

**SOCIAL CAPITAL AND EMPLOYEE PROMOTION AT THE  
MINISTRY OF MEDICAL SERVICES, MALINDI DISTRICT**

**BY**

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN  
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE  
AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY  
OF NAIROBI**

**NOVEMBER 2010**

**DECLARATION**

This research project is my original work and has not been presented for a degree in any other university or institution of higher learning.

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D61/7784/2006

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

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## **ACKNOWLEDGEMENTS**

I would like to thank the almighty God for giving me divine favour; protection and provision that has enabled me complete my MBA degree. I wish to acknowledge the invaluable contribution from my supervisor, Dr James Gathungu, without whom this project would not have become a reality. To my other lecturers who built the foundation upon which this project rests. To my fellow students whose criticism provided valuable insights in area requiring improvements. You inspired me and provided encouragement in various forms.

I am greatly indebted to my loving husband Anderson Murithi for his kindness, love and support and for spending his time with me while doing the project. To my Son Alvin for understanding me while I had little time for you especially at the expense of your time when you needed me most. I owe you all my time in future boy. I love you boy.

My father in law for continually reminding me that I need to finish up with the project and move on with other things. God bless you mightily. And finally but not the least, my brother Gitonga who tirelessly supported me in tying this project and putting in all required design and support.

God bless you all.

## **DEDICATION**

This research project is dedicated to my parents taught me from day one and cared for me to adulthood. I shall forever be grateful to you for having taught me by example such that today I am somebody.

## **ABSTRACT**

Little has been done about social capital and its impact in promotions in Kenya. The primary purpose of this research project was to establish whether there is a relationship between social capital and employee promotion in the ministry of medical services. The population target was all the people holding a management responsibility at all levels of all kinds of employees working with the ministry of medical services in the ministry of medical services.

To realize the purpose of this study, a survey was done to collect primary data by use of structured questionnaires. Drop and pick method was used to collect the questionnaires that caused 87.5% success rate of the data collection. 40 questionnaires were issued and only 5 were not returned. The rest (35 of them) were responded to and returned.

The relationship between social capital and employee promotion was found over 75%. This is by getting an average of the respondents who indicated that they felt like social factors influence promotions. The research further indicates that majority of the respondents were not certain on promotion techniques used to decide on a particular candidate. What came out clearly is the fact that the vacancies that arise are not formally communicate to majority of the people who might want to rise to such positions. Informal communication was common. Also it emerged clearly that the ministry still uses traditional forms of communication with substantial use of mobile phone technology. That paves way for social capital to play its role of networking. It also emerged that aspects of social capital are not openly encouraged in the ministry but they influence what people do and whom they interact with.

It is recommended that greater emphasis need to be put on open communication if fair promotions have to be done without the influence of social capital.

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# CHAPTER ONE: INTRODUCTION

## 1.1. Background of the study

In the recent past, spread of liberal democracy and market economies held the promise of a better life for the people. Spread of political and economic freedom has not been matched by progress in global development. There has been a rising concern on many social related issues. Information has also been flowing with ease and accessing the information has equally proved to be easy. The concept of social capital will be key to individual and organizations' success throughout the remaining period of commerce. It is the stock of accumulated resources that can help one to achieve an end or further a pursuit. The pace of social and economic change is accelerating and increasing the risk of doing business. Competition has become stiffer and industries are becoming more concentrated. The health sector has not been spared either, forms the dynamism of the environment and has also experienced social capital and networks that are very instrumental in the industry (Adler, Kwon. 2002)

Human resource management has undergone significant changes in the recent past. Formerly referred to as personnel management and the move now are to have human capital management. The processes used to be done in specific ways and were traditional. In this era human resources being more than an asset to be contained but a cost to be maintained. With this observation, it's important to note that paradigm shifts have actually been very present in human resource management. Various forms of capital have existed throughout the history of commerce. However, relative importance of each form has shifted. Capital in 1900s referred to production facilities, equipment, and raw materials. As financial markets grew and alternative uses of capital became common,

financial resource became an important form of capital. Towards the end of the 20<sup>th</sup> century, paradigm shift in business thinking led to multiple forms of capital. Included to the financial and material capital are knowledge, intellectual capital and market capital. Recently, another shift in forms of capital has human and social capital being the latest in the phenomena (Kuhn 1962).

### **1.1.1 Social capital**

Social capital has been seen to refer to those tangible substances that count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals, families who make up a social unit and individuals working together to further a pursuit. The individual is helpless socially, if left alone. If he comes into contact with his neighbour, and they with other neighbours, there will be an accumulation of social capital, which may immediately satisfy his social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of the help, the sympathy, and the fellowship of his neighbours (Baker 2000)

It is positively related to career outcomes. Centrality within the social networks reflects the degree of one's social capital, because it represents an individual's involvement in exchanging assistance with co workers and engaging in mutual problem solving. Moreover, Baldwin et. al (1997) have indicated that an individual who is central individual to accumulate knowledge about task related problems readily. As others become dependent on a central individual for important advice he / she gains an advantage that can be used for future exchanges.

### **1.1.2 Promotion**

Promotion on the other hand is an important stage in human resource procurement. In any given institution, employees take positions and others possess special skills that make them suited to hold specific responsibilities. This makes the human resource personnel to promote some people in the process. Some are prepared through succession planning while others are recruited from the outside. It's such an important activity in the human resources office that the management cannot do without. In Kenya, there has been rampant corruption and although all the ministries do promotion in terms of job groups, it's yet to be well understood (Michael Armstrong 2006).

From people's discussion, social capital seems to influence promotion but the degree of influence is not clear since the people who possess it have immeasurable amounts of success. It has been demonstrated that people gain access to powerful positions through the direct and indirect employment of social connections.

In the past, promotions measured career success of employees. Organizations kept ambitious people challenged with a regular career ladder of jobs, all offering increased responsibility and compensation. Not every one can be the CEO but many could make regular progress. As organizations have become flatter and leaner, cutting out layers of management, the approach of regular promotion is no longer available Baker (1987). Promotions are an important aspect of human resource system because they serve to encourage quality performance. Represent an important aspect of internal selection system, mitigate the turnover process and are important outcomes for organization members influencing effective reactions to the job and organization (Johnson 1997).

Mamoria (2005) observed that promotions have satisfaction of the promoted person's needs for esteem, belonging and security. They also provide an opportunity for self actualization through more varied and challenging assignments. Individual differ in heir skills and abilities, jobs differ in demands they place on individuals and promotions are a way of the organization to match individuals to these jobs for which they are best suited. This matching process over time occurs through promotion (Baker 1987)

Kimathi (2000) added that promotions further serve to retain and motivate quality employees and deliver a message to poor quality employees either to improve or to go. There are three types of promotions. The career adder promotion where an employee who has occupied a position with full potential for a period of time is upgraded to the higher grade level after demonstrating the potential to perform duties effectively. The non competitive promotions when an employee in a career ladder position is automatically promoted without having to submit an application or compete with others for promotion with each other for a position( Bonnie 1987)

Adler and. Kwon (2002) says that social capital refers to the relationships between people and the resources contained there in. it includes the institutions within and through which; these resources are applied to produce desirable outcomes. Relations and networks have the ability to help societies function better – by binding citizens into aligned behavior and creating institutions that facilitate progress. The more effectively connected people are, the higher the levels of social capital. Effective networks imply existence of desirable outcomes, values, sanctions and norms of reciprocity underpinning those networks. It is

the productive resource residing in networks and relationships enabling people who subscribe to them to work together for mutual benefit.

Baker (2000) Emphasizes that the more effectively connected people are, the higher the level of social capital complexity increases from the smallest units of social associations to more expansive associations such as national, regional and global community. Adler (2000) also says that social capital creates a resource of information and knowledge amongst different people.

### **1.1.3. Ministry of Medical services**

The Medical services is vested with the overall mandate for health services promotion under the public health act Cap 242 of the laws of Kenya and under various subsidiary legislations dealing with the specific areas of health services promotion. It is therefore responsible for the creation of an enabling environment for the provision of sustainable quality health care that is affordable and accessible to all Kenyans. The health sector comprises of the public health with the major players being the ministry of health and ministry of local authorities; among other. Health services are delivered through a network of about 4200 health facilities countrywide (Provincial Medical services office) 2008.

Kenya's public health infrastructure has grown rapidly since independence and presently ministry of medical services has impressive pyramidal health referral system. At the apex are Kenyatta National Hospital and Moi Referral Hospital. Below them are 7 provincial

hospitals; 69 district hospitals and sub district hospitals; 329 health centres and about 1100 dispensaries. The dispensaries provide basic consultation services and drugs. Health centres generally have a pharmacy and a lab as well as few beds for delivery or transit. Presently, all provincial and district hospitals have a private wing known as amenity wards. The ministry of medical services management structure is therefore of four levels. Central, provincial, district and facility. Collins et.al (1995) noted that despite the fact that there are major gains that are remarkable; population growth outstrips the capacity of ministry of medical services to cater for the demands of the services.

The government remains the major financier of the health care services meeting nearly half of the national health recurrent expenditure. Ministry of medical services has the lowest percentage of total expenditure in the major sectors of the economy in spite of the workload. The number of the facilities and manpower attributed to it is lower than the required. Employment of the manpower is centralized. Many medical practitioners like the medical doctors, clinical officers, registered nurses among others are employees of the civil service of Kenya. All the district and sub district hospitals, national hospitals and provincial hospitals have administrators who are not medics, but also employees of the civil service. Staffing which means searching for, selecting, and orienting individuals with the appropriate range of knowledge, skills, behavior, and values to meet your organization's needs, done by the human resource officer in the ministry of medical services.

