: Agreement with the banks placement practice

<i>Placement Strategy</i>	<i>Frequency</i>	<i>Percentage</i>
To a very great extent	0	-
To a great extent	0	-
To a moderate extent	0	-
To a less extent	33	59%
Not at all	23	41%
Total	56	100%

Source: Author(2012)

On the question of how they were received by the other employees, the results in table 10 show that 22 of the respondents said that they were well received and that they got enough support and help from the other employees especially the supervisors. 20 of the employees, however, felt that the other employees could have given them more help and understood them more than how they did. The other 14 former sportspeople felt that the other employees were a bit reluctant in offering them the help and understanding they needed for them to be able to catch up faster. They argue that it took them quite a while before they caught up, in terms of performance at work because of the insufficient support they got from the other employees.

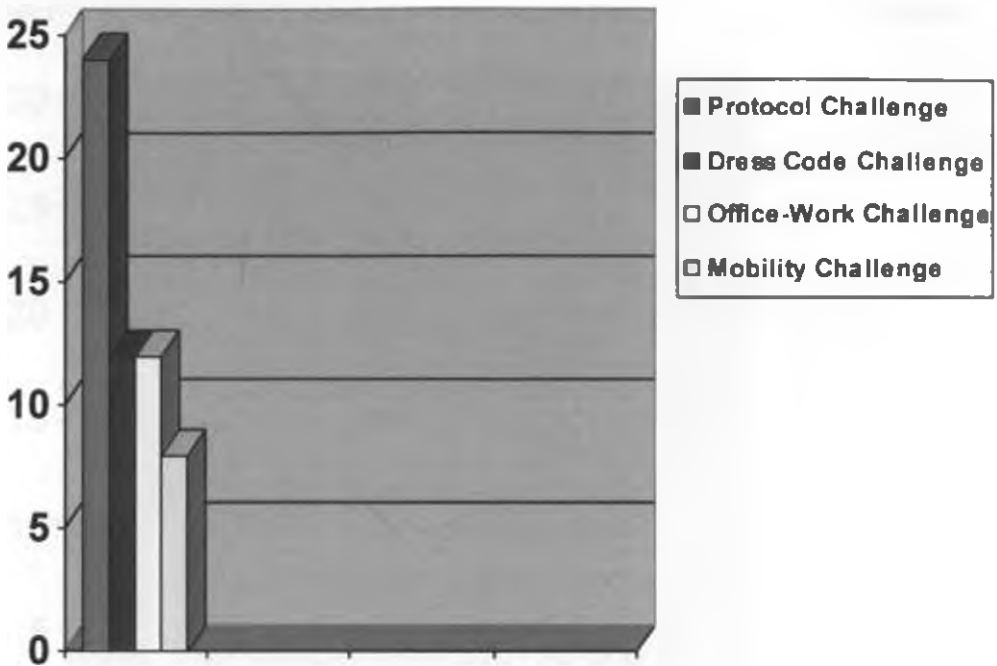
Table 10: Reception received by former sportpeople by fellow employees

<i>Level of Support</i>	<i>Frequency</i>
Enough Support	22
Little Support	20
No Support	14
Total	56

Source. Author (2012)

The respondents were asked to mention some of the challenges they faced during transition period. The results are in figure 3 as shown:

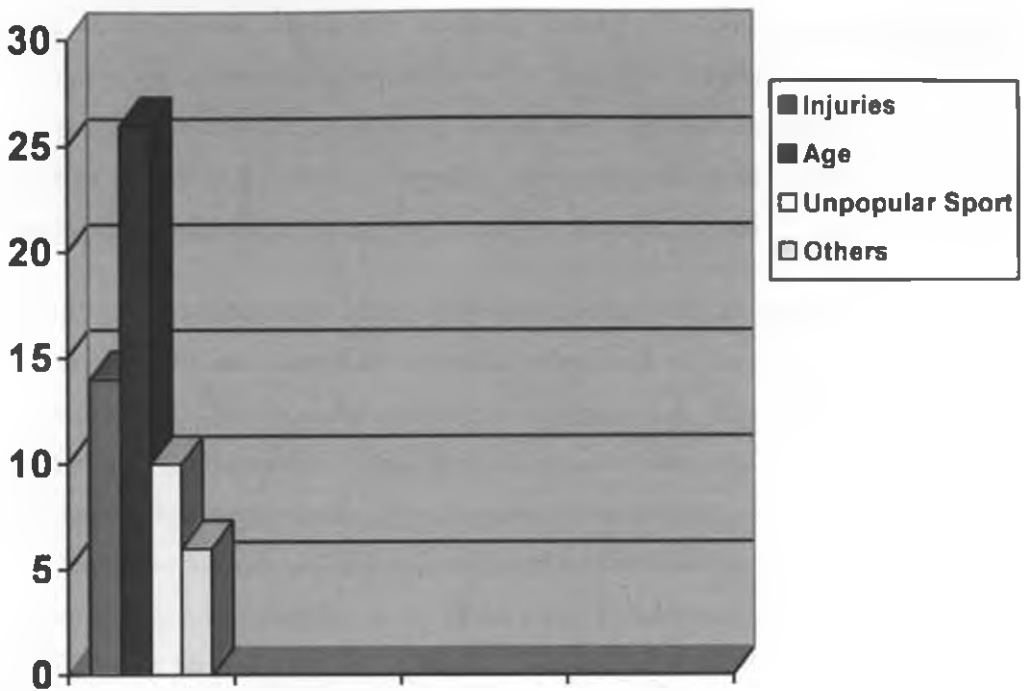
Figure 3: Challenges faced by the sportspeople during the transition