Promotion is also done by the same office through the assistance of the officer in charge of the facility. The dispensaries and health centers are headed by a clinical officer appointed at the district level by the district administrator and the assistants and provincial medical health officer. Developing human resources in any organization means improving employees' performance by increasing or improving their skills, knowledge, and attitudes. This allows the organization to remove or prevent performance deficiencies, makes the employees more flexible and adaptable, and can also increase their commitment to the organization. The development of human resources can take several forms, such as training for a job, training for a role inside the organization, and training for a career. Ministry of medical services is very particular about this as they are seen taking their employees for regular seminars. The seminars are organized at national level, to provincial level, district level and at the facility level.

Ministry of medical services is said to pay its employees far below their counterparts in the private sector. This has in the past seen a large flow of qualified health professionals away from the ministry of health towards the private sector. Kenya health sector policy framework states that there is a general lack of the essential inputs required for effective patient care in public hospitals. None of these augers well with the quality health care ministry of medical services facilities and with the existence of these structural imbalances, it is not surprising that the ministry is increasingly unable to provide adequate levels of quality care in its institutions. Lack of resources has given rise to the need for extra revenue which has seen the introduction of cost sharing since the fee for



poor patients have to be paid. This burden therefore falls on the government because the private schemes do not accommodate those who cannot afford.

## **1.2 Statement of the problem**

Social capital is an important aspect of any knowledge worker and human resource managers need to know these employees. There are various attributes of social capital that makes it so different from other forms of capital. These hopes to clarify why social capital sets best knowledge workers apart from the others. Social capital cannot be directly transferred to another person. An individual cannot transfer, give or sell their network of developed and nurtured relationships. Human resource practitioners need to facilitate relationship building e.g., via outward bound activities. Breaking habits associated with the focusing on tasks and ideas and going into in-depth issues is difficult. It is often made more difficult by self selection of people into knowledge focused occupations that have predispositions or personality traits that support such behaviors, working against their developing a broad and diverse network of relationships.

The social capital theory shows that Social capital cannot be substituted easily just like one can do with other forms of capital. For example, money can be budgeted for a specific purpose and be re budgeted for a different one. Itami (1987) noted that social capital cannot be substituted e.g. a strong liking for a given employee cannot be substituted to a different employee however hardworking the other might be. Social capital is also highly entropic. It requires significant investment to create, maintain and enhance the value of the networks. The cement that seals relationships is trust. When trust

is developed helping behavior is a key to expanding the relationship. The last element is synergy. Skilled knowledge workers have the greatest potential to create synergy because of their extensive, diverse and strong network of relationships they have at their disposal. (Itami 1987). All the attributes make social capital so unique and present in organizations. The challenge is how to balance between the knowledge worker and social capital.

In this study, the researcher seeks to compare individual's social capital by measuring network centrality because this captures the extent of an individual's access to resources, such as task specific knowledge and confidential information about work related issues. Central individuals, because of the more numerous connections to others, have more social memberships to draw on in obtaining resources, and are therefore independent of any single individual. Centrality also implies control over the acquisition of resources. Cook and Emerson (1978) found that managers with more social capital (measured by network constraints) get promoted faster than those with less social capital and that social capital is positively related to promotions and career satisfaction. This therefore puts the researcher in a desire to seek to answer the research questions.

### **1.2.1. Research Questions**

From the above statement of the problem the following research questions arise.

- a) How does the management match between promotion and social capital?
- b) By what extent does social capital and other social connections Influence promotions?
- c) To what extent does social capital affect promotions in the ministry of health?

### **1.3.1 Objectives of the Study**

The objectives drawn from the problem are:

- a) To find out how the management matches between social capital and employee promotion
- b) To determine the extent to which social capital and other social connections influence employee promotions
- c) To establish the extent to which social capital affects employee promotions in the ministry of medical services

### **1.4 Significance of the Study**

This study will be very important since it will open doors for a wide are of study. Little is known about social capital and the researcher strongly believes that this study will show many the existing windows of exploration in human resource management and other management sciences.

Many scholars in the past have been doing a lot about all the other aspects of human resource management with no notice on social capital. This study will therefore be vital to many human resource personnel as they seek to redress their perspective on promotion. In other words, they will need to answer the question: what drives their decision to settle on a final candidate among many in the process of promotion might be its social capital that they know little about.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The advents of globalization and technological advances that have made information easily and cheaply available have combined to highlight the dichotomy in human development. Some countries such as in Africa and Latin America, even after moving away from various degrees of socialism have failed to advance economically while others such as china, who have retained many of the ideological characteristics of socialism is experiencing extra ordinary economic growth and development in many nations.. It is also clear that technology and innovation are insufficient for growth across the globe. With more technology than ever, the dichotomy is sharper than any other period in modern history. At the same time, human beings who are involved in running the businesses, the intellectual element has become very important to match the speeding world and of closer importance is the social relationships they end up forming within and outside the organization.

Social capital is a concept developed in sociology and also used in business, economics, organizational behaviour, political science, public health and natural resources management that refers to connections within and between social networks as well as connections among individuals. Though there are a variety of related definitions, which have been described as "something of a cure-all" for the problems of modern society, they tend to share the core idea "that social networks have value. Just as a screwdriver (physical capital) or a college education (human capital) can increase productivity (both individual and collective), so too social contacts affect the productivity of individuals and groups.

### **2.2.1 Social Capital**

Early attempts to define social capital focussed on the degree to which social capital as a resource should be used for public good or for the benefit of individuals. Putnam (1990) suggested that social capital would facilitate co-operation and mutually supportive relations in communities and nations and would therefore be a valuable means of combating many of the social disorders inherent in modern societies, for example crime. In contrast to those focussing on the individual benefit derived from the web of social relationships and ties individual actors find themselves in attribute social capital to increased personal access to information and skill sets and enhanced power. According to this view, individuals could use social capital to further their own career prospects, rather than for the good of organisations.

In his handbook, Michael Armstrong (2006), defined social capital as the relationships between people and the resources contained there in which includes the relationships within and through which; these resources are applied to produce desirable outcomes. Relations and networks have the ability to help societies function better by binding the citizens into aligned behaviour and creating institutions that facilitate progress. The more effectively connected people are, the higher the level of social capital. Effective networks imply existence of outcomes, values, sanctions and norms of reciprocity underpinning those networks.

Putman (1990) invoked the idea of social capital and defined it as: those tangible substances that count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals and families who make up a social unit. The individual is helpless socially, if left to himself. If he comes into contact

with his neighbour, and they with other neighbours, there will be an accumulation of social capital, which may immediately satisfy his social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of: help, the sympathy, and the fellowship of his neighbours.

Putnam (1994) re-defined social capital by referring to social organizations and institutions and the ways and means of how they collaborate in common projects. He found that trust and confidence are major ingredients of successful performance of these organizations when it comes to political and governmental reform. Trust and confidence are results of historical processes in which these organizations have been taken part, and not just outcomes of spontaneous developments in relation to specific political topics.

Coleman (1990) Defined social capital functionally as “a variety of entities with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors...within the structure”– that is, social capital is anything that facilitates individual or collective action, generated by networks of relationships, reciprocity, trust, and social norms. In Coleman’s conception, social capital is a neutral resource that facilitates any manner of action, but whether society is better off as a result depends entirely on the individual uses to which it is put.

Generally, Social capital refers to the macro-level of the analysis of social systems thereby looking into mechanisms of cooperation and conflict between social sectors. It assumes that cooperation between sectors generates a stock of social capital, i.e. the essential resource enabling agencies to further cooperate because of the benefits this

cooperation generates for all participants. Behind the concept of social capital lies the idea of a well-balanced social system, which favors mutual collaboration between social agencies and sectors for the sake of the sustainability of this system itself.

### **2.2.2. Attributes of Social Capital**

There are various attributes of social capital that makes it so different from other forms of capital. These hopes to clarify why social capital sets best knowledge workers apart from the others. Transferability is one basic element. Social capital cannot be directly transferred to another. An individual cannot transfer, give or sell their network of developed and nurtured relationships. But one can help build another's relationships through contacts and digital networks. Also, social capital cannot be easily controlled. Human resource practitioners need to facilitate relationship building e.g., via outward bound activities. Breaking habits associated with the focusing on tasks and ideas and going into in-depth issues is difficult. It is often made more difficult by self selection of people into knowledge focused occupations that have predispositions or personality traits that support such behaviors, working against their developing a broad and diverse network of relationships.

Fungibility is another attribute of social capital and refers to the extent one form of capital can be used as a direct substitute for another. For example, money can be budgeted for a specific purpose and be re budgeted for a different one. Itami (1987) noted that social capital cannot be substituted. Strong liking for a given employee cannot be substituted to a different employee however hardworking the other might be. Social

capital is also highly entropic. It requires significant investment to create, maintain and enhance the value of the networks. The cement that seals relationships is trust. When trust is developed helping behavior is a key to expanding the relationship. The last element is synergy. Skilled knowledge workers have the greatest potential to create synergy because of their extensive, diverse and strong network of relationships they have at their disposal (Itami 1987).