Source: Author (2012)

There were various reasons why the bank made a move to redeploy former sportpeople to the mainstream activities of the bank, one being age. The results shown in figure 4. Some respondents believed that they had reached the age to retire from sports yet they can still work at the mainstream activities of the bank. Another reason they gave was injuries as they could no longer perform well in sports. Consequently, when a particular sport loses its popularity like currently netball, the bank takes the players to mainstream activities of the bank. 26 of the employees have retired from sports because of age, 14 because of injuries, 10 of the respondents were because of the sports they were doing became unpopular and the remaining 6 because of other reasons.

Figure 4: Sportspeople’s reasons for moving to mainstream work of the bank



Source: Author(2012)

Table 11: Summary of mean scores of responses on transition strategies

<i>Statements</i>	<i>Mean Score</i>
Extent to which the bank absorbs sportspeople to mainstream activities	4.89
Employees’ agreement with the banks placement practice	1.58
Employees’ agreement with the banks efforts to introduce them to the mainstream work activities of the bank	3.89
Employees’ agreement with the training system provided to them by the bank	4

Source: Author (2012)

The respondents were asked to rate the extent of their agreement with each of the four statements that described the bank’s transition strategies. The results are presented in table 11.

As indicated in the second row in table 11, most of the employees did not agree with the bank's placement strategies thus, the mean of those who agreed is only 1.58. Most of the employees on transition prefer to be taken back to the sports department to do sports administrative works like coaching instead of clerical and subordinate positions in the mainstream work of the bank. This came out clearly in the interview. The sportspeople say that, considering the fact that they have experience in sports, it would be advisable for them to contribute the experience to the sports department. Thus the feeling that their experience in sports is all going to waste.

Majority of the sportspeople in the study are satisfied with the procedure which the bank is using to introduce them to mainstream work of the bank shown by the meanscore 3.89. This translates agreeing to a great extent. This attitude arises from the fact that the procedure helps them learn and know the bank's policies and procedures before they get into doing the actual work of the bank. In this regard they get to learn how to work in a different environment and how they are supposed to relate to other employees at different levels in the bank. Furthermore, through this system, the employees on transition are able to acclimatize with the different situations in terms of dresscode among others.

The training system provided to the employees is accepted by most respondents with a meanscore of 4 out of 5. The employees on transition, however, suggest that the training period be increased since they need more time to learn the mainstream activities of the bank. They also suggest that they should be trained in their area of interest instead of the general training provided if it is irrelevant. The respondents are of the view that during training the employees be subjected to guiding and counselling as this would help them psychologically. This is because most of them used to earn more than they earn after transition. Guiding and counselling will help them manage their finances well.

4.8 Discussion

The response rate for the managers was very high (83.33%). This shows their commitment in the transition process. Perhaps most of the managers are committed because they are young, between 35-40 years of age and can relate well with the employees on transition who are more or less in the same age bracket. This gives

room for the employees on transition to open up well to the managers hence maintaining a good working relationship.

Majority of the employees on transition have either high school level of education or post-secondary school certificate. Very few are degree holders. This explains why they are mostly placed in subordinated and clerical jobs. The managers, however, explained that they are encouraging the sportspeople to go back to school to obtain higher qualifications that will enable them be considered for higher positions. On the other hand, the sportspeople feel that it is very challenging to go back to school immediately and so they would prefer to work in their current positions for quite sometime before they can go back to further their studies in order to get promotions.