### **2.2.3 Evolution of Social Capital**

The concept of social capital has emerged from sociological analyses concerning the quality of social relations and their impact on the lives of their participants. Social capital was seen by the late. Coleman as an ingredient of the functioning of social relations among individuals (Coleman 1990). Participants of these relations demonstrated trust and confidence in each other, which helps enabling them as a social group to become successful in social, cultural, and political terms. Social capital according to Coleman's analysis refers to sociability and consequently to social status of the individual, which are seen to provide the main foundations for successful social relations.

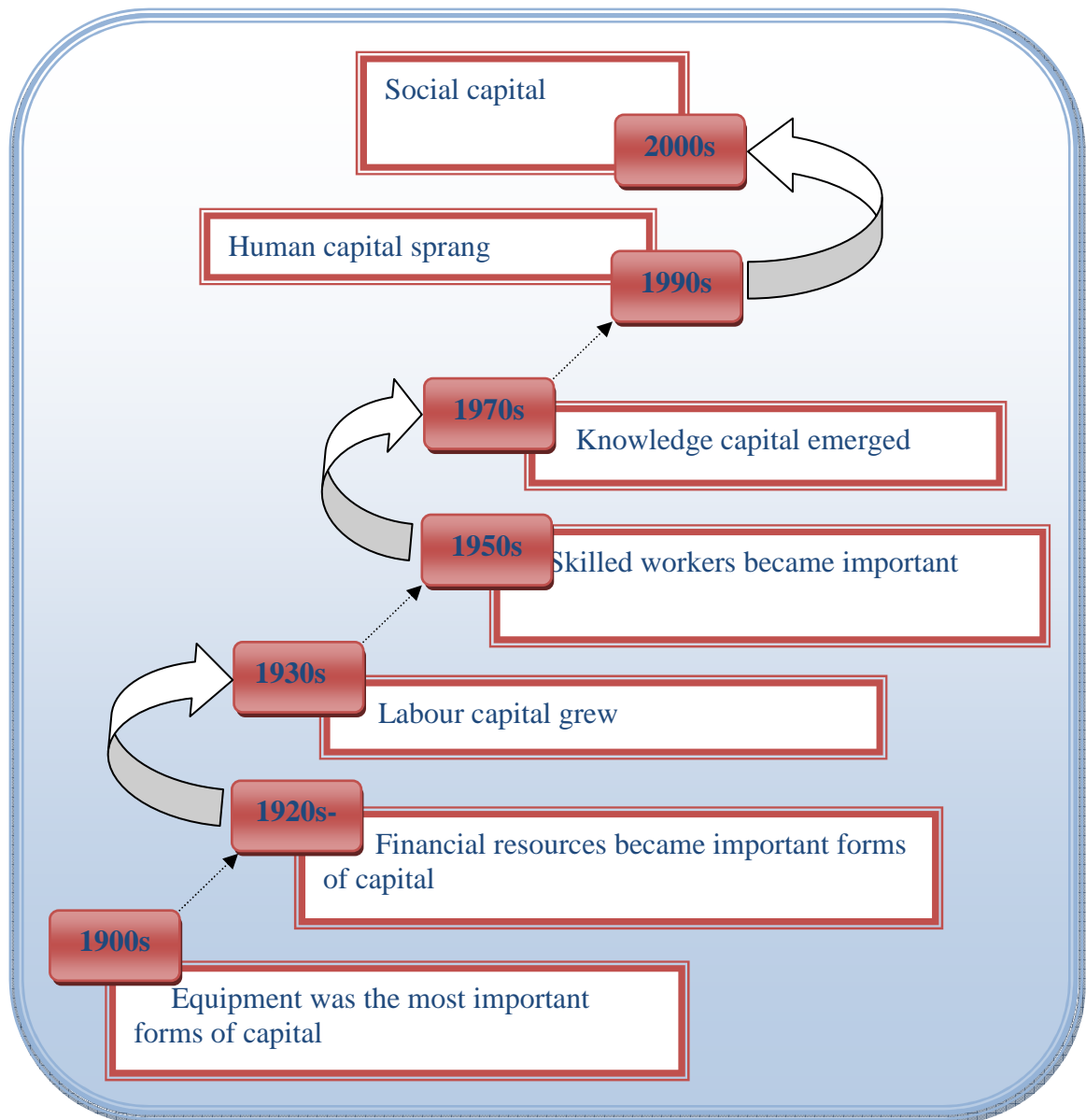
It has evolved over time form other forms of capital that are applied in production of goods and services that are employed by the human resource department. Major manufacturing firms like GM (general motors) and FORD had viewed labour, physical and human capital as the most important forms of capital. The value of human capital; is gained through education, practice and work experiences. Over years, other forms of capital like social capital have emerged over time and have remained the most critical



form of capital to success of knowledge workers. The question of why does knowledge workers fail led to development of social capital.

Figure 2.1 presents the various forms of capital have evolved over time and brings out clearly the issue of social capital being the most recent phenomena that the human resources should keep watching.

FIGURE 2.1



Source: Researcher's (2010)

### **2.2.4 Evaluating Social Capital**

Bourdieu agree with Coleman that social capital in the abstract is a neutral resource, but his work tends to show how it can be used practically to produce or reproduce inequality, demonstrating for instance how people gain access to powerful positions through the direct and indirect employment of social connections. Robert Putnam has used the concept in a much more positive light: though he first argued that social capital was a neutral term, stating “whether or not the shared are praiseworthy is, of course, entirely another matter”, his work on American society tends to frame social capital as a producer of "civic engagement" and also a broad societal measure of communal health. He also transforms social capital from a resource possessed by individuals to an attribute of collectiveness, focusing on norms and trust as producers of social capital to the exclusion of networks.

Mahyar (2003) identifies consensus building as a direct positive indicator of social capital. Consensus implies “shared interest” and agreement among various actors and stakeholders to induce collective action. Collective action is thus an indicator of increased social capital.

Edwards and Foley, as editors of a special edition of the *American Behavioural Scientist* on Social Capital, Civic Society and Contemporary Democracy, raised two key issues in the study of social capital. First, social capital is not equally available to all, in much the same way that other forms of capital are differently available. Geographic and social isolation limit access to this resource. Second, not all social capital is created equally. The value of a specific source of social capital depends in no small part on the socio-economic position of the source with society. On top of this, Portes has identified four

negative consequences of social capital: exclusion of outsiders; excess claims on group members; restrictions on individual freedom; and downward levelling norms. Here it is important to note the distinction between "bonding" vis-à-vis "bridging". There is currently no research which identifies the negative consequences of "bridging" social capital when in balance with its necessary antecedent, "bonding".

Finally, social capital is often linked to the success of democracy and political involvement. Robert Putnam, in his book *Bowling Alone* makes the argument that social capital is linked to the recent decline in American political participation as well an increased tendency towards more conservative, right-wing politics.

### **2.2.5 Benefits of Social Capital**

Social capital refers to benefits generated by collaboration between established social organizations these benefits particularly require generating trust and confidence between organizations in relation to further projects of collaboration. Like monetary capital, social capital becomes a resource to exercise power vis-à-vis those who have only limited or even no access to this resource.

It is the greatest potential to create synergy with other forms of capital. It therefore provides that the advantages to the individual and the firm with resource based view of competitive advantage. Employees with social capital can access people in their networks in any number of possible combinations. The network can provide a wide view of an issue and facilitating problem solving.

Bouwen (2001) observed, knowing in an organizational contexts essentially a relational or social process. It is the potential of social capital to lead to new insights through interactions among a diverse group of trusted others in dealing with the issue. Diversity

created in the relationships connects one to many different non overlapping networks. (Baker 2000), (cross and prusak 2002) Social capital is much like an expanding spider web. To maintain the status quo, periodic interactions with others in the building of trusts is needed. This in the long run leads to organizational effectiveness (Prusak and Cohen 2001).

### **2.2.6 Developing Social Capital**

Management can embrace and institutionalise practices and programs that nurture social capital development. Such programs can be: Strategic entertainment expenses reimbursement, Payment of conference dues, Establish alumni networks, Referrals from employees which can create a substantial amount of goodwill with the employees and Sponsoring employees to attend some training or seminars that are relevant to their careers.

Also, organizations can offer social capital during employee relocation or transfer. This is because relocation or transfer can be a major disruption of social networks for employees. Organizations can support development of affinity groups: people who share a common experience or interests e.g. through cultural activities and talent shows. Further, organization can work to overcome the limitations associated with social capital such as low transferability and controllability. E.g. By facilitating sharing of information among employees on key contacts they have developed. Social capital is the product of the pursuit of meaningful activities.

### **2.2.7 Social Capital vs Organizational Culture**

Culture refers to common language, history, experience, symbols, art and the like. Social capital deals with networks and relationships which may be formed along cultural lines,

but not necessarily. The success of all societies and organizations is in part by the ability to transcend one culture and establish networks with other cultures. Thus the ability to ensure social cohesion in spite of different cultures (Armstrong 2006).

There are many changes presently due to globalization. These changes have motivated citizens and employees to move from being directed, to working and thinking more independently; and from exercising duties due to accepting responsibility; and for rights and obligations. These have caused shift in emphasis from comparative advantage towards developing competitive advantage (typical in network and information economies) (Dessler 1994).

Societies are changing internally to avoid obsolescence due to cultural constraints. Culture increases the mental image and world view of members of a community and influences the default decisions taken by them. Emotional and rational thought play a role in creative decision making, stabilising default decisions come from cultural come from cultural worldview and mental image, which establish the conventional wisdom, form values that shape decisions and give expressions to the bonds holding together. Default decisions propel social systems to replicate themselves.

There are three tipping points that can make a different future to many of our industries; focus on creating open societies, focus on economic development and focus on creative minorities. (Leadership and entrepreneurship) (Armstrong 2006).

A culture's ability to transform itself, to make different decisions and thus to create different outcomes, depends on how open or closed it is. Openness is pre condition for adaptive ness. Social networks and relationship forming social capital provide a forum where society can tackle problems of commons and find mutually acceptable trade offs.

In a differentiated society, social capital helps to distribute information and knowledge amongst different people. Adler and Kwon (2000), Baker (2000) described and popularised the notion of a tipping point, identified the role played by small number of people in creating as well as solving epidemics, health, social and otherwise

### **2.2.8 Challenges of Social Capital Management**

The main challenge is balancing change and stability, preserving the old and discovering new ways. Career development challenge is much more than networking which can lead to new acquaintances. Asking an acquaintance to act on one's behalf or to assist a friend rarely yields the outcome envisioned. Social capital development requires financial backing. Institutionalising practices and programs that nurture social capital development is expensive. It also needs involvement of professionals.

Individuals who possess social capital are highly mobile compared to others. Hence organizations keep losing such lucrative employees and they are perceived to be more difficult to fill or replace. In this context, promotion becomes of great challenge because it is clear that human connections and relationships affect promotional decisions.

### **2.3.1 Promotion of Human Resources**

Promotion is an upward mobility in a job. Mullins (2005) argued that there are many basis of promotion. Added that in the majority of cases, managers clearly stated merit or ability as the overt belief. However, the 'if your face fits' syndrome also can be an apparent covert reason for promotion.

Human resources are the key resources that any organization must have to ensure that they achieve the organizations objectives of efficiency, effectiveness and productivity.

Human beings, having been assigned tasks definitely need supervision and the scenario

of having different job grades causes some individuals to occupy positions senior to their counterparts. For many years, scholars have not found it necessary to look at how the decisions concerning the positions are created. In this study, a lot of information that is needed to bring out the issues of promotion clearly are sought to be understood later. Promotion encourages career growth and it's a good incentive for motivating employees especially if it is done through merit.

In the recent past, we have seen the world over young employees occupying very senior positions in organizations and the question of whether the positions were attained through merit comes along. In the ministry of health, being a government managed enterprise, social capital plays key role while making promotion decisions.

### **2.3.2. Promotion Opportunities**

Dessler (1994) defines promotion opportunities as positions within the organizations hierarchy that require to be filled whenever possible by qualified candidates not from outside the organization workforce. Flippo (1984) sees promotion opportunities as growth opportunities that enable employees to make upward movements up the organization ladder. When promotion opportunities exists in an organization, then first priority should be given to internal employees otherwise there will be little motivation for them to do a better job if better and higher paying jobs are reserved for outsiders. Additional job satisfaction results in more interesting and challenging work, higher pay and better working conditions most employees know that proper efforts may result in more interesting and challenging work, higher pay and better working conditions most employees are motivated if they feel that they can move upwards in the organization. (Higert 1988).

As organization undertake reforms that impact negatively on promotion opportunities, it is advisable that they enhance their career planning and performance appraisal programs to reduce employee turnover. Koontz (1993) career planning is the process of synthesizing and harmonizing the needs of the organization with the innate aspirations of the employees, so that while the latter realizes self fulfilment, the organization effectiveness is improved. The advantage of this process includes improving and maintaining motivation and morale of employees as well as ensuring satisfactory performance of employees by meeting their needs and aspirations of their growth (Mamoria 2005).

#### **2.4. Link Between Promotion and Social Capital**

Promotion creates empowerment, a concept developed in the context of strategic human resource management Empowerment is defined in different ways (Rappaport et al. 1984), but there are some common elements to all definitions:

Empowerment aims at the improvement of individual and collective skills to regain control over living and working conditions and their impact on well-being (Henderson & Thomas 1987)

Empowerment is the aim and the means of community organization (Minkler 1997)

Empowerment refers to a constant process of enabling individuals and groups to take part in collective action (Daly & Cobb 1994).

Empowerment refers to processes of social interaction of individuals and groups, which aim at enabling people to enhance their individual and collective skills and the scope and range of controlling their lives in a given community. Empowerment happens while people interact in ways of mutual respect, tolerance and social support.



Social capital refers to the macro-level of the analysis of social systems thereby looking into mechanisms of cooperation and conflict between social sectors. It assumes that cooperation between sectors generates a stock of social capital, i.e. the essential resource enabling people to further cooperate because of the benefits this cooperation generates for all participants. Behind the concept of social capital lies the idea of a well-balanced social system, which favors mutual collaboration between social agencies and sectors for the sake of the sustainability of this system itself.

In other words: social capital refers to benefits generated by collaboration between established social organizations. These benefits particularly require generating trust and confidence between organizations in relation to further projects of collaboration. Like monetary capital, social capital becomes a resource to exercise power vis-à-vis those who have only limited or even no access to this resource. From such understanding, it is clear that the web of interconnections that exists at work can place an individual who is well connected in the organization to be ranked highly when promotion opportunities arise.

## **2.5. Conceptual Framework**

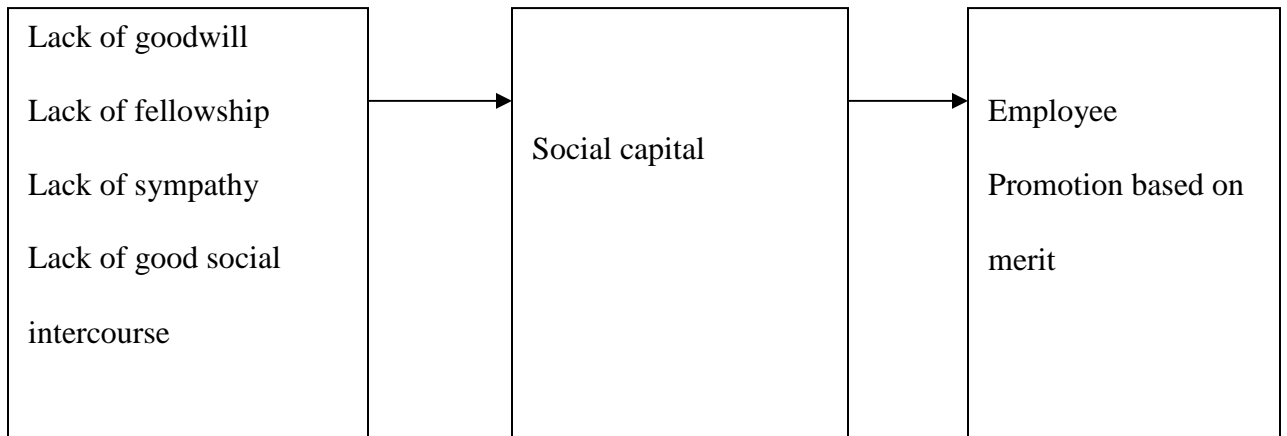
This is a model that is used in research to show possible courses of actions that can be followed in the exploration process. In this research, the major variables are shown in figure 2.2. The independent variable is social capital while employee promotion is dependent variable. The main variables under the dependent variable are: promotion that is influenced by social capital as the intervening variable. The dependent variable has many aspects ranging from good will, fellowship, sympathy to social intercourse activities like entertainment and out bound activities the outcome is the independent variable and that could be fair or unfair promotion.

**Figure 2.2 shows the main variables that will be used to test the research questions.**

**Independent variables  
variables**

**intervening variable**

**dependent**



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The formidable problem that follows the task of defining the research problem is the preparation of the research design of the project where decisions concerning what, where, when, how much, by what means concerning an inquiry or research study are made.

#### **3.1.1 Research Design**

It is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure. It is the conceptual structure within which research is conducted; it constitutes the blueprint for collection, measurement and analysis of data. It includes the outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data.

Since little has been done on social capital, the study will use descriptive research design and stratified sampling technique. The research will be conducted through a survey. The population of interest will be the district dispensaries since the information can be gathered at the district hospital ministry of health administration. A list from the district shows that the district has 3 health centres and 5 dispensaries in the whole of Malindi district. Ogutu (1983) justifies conducting of survey census for an exploratory study since it provides more accurate picture. The same was held by (Kangóro 1998).

#### **3.1.2 Target Population**

The sample population was obtained by getting the actual numbers from the provincial medical health officer based at the provincial headquarter. Random sampling will be used to get to the respondents. The district has more than 300 employees excluding those of

flexible work system arrangement and them that are under the Clinton foundation and Danida Peace Corps who are very active in the district and have their own employees some who are obtained through the government. Constituency development fund committee has also employed many nurses of which 10% will be sampled for data collection.

### **3.1.3 Sample Size**

The researcher focussed on old Malindi district that presently has been divided into two (Malindi and Magarini district). Data will be obtained from the two districts. A total of 40 employees were interviewed. The respondent who were interviewed comprised the district health officer, all the clinical officers' in charge of health centres, the nurses who hold positions like matrons and senior nurse. The human resource personnel and the hospital administrators are subject to the study.

### **3.2. Data Collection**

Since the sample design is using survey technique, random sampling can be used so as to get appropriate samples sizes since it's not a very big population. The data collected was used for analysis so that the null hypotheses can be accepted or rejected. Therefore, questionnaires will be used to collect data. In some cases, interviewing may be appropriate especially where people have served in the centres for long and haven't been promoted and would seek to know why.