The managers indicated that job specifications do not apply to the sportspeople at the time of initial employment. This is mostly because they do not have any experience at that time except the ability to engage in sports and their academic qualifications are too minimal. The managers confirmed that they only consider the sportspeople professionalism in the concerned sport. This solely applies to sportspeople recruitment and not other persons who have not been in sports yet want to secure jobs in the mainstream work of the bank.

Given the fact that the bank considers a university degree as the minimum qualification for employment in the bank's mainstream work, the sportspeople usually get a low salary considering the fact that most of them do not meet the requirement hence perform subordinated and clerical work. The managers further agree that for them to be considered in the bank's main salary scale, they need to have at least a degree. This is mainly the reason why the sportspeople are earning a low salary. This has led to the employees who have retired from sports being frustrated since they are used to earning more money due to the allowances that they are given when in sports compared to what they get net when deployed on the bank's regular work. This has led to some of the employees on transition quitting the bank.

The managers confirmed that employees who are taken to the mainstream activities of the bank owe those who have not reached the retirement age as per the bank's policy. Several reasons make them undergo the transition. These include injuries and decline in their performance in sports. However, not all the sportspeople agree to be taken to

the mainstream activities of the bank. Such employees are given send home package. The reason given by said employees during the exit interview is that they do not feel that they will be able to catch up with their counterparts while others say that they do not have interest in working in the banking industry.

Majority of the sportspeople accept the offer by the bank to join the mainstream work. Their decision is informed by the acute shortage of jobs in the Kenyan labour market and the sportspeople feel like they do not have chances of getting other jobs outside considering the fact that most of them do not have university education and relevant experience since all they have engaged in is sports. Most of them perform poorly in the mainstream work of the bank at the beginning of their redeployment but some of them keep improving as time goes by. Similarly, some quit after some time because they are unable to cope with the mainstream work of the bank. According to Young (2011), this is normal and can be addressed with guiding and counselling and patience and understanding because with passage of time, they get used to the work and catch up. If they are not shown understanding, trust and communication they will resign due to frustration. He suggests that management style must adapt to different phases of the change process.

In several cases, redeployment is done after training and identification of persons strengths and weaknesses. The training lasts for six months and is done off and on-job. The employees are then expected to perform better and are given targets to achieve. Despite all this, some employees find it difficult especially when they get hostile reception from the other employees who have been working in the mainstream activities for a reasonably long time. This is the time the employees need openness and involvement as this will make them feel accepted.

The employee respondents explained that the transition process comes with challenges for both employees on transition and the banks management. These challenges include dress code. This is because the sportspeople are used to sportswear and casual wears being the dress code in the field and they spend most of their activities in. Changing to official or office wear becomes a great challenge to them. They are also used to running up and down exercising most of their time and thus sitting down in an office the whole day with a computer and writing makes them get bored and less excited.

From the foregoing, it is clear that transition of sportspeople from active full-time involvement in sports to full-time work in a highly regulated organizational work environment, is beset with many challenges that can only be summounted with concerted effort from both parties.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary and Conclusions

From chapter four, most of the managers interviewed are of ages between 35-40 years and majority are university graduates. The research also revealed that most of the managers had worked for the bank for more than 5 years. The selection of the "sports employees" is done from different sports facilities and tournaments by the banks team coaches. Although the trend is now changing as they focus mainly on universities and colleges as opposed to past practices by which they used to source the players from secondary schools competitions. The best player is selected and employed to play in one of the sports in the bank.

The researcher also found that employees are absorbed into the mainstream activities of the bank mainly when the sports is no longer attracting large audience and when a sports employee is injured and can no longer play their respective game, or when the employees is no longer able to play effectively. Other reasons include cost cutting for employing new staff, lack of interest in sports among others. The sportspeople who do not meet the minimum qualification of the bank are mostly taken in as subordinate staff while being given opportunities to further their studies and later get promotions. Those who have degrees are usually put in the mainstream activities of the bank according to the opportunities available and their level of experience.

The survey found that due to the challenges in the transition, 30% of the employees on transition resign a short while after starting the mainstream activities of the bank, 40% continue working in the mainstream activities of the bank though not satisfied with their new work and the remaining 30% are able to cope and learn the new work.

The transition of the employees from sports to mainstream activities of the bank is done two times every year, depending on other factors like availability of opportunities and staff for the transition and the number leaving sports. The number of employees who are taken each year also depends on the same factors. The managers place the employees on transition depending on their qualifications. For example those who have degrees or have done some specialised courses will be placed according to what they have done while those who do not meet the

qualifications are randomly placed depending on opportunities in the different divisions.