There are 3 surveys data collection modes: personal interview, telephone interview and mail interview. All the methods have their pros and cons. Personal interview offers more versatility and cheaper in terms of money and time than observational methods, but sooner at controlling interviewer effects. Mail interview is excellent at controlling

interviewer effects but poor at handling complex questionnaires. Telephone interview is excellent at offering a high degree of sample control but only fair at collecting large amounts of data.

The choice of these is dictated by the objectives of the research and required data and resource considerations. Although personal interviews have been found to yield the highest quality and quantity of data, when supplemented with drop and pick later approach and where possible the researcher will discuss the contents of the questionnaires with the respondent and leave him or her to fill the contents later. This is aimed at capturing the benefits of personal interview as well as saving time.

One questionnaire per health centre was filled by the in charge or any person acting on his behalf. The questionnaire will mainly contain closed ended questions and open ended questions. The questions should be developed originally from the literature review while others can be adopted from similar empirical studies.

### **3.3. Data Collection Instruments**

The researcher gathered information from both primary and secondary data. Primary data included: questionnaires, interview and observation and Secondary data included: internet material, company records and journals. Secondary data was collected from the ministerial annual financial reports and their website. Secondary data is; less expensive to collect since it is readily available and it takes less time to collect.

### **3.4 Data Analysis**

The questionnaires were edited for completeness and consistency and then coded to classify responses into meaningful categories to enable the data to be analyzed. Data was

analyzed using tables and descriptive statistics. First, the data was coded and then summarized later into tables to be analyzed using descriptive statistics will entail proportions, percentages, means, frequency tables and correlation coefficients. Measures of central tendency such as means and standard deviation will be used to determine the extent to which variables under investigation affect retention and motivation of employees as a result of declining opportunities of promotion. Chi square tests will be administered to determine the association between social capital and promotion

## CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

### 4.1 Introduction

The objective of this study was to establish whether promotions in the ministry of medical services are influenced by social capital in Malindi district. To facilitate this data, 40 questionnaires were distributed of which 35 of them were fully filled and returned. That represents 87.5 % of the total questionnaires. Some of the officers requested to fill the questionnaires were reluctant to fill them due to the sensitivity they attributed to the study.

### 4.2.1 Categories of Health Facilities

This section represents the categories of health facilities in the study region that were sampled, with which a logical background for the research findings was provided

Table 4.1 presents distribution of health workers by health facility categories.

**Table 4.1.** Distribution of health workers by health facility categories

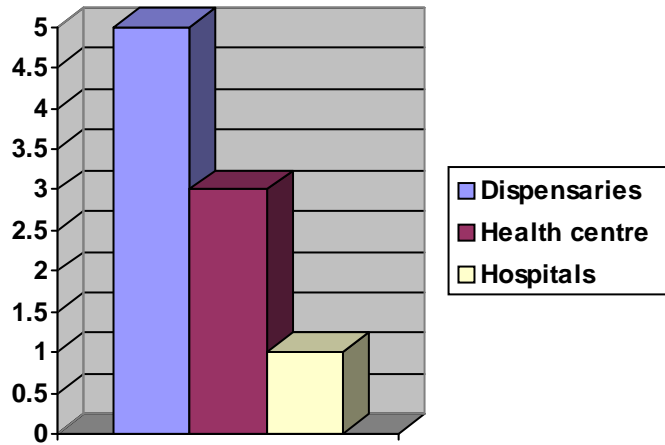
<b>Health facility category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Dispensaries	5	55.6
Health centre	3	33.3
Hospitals	1	11.1
<b>Total</b>	<b>9</b>	<b>100</b>

Source: Researcher (2010)

Table 4.1 shows the distribution of health facilities under the categories: dispensaries, health centres and district hospitals. Majority of the respondents were drawn from

dispensaries accounting for 55.5%. 33.3 % were drawn from health centres and 11.1% were from the hospital.

Figure 4.1



Source: Researcher (2010)

#### 4.2.2. Contextual and personal data analysis

Table 4.2 Gender of the respondents

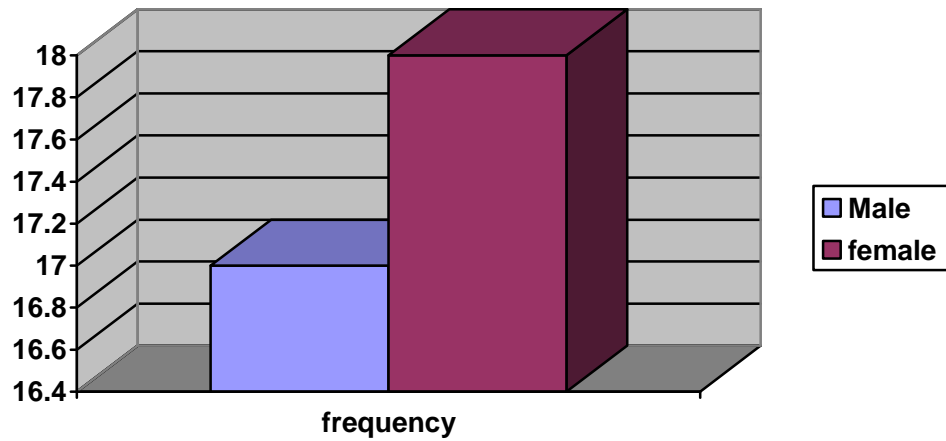
**Table 4.2.** Gender of the respondents

sex	frequency	Percentage (%)
Male	17	48.57
female	18	51.43
<b>Total</b>	<b>35</b>	<b>100</b>

Among the 35 respondents, 48.57 % were male and 51.43% were female as indicated by table 4.2 above.



Figure 4.2 shows composition of respondents in terms of their Gender.



Source: Researcher 2010

The graph shows that the majority of the respondents sampled were women in most of health facilities in the district.

#### 4.2.3. Ages of the administrators and others in leadership positions

Table 4.3 presents the gender of the respondents

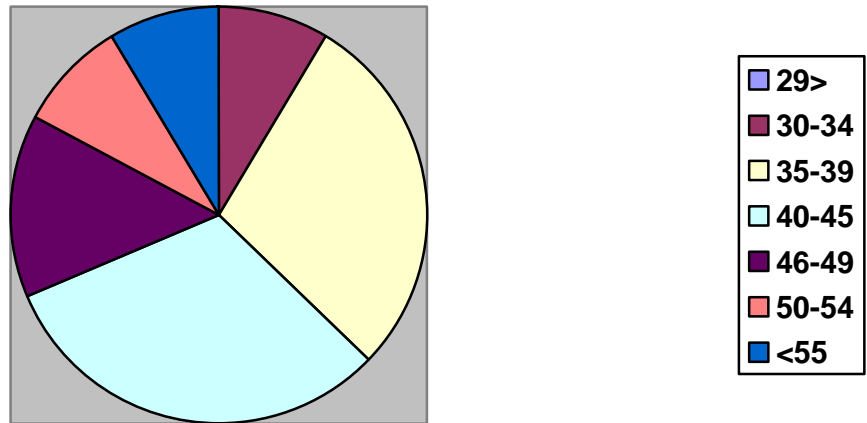
**Table 4.3** Gender of the respondents

Years	Frequency	Percentage (%)
Below 29	0	0
30- 34	3	8.57
35 – 39	10	28.57
40 -45	11	31.43
46 – 49	5	14.28
50 – 54	3	8.57
Above 55	3	8.57
<b>Total</b>	<b>35</b>	<b>100</b>

The data in table 4.3 above shows the age of the respondents. None of them were 29 years and below. 8.57 % of respondents were between ages 30 – 34 while 60% were between 35 and 45 years. 14.28% of the respondents were aged between 46 and 49. 17.14% comprised of respondents above 46 years of age.

**Figure 4.3**

**Pie chart presenting the Ages of the administrators and others in leadership positions**



The pie chart figure 4.3 above shows that most of the administrators sampled were between 35 years and 45 years of age who comprised more than half of the respondents sampled.

#### 4.2.4. Highest professional qualifications of the respondents

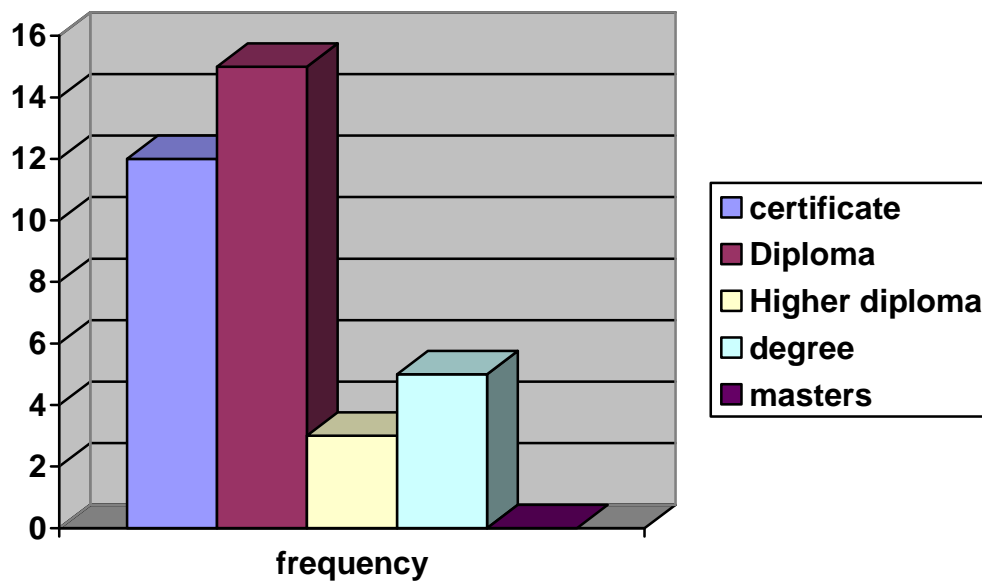
Table 4.4 presents level of education

**Table 4.4.** Level of education

Level of education	Frequency	Percentage (%)
Certificate	12	34.29
Diploma	15	42.86
Higher diploma	3	8.57
degree	5	14.29
Masters	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

Table 4.4 Shows the level of education of the respondents who responded to the questionnaires.

**Figure 4.4:** Shows professional qualifications of the respondents



The graph of figure 4.4 shows the professional qualifications of the sampled respondents. Majority of the administrators have a certificate and none has a master's degree.

#### 4.2.5. Length of service of the respondents

**Table 4.5 duration of service in the current position**

<b>duration</b>	<b>frequency</b>	<b>Percentage (%)</b>
Less than 5 years	5	14.29
6 – 10 years	09	25.71
11 – 15 years	15	42.86
16 – 20 years	6	17.14
21 – 25 years	0	0
Over 25 years	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

The data in figure 4.5 shows that 14.29% of the respondents got their promotions in the last 5 years. 25% Of the respondents have had their current positions between 6 -10 years. Surprisingly, 42.86% of the respondents have been in their present positions for the past 11 -15 years while only 17.14% of the respondents have maintained their positions for the past 16- 20 years.

**Figure 4.5**

**Simple bar graph showing the length of service of the respondents in their current positions**

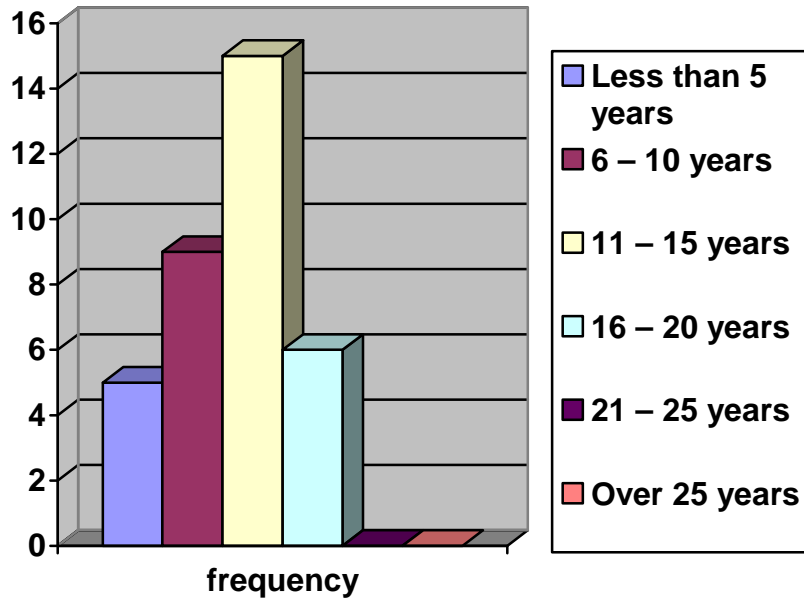


Figure 4.5 shows that the highest length of service of the respondents is between 11 -15 years. Respondents who have been in the current positions 21 years and above are few as indicated by the bar graph.

#### 4.2.6. Length of service of the respondents before the promotion

**Table 4.6 duration of service before the promotion**

<b>duration</b>	<b>frequency</b>	<b>Percentage (%)</b>
Less than 3 years	5	14.29
4 – 6 years	09	25.71
7 – 10 years	6	17.14
11 – 13 years	15	42.86
14 – 16 years	0	0
Over 17 years	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

The data in figure 4.6 above indicates that 14.29% of the respondents worked for less than 3 years before rising to their present positions. 25.71% worked between 4 – 6 years before getting their present positions while 17.14% worked between 7 – 10 years before rising to their present position. 42.86% of the respondents worked between 11 and 13 years before they get promoted.

**Figure 4.6**

**A simple bar graph showing Length of service of the respondents before their promotion**

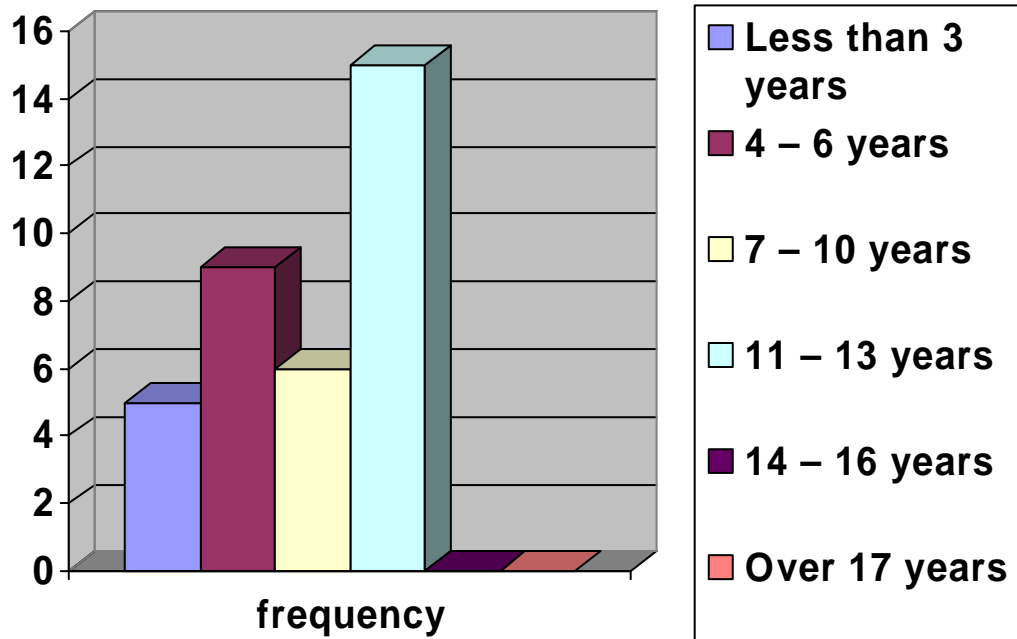


Figure 4.6 shows that majority of the respondents had served between 4-6 years in their previous positions before they got promoted to their present positions. This represents 25.71% of the total respondents.

### 4.3.1 Creating promotion opportunities

**Table 4.7 Creating promotion opportunities**

Statement	1		2		3		4		5	
	Very large extent		Large extent		Some extent		Small extent		Not at all.	
	freq	%	freq	%	freq	%	freq	%	Freq	%
Giving employees challenging responsibilities	7	20	6	17.1	12	34.3	6	17.1	4	11.5
Providing good working environment and facilities	3	8.6	5	14.3	8	22.3	14	40	5	14.2
Ensuring frequent job rotations	3	0	3	5.7	3	8.6	3	8.6	27	77.1
Offering employees more training opportunities	0	28.6	2	34.3	6	17.1	4	11.4	3	8.6
Assigning employees specialized tasks enabling them to become experts	10	0	12	2.8	4	11.4	10	28.6	20	57.1



Recognizing individual contributions	0	0	1	8.6	3	8.6	9	25.7	20	57.1
Granting additional authority to employees at his / her work.	0	0	4	11.4	6	17.1	12	34.3	13	37.1
Designating socially appealing job titles to employees	0	0	0	0	5	14.3	12	34.3	18	51.4

Table 4.6 above indicates that 14.28% of the respondents were certain that the ministry to a very large extent provides interesting work. 28.6% were to a large extent and some extents respectively come from future with making work more interesting. 71.4% of the respondent were to a very large extent challenging responsibilities. The table shows that better salaries, providing good working environment, robust allowances and frequent job rotations scored low meaning that the ministry to a very large extent does not support employees to such aspects. This is seen by the 8.57% that was recorded by most respondents in those aspects. The respondents also indicated that there is complete absence of recognized individual contributions, granting additional artlessly and assigning specialized tasks.

### 4.3.2. Administrative styles.

**Table 4.8 Administrative styles.**

Statement	1		2		3		4		5	
	Strongly disagree	disagree	undecided	agree	Strongly agree	freq	%	freq	%	
There is a lot of creativity and innovation in employee's job.	18	51.4	17	48.6	0	0	0	0	0	0
Employees are allowed to make decisions and schedule on their work.	12	34.3	10	28.6	0	0	8	22.9	5	14.3
Management shares information on how to plan work with the other employees	4	11.4	26	74.3	1	2.8	3	8.6	1	2.8
Non management employees are allowed to share key decisions with the management	32	91.4	1	2.8	1	2.8	1	2.8	0	0

Table 4.8 shows that 51.4% of the respondents strongly disagree with the ministry encouraging creativity and innovation while 46.6% just disagreed. This response put together makes 98% of respondents being in agreement that the government does not

encourage creativity and innovation while majority of respondents (69.2%) indicated that the ministry does not allow employee to make decisions and schedules that work, only 28.6% of the respondents strongly agreed that they have a good relationship with their bases, the rest shy shied from responding to that question due to sensibility associated with it. 91.4% of the respondents indicated that non management employees are not allowed to share key decisions with the management.