The survey further found that the employees are taken for both full time training, then after placement they undergo on job training for a period of six months. In total it takes up to a period of ten to twelve months for them to reach their peak in performing mainstream activities of the bank.

Some of the challenges that the managers face with the employees in transition include the fact that employees lag behind in terms of performance and thus they have to be monitored all the time, it is time consuming and the managers confirmed that it needs a lot of patience and understanding. The bank has been appreciated by different societies since they promote talents at the same time creating employment opportunities for the young and talented youths.

5.2 Recommendations

The researcher recommends that organisations should develop detailed concepts and come up with effective programs for assisting the employees on transition. The managers should involve employees who are on transition in developing these programs rather than deciding for them. This will make them more comfortable. The bank should also consider an overlap kind of transition where they introduce the sportspeople to mainstream activities of the bank before they fully exit sports and join the mainstream activities of the bank. Supervisors and the heads of divisions should also be patient and be more understanding with the employee on transition. There should be a 360 degrees kind of communication between the management and the employees on transitions where there is feedback from both the employees on transition and the managers. Honesty is key to any kind of transition.

5.3 Suggestions for further Studies

Other areas of study on transition include the disciplined forces from where most athletes are drawn.

Similar studies can also be done in different banks or any other organisations.

Transitions from working to retirements and how athletes/sportspeople take this transition. The effects of transitions in old age and how to cope with it, and how to cope with stress that comes with transitions among other transitional issues. All these are potential areas of research.

Coping with transitions from one organisation to another is another area of study that can be explored.

5.4 Limitations of the Study

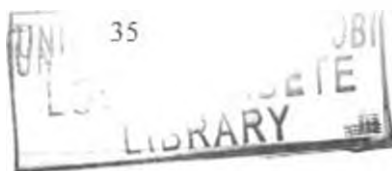
Limitations that the researcher encountered included:

Inadequate literature on the topic hence over reliance from unpublished conference materials and other secondary sources.

Getting the managers for interview was another problem that the researcher encountered, because most of them have a busy schedule and kept postponing the interview. The employees kept losing the questionnaires, hence the researcher had to supply them more than once, and this was time consuming.

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Appendix I

Questionnaire for Employees in Transition

Section 1: Demographics

1. State your gender
 Male () Female ()
2. Kindly indicate your position in the company
 Management () Union () Other Staff ()
2. How long have you been working for the bank
 0-3yrs () 4-6yrs () 7-10yrs () Over 10yrs ()
4. What is your academic qualifications
 O Level () Certificate () Diploma () Degree () Other ()

Section 2: Transition Strategies

Rate the extent to which each of the following statements accurately describe your feelings:

1. Not at all
2. To a less extent
3. To a moderate extent
4. To a great extent
5. To a very great extent

<i>Statements</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1. I agree with the bank's decision to take me to the mainstream activities of the bank					
2. I agree with the bank's placement strategy					
3. I agree with the steps the bank is taking to introduce me to the mainstream work activities					
4. I agree with the bank's training system provided to me?					

Section 3: Complexities faced by Employees on Transition

Using your own words, kindly answer the following questions in the spaces provided:

1. How is your performance as compared to the other employees who were not in Sports.

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

2. Are you satisfied with the bank's placement strategy to the sports people? If not in which department would you prefer the bank to have placed you?

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

3. How are you received by the other employees when you are joining the mainstream work activities of the bank.

.....
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4. What are some of the challenges you face during the transition process?

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5. What are the reasons for your moving to mainstream bank activities?

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6. How long would you prefer to go for training before being absorbed into mainstream bank activities?

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7. Suggest what management can do to overcome the challenges.

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Appendix II

Interview Guide for Managers Undertaking the Transition

1. What qualifications do you use in selecting the sports employees?
2. Are job specifications for jobs on which sports people are employed applied to them at the time of recruitment?
3. Do job specifications referred above apply to people who are employed to solely represent the bank in sports?
4. How does the bank determine salary scale for people employed under terms referred in question 3?
5. Does the bank offer mainstream employment to people who were engaged to purely participate in sports? If so, under what circumstances is this done and does it apply to everyone in that category?
6. What percentage of sportspeople offered jobs as referred in question 5 accept the offer?
7. On the average, how long does it take a person who has transitioned from fulltime sport to mainstream work to adjust and perform at their peak?
8. What criteria do you use for placement of the employee changing from full time sport to mainstream work?
9. What form of training do you give these employees. is it on-job training or full time training before placement? How long does the training take?
10. What challenges have the supervisors of these employees on transition faced?
11. Do you use this as part of CSR?