### 4.3.3. Career progression and development

**Table 4.9 career progression and development**

Statement	1		2		3		4		5	
	Strongly disagree	disagree	undecided	agree	Strongly agree	freq	%	freq	%	
A lot of training is offered to enhance competency.	0	0	2	5.7	0	0	5	14.3	28	80
There are chances of advancement and promotion based on one's ability	4	11.4	10	28.6	6	17.1	10	28.6	5	14.3
There are good career development opportunities	1	2.9	5	14.3	12	34.2	9	25.7	8	22.9
I am confident with the manner in which promotions are handled.	5	14.3	7	20	10	28.6	7	20	63	17.1

Table 4.9 above indicates that the ministry enhances training and competency by 80%. This implies that it invests substantially in training employees. Only 5.7% of the respondents disagreed that a lot of training is offered to enhance competency. 11.4% of the respondent and promotion based on ones ability. 17.1% were indicated while 14.3% strongly agreed that the ministry has chances of advancement and promotion based on ones ability. 2.9% indicated that there are good career development opportunities while 22.9%of the respondent opportunities in the ministry.14.3% of the respondents indicated that they are not confident with the manner in which promotions are handled in the ministry 28.6% of the respondents were undecided while 17.1% of respondents were confident with the manner in while the promotions were handled.

#### 4.3.4. Social aspects I find in the ministry

**Table 4.10 Social aspects I find in the ministry**

Statement	1		2		3		4		5	
	Very large extent	Large extent	Some extent	Small extent	Not at all.	freq	%	freq	%	freq
Sponsoring employees to attend seminars off the job.	7	20	15	42.8	10	28.6	2	5.7	1	2.8
Provision of entertainment allowances where people participate in social events	0	0	0	0	2	5.7	14	40	19	54.3
Matters of goodwill are enhanced to enhance individual development	0	0	3	8.6	6	17.1	16	45.7	10	28.6
Affinity groups are created and encouraged to grow.	0	0	2	5.7	10	28.6	15	42.3	7	20
Collective action is a daily thing as employees pursue their duties	10	28.6	10	28.5	15	42.3	8	22.9	2	5.7
The social status of individuals matters as one seeks a position	0	0	8	22.9	15	42.3	10	28.6	2	5.7

Table 4.10 indicates that 20% of the respondents to an extremely large extent find the ministry Sponsoring employees to attend seminars off the job while 28.6% of the respondents indicated that Collective action is a daily thing as employees pursue their duties. 54.3% of the respondents indicated that Provision of entertainment allowances where people would participate in social events was not done at all. Matters of goodwill are enhanced to enhance individual development, Affinity groups are created and encouraged to grow and social status of an individual are some factors that scored zero to a very large extent. Meaning they were not even known at all by the respondents.

#### 4.3.5. Aspects of social capital

**Table 4.11 Aspects of social capital**

Statement	1		2		3		4		5	
	Very large extent		Large extent		Some extent		Small extent		Not at all.	
	freq	%	freq	%	freq	%	freq	%	freq	%
Outdoor exercise areas or playing fields for employee use	0	0	0	0	6	17.1	12	34.3	17	48.6
Incentives to employees who participate in physical activities/ maintain physical fitness	0	0	0	0	7	20	13	37.1	15	42.9
Collective action is encouraged daily as employees pursue their duties	0	0	2	5.7	10	28.6	20	57.1	3	8.6

Matters of goodwill are enhanced to enhance individual development	1	2.9	6	17.1	10	28.6	12	34.3	6	17.1
Affinity groups are created and encouraged to grow.	4	11.4	8	22.6	8	22.6	8	22.6	7	20

Table 4.11 above indicates that 20% of the respondents to a very large extent find the ministry sponsorship employees to attend seminars off the job. 2.8% of the respondents indicated that they do not find the ministry supporting the job training via seminars. Majority of the aspects of social capital are not encouraged by the ministry as we find provision for entertainment, goodness, creating and nurturing affinity groups, building trust all were indicated to score 0% majority of the respondents (42.3%) indicated that they were not decided as they could only note a small extent of social capital aspects being encouraged.

The table also indicates that majority of the respondents do not find all the social capital variables in the organizations all getting zero percent. The highest was indicated as subsidized on job training that had 5.7%. 11.4% of the respondents indicated that on job training, are practiced that enhance social capital. 57.1% indicated that no collective actions is encouraged as employee perform no work related duties. 20% of the respondents indicated that the ministry does not create and encourage affinity groups to grow.

### 4.3.6 Policies on promotion

**Table 4.12 Promotion policies**

Statement	1		2		3		4		5	
	Very large extent		Large extent		Some extent		Small extent		Not at all.	
	freq	%	freq	%	freq	%	freq	%	freq	%
Promotion based on merit	4	11.4	16	45.7	13	37.1	2	5.7	0	0
Promotion based on competition	0	0	10	28.6	12	45.7	4	11.4	5	14.3
Promotion based on being known to some human resource manager or powerful hand.	0	0	7	20	57.1	0	0	0	0	0
Promotion based on Personal influence	0	0	16	45.7	14	40	5	14.3	0	0
How Promotion is done not understood by many employees.	1	2.9	10	22.6	15	42.9	7	20	2	5.7

Table 4.12 above indicated that 11.4% of the respondents to a very large extent saw promotion was based on merit. 2.9% of the respondents indicated that they understood how promotion is done in the ministry. 42.9% indicate that they only understood how promotions are done to some extent.0% indicated that promotion is done based on



competition. 45.7% of the respondents indicated that promotion was based on personal influence. Majority of the respondents could not generally comment on the method used to choose a candidate for a promotion. Worthy noting is 57.1% of the respondents who openly indicated that promotion was based on being known to some human resource manager or a powerful personnel who could led a hand.

#### 4.3.7. How motivation for promotion is done

**Table 4.13 motivation for promotion**

Statement	1		2		3		4		5	
	Very large extent		Large extent		Some extent		Small extent		Not at all.	
	freq	%	freq	%	freq	%	freq	%	freq	%
Giving incentives	0	0	0	0	9		8	22.9	19	54.3
Frequent trainings and seminar on management and other responsibilities	1	2.8	15	42.9	16	25.7	3	8.6	0	0
Offering better salaries	0	0	0	0	14	45.7	20	57.1	1	2.8
Providing good working environment and facilities	0	0	1	2.8	2	40	30	85.7	12	5.7
Providing robust allowances	0	0	00	0	3	8.6	30	85.7	2	5.7

Through career guidance and counseling	0	0	0	0	10	28.6	30	85.7	5	14.3
Mentoring and coaching	0	0	0	0	30	85.7	3	8.6	2	5.7
Recognizing individual contributions	0	0	2	5.7	30	85.7	3	8.6	2	5.7
Granting additional authority to employees at his / her work.	5	14.3	7	20	10	28.6	12	34.3	1	2.8
Designating socially appealing job titles to employees	0	0	0	0	0	0	32	91.4	3	8.6

Table 4.13 indicates how motivation for a promotion is done in the ministry. 54.3% of the respondents indicated that incentives are not given. Other variables like frequent trainings and seminar on management and other responsibilities, offering better salaries, providing good working environment and facilities and providing robust allowances scored lowly or no respondent indicated their presence at all.14.3% of the respondents indicated that Granting additional authority to employees at his / her work was given to a large extent

#### 4.3.8. Communication of the vacancies

**Table 4.14 Communication of the vacancies**

Statement	1		2		3		4		5	
	Very large extent	Large extent	Some extent	Small extent	Not at all.					
	freq	%	freq	%	freq	%	freq	%	Freq	%
email	0	0	0	0	0	0	0	0	0	0
Voice mail	0	0	0	0	0	0	0	0	0	00
E-bulletin boards and intranet	0	0	0	0	0	0	0	0	0	0
Employee newsletter and pigeon holes	0	0	0	0	0	0	0	0	0	0
Internal mail system	0	0	1	2.9	16	45.7	15	42.9	3	8.6
Notice boards	0	0	0	0	20	57.1	0	0	0	0
Displays / signs	0	0	0	0	0	0	0	0	0	0

Table 4.14 above indicates that little communication is done especially through modern methods of communication about any promotion vacancy available or that is arising within the ministry. This implies that people do not openly apply for such promotions meaning that there must be a mechanism available for making such vacancies get known to the applicants. The highest as indicated by the respondents is use of mobile phones that appeared as other communication channels commonly used. 2.9% indicated that internal mail system was used to a large extent. 45.7% indicated that the internal mail system was used to some extent while 42.9% of the respondents indicated that internal mail system was used to a small extent.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1. Introduction**

The main objective of this study was to establish into social capital influences promotion of medical practitioner in the ministry of medical services, Malindi district. This respect has provided a broad over view and basic groundwork for greater understanding of the operations of the ministry as far as promotions are concerned. Respects have indicated that many factors influence choices of candidates for a promotion vacancy. Statistics indicates that many times vacancies may be created leading to promoting people in such organizations to enhance growth of those who fall in there sphere of network of friends.

### **5.2. Summary**

The research study was based on several variables that were indicated in the conceptual framework and have been examined in the paper. It was indicated by the respondents that many of the government health facilities do not enhance social network development as 54.3% of the respondents said that no entertainment allowances or forums for making people enhance social capital. Zero percent of respondents indicated that to a large extent and a very large extent respectively, no matters of goodwill are enhanced, no affinity groups are encouraged to grow and such other aspects as building social relations based on trust. In many variables, the respondents indicated that there are no formal forums at workplace where social capital can be nurtured.

Surprisingly, promotions on the other hand are mysteriously offered. As indicated in the study, majority of the respondents indicated that there are no formal communication channels about chances arising that may require the respondents to apply for given chances in the health facility. Specific people are known to be well connected and just in case a chance arises are likely to get the job. 91.4% of the respondents indicated that they got easy access to information even before they got to their present positions meaning that these people have always had social networks where information to them is not an issue. 54.6% of the respondents indicated that they had little to comment on how promotions are done. Also 91.4% of the respondents indicated that the job titles are not socially appealing and are traditional. Management doesn't create new titles for employees. Informal channels constitute over 67.5% of communication channels used to communicate their chances as they arise in the ministry for promotions.

### **5.3 Conclusion**

This final sector broadly summarizes actions and ideas that are needed to enhance fair promotions under the realization that employees are shying away from the commitment of talking about promotions and ways of enhancing social capital development. This therefore implies that since the ministry relies a lot on informal communication channels most of which are either grapevines or social networks, could be biased to some great extent and its likely to affect promotion based on merit.

Also, the study seeks to confirm that social capital is an important asset among those who possess it as they will easily assess information and can easily grow in their career

endeavors. Social capital can only be developed by the people who possess it since its an asset that cannot be transferred to another person or copied.

#### **5.4. Recommendations**

The following theoretical ideas may be used to help shape a more realistic and desirable approach to managing promotions. The researcher recommends several approaches among different users of research findings. The Ministry of medical services After the realization that social capital is an important asset both for an individual and the institution, the government needs to review their operations and create channels of enhancing social capital. Such approaches could be end of year family meetings where they would promote goodwill, fellowship among other variables that would enhance social capital. Also the ministry needs to enhance proper communication in order to create good human resource policies that can enhance fair promotions based on competition and merit other than merely social networks. The ministry needs to put in a lot more energy and resources in communication. This will make it easy for all to access information equally.

Employees need to know that social capital is an asset that one can only build through trust and confidence. This means that before one can be trusted by others to be given positions, needs to develop the art of trusting others. It's a skill that is learnt and built over time through maintaining social relations that one gets acquainted to in life. The researcher therefore recommends that all employees at all levels need to develop their own social networks and build trust by trusting others.

Other stakeholders including students and other scholars, and people who are holding managerial positions who at one point in time might need to offer someone a job or fill a vacant managerial position may find these findings necessary in the following ways. For the students, a lot of information is available and a lot more needs to be added to the body of knowledge that is already existing. I would therefore recommend that students and scholars need to embrace social capital and replicate the study in other areas to establish whether such results would be found. To managers, I recommend that they get to find out more about the candidates that they will place on responsibilities. Many of the decisions might be influenced by social capital and if that's the case, could result to biasness.

### **5.5. Suggestions for Further Research**

This research is only but an eye opener for many other fields are available for study in human resource. It therefore can be replicated elsewhere in the country.

Further research can be conducted to compare whether private health facilities have influences like social capital and also other in other ministries to establish whether the same "social capital" influences promotions. This should cut across people of all cadres in all fields where human resources are found.

## **5.6. Limitations of the Study**

The sample size is limited to 40 employees holding managerial positions in the ministry of medical services. This leaves behind other employees and important stakeholders. Also due to the busy schedules of the respondents, it took time to take to get them fill the questionnaires, which led to some not responding completely though they were few and represented only 12.5% failure rate.

The research is also time intensive and expensive. It therefore required a lot of resources and due to the facts that the researcher is busy, found time has a major constraint.



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## **APPENDIX I: LETTER TO THE RESPONDENT**

**Lucy Karimi Njagi**  
**University of Nairobi**  
**School of business**  
**Bandari Campus**

**Dear Sir / Madam,**

I am a student undertaking a master's degree in business administration in the above university. I am currently working on a research project on the relationship between social capital and promotion in the ministry of health in Kenya. Your input through responding to all the items in the questionnaire will be valuable in identifying these factors. Utmost confidentiality will be observed to ensure that the information you provide will not in any way jeopardize your normal work life.

A copy of the final report will be availed to you upon request

Thank you in advance

Yours sincerely,

**LUCY KARIMI NJAGI**

**MBA STUDENT**

**DR. JAMES GATHUNGU.**

**UNIVERSITY SUPERVISOR**  
**SCHOOL OF BUSINESS**

**APPENDIX II : AUTHORIZATION LETTER**



**UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MBA PROGRAM - LOWER KABETE CAMPUS**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE.....

**TO WHOM IT MAY CONCERN**

The bearer of this letter ..... **LUCY KARIMINJAGI** .....

Registration No: ..... **D61/7784/2006** .....

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

**DR. W.N. IRAKI**  
CO-ORDINATOR, MBA PROGRAM

**UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MBA OFFICE  
P. O. Box 30197  
NAIROBI**

### APPENDIX III: QUESTIONNAIRES

**Dear Sir / Madam,**

You have been selected to participate in the study entitled, **social capital and employee promotion in the ministry of medical services in Malindi District**. It is in partial fulfillment of the requirement for the award of Masters in business administration (MBA).

On the items below, please respond as objectively and honestly as possible. Your responses will be treated in **strict confidence** and will be used for academic purposes only. As such, please do not write your name anywhere on this document and tick in the appropriate box.

#### **PART 1: personal information**

Gender:	male	( )	female	( )
Age:	19 - 25	( )	26 - 35	( )
	36 – 45	( )	46 – 55	( )
Marital status:	single	( )	married	( )
	Separated	( )	divorced	( )
	Widowed	( )		
Level of education:	certificate	( )	diploma	( )
	Higher diploma	( )	degree	( )
	Masters	( )	others (please specify) -----	
Department:	human resource	( )	administration	( )
	Finance / accounts	( )	internal audit	( )
	Staffing	( )	others (please specify) -----	

Length of service in the ministry:

Less than 5 years	( )	6 – 10 years	( )
11 – 15 years	( )	16 – 20 years	( )
21 – 25 years	( )	over 25 years	( )

Current position      department head      ( )      the in charge      ( )  
Other (please specify) -----

Number of years you served before getting the promotion

0 – 3 years	( )	4 – 6 years	( )
7 -10 years	( )	11 – 13 years	( )

Others (please specify) -----

**PART II social capital and employee promotion**

**A) Creating promotion opportunities**

To what extent does the organization use the following on promotions to create employment promotion opportunities?

Use the measurement scale of **1 – 5** where 5 is to a very large extent and 1 not at all.

<b>Statement</b>	<b>Very large extent</b>	<b>Large extent</b>	<b>Some extent</b>	<b>Small extent</b>	<b>Not at all.</b>
Making work more interesting					
Giving employees challenging responsibilities					
Offering better salaries					
Providing good working environment and facilities					
Providing robust allowances					
Ensuring frequent job rotations					
Offering employees more training opportunities					
Assigning employees specialized tasks enabling them to become experts					
Recognizing individual contributions					
Granting additional authority to employees at his / her work.					
Designating socially appealing job titles to employees					

**B) Factors leading to decline in promotion based on merit**

To what extent do the following organizational elements contribute to declining promotion on merit?

<b>Statement</b>	<b>Very large extent</b>	<b>Large extent</b>	<b>Some extent</b>	<b>Small extent</b>	<b>Not at all.</b>
Making work more interesting					
Giving employees challenging responsibilities					
Offering better salaries					
Providing good working environment and facilities					
Providing robust allowances					
Ensuring frequent job rotations					
Offering employees more training opportunities					
Assigning employees specialized tasks enabling them to become experts					
Recognizing individual contributions					
Granting additional authority to employees at his / her work.					
Designating socially appealing job titles to employees					



**C) Administrative styles.**

1. Please tick only one per category to show the administrative style in the ministry of health.

Statement	Strongly disagree	disagree	undecided	agree	Strongly agree
There is a lot of creativity and innovation in employee's job.					
Employees are allowed to make decisions and schedule on their work.					
I have a good working relationship with my boss					
My ideas are valued by boss					
Management shares information on how to plan work with the other employees					
Non management employees are allowed to share key decisions with the management					

2. There is a close liaison between management and non management cadre on administrative issues and ways to solve them. Comment-----

-----  
 -----

3. Do you feel satisfied with the procedures of placement and job rotation of individuals in their respective work stations? Yes ( ) No ( )

Elaborate your response above -----  
 -----  
 -----

4. Are there channels to air any grievances / views that may arise or affect your performance? Yes ( ) No ( )

5. How do you feel about the level of participation in any decision making process? -----  
 -----  
 -----

**D career development**

1. State to what extent you agree or disagree with the following statements on career progression in the ministry of health.

<b>Statement</b>	<b>Strongly disagree</b>	<b>disagree</b>	<b>undecided</b>	<b>agree</b>	<b>Strongly agree</b>
A lot of training is offered to enhance competency.					
There are chances of advancement and promotion based on one's ability					
There are good career development opportunities					
I am confident with the manner in which promotions are handled.					

**E social aspects in the institution**

1. To what extent to which the following aspects are practiced in your institution to promote social relations.

<b>Statement</b>	<b>Very large extent</b>	<b>Large extent</b>	<b>Some extent</b>	<b>Small extent</b>	<b>Not at all.</b>
Sponsoring employees to attend seminars off the job.					
Provision of entertainment allowances where people participate in social events					
Matters of goodwill are enhanced to enhance individual development					
Affinity groups are created and encouraged to grow.					
Collective action is a daily thing as employees pursue their duties					
The social status of individuals matters as one seeks a position					
Trust is built and encouraged to grow amongst members of a given groups.					
There is witch hunting for one another and victimization					

2. How is good will promoted within your work place? (Tick one option)

Through formal committees ( ) through informal committees ( )

Through the head of department ( ) through the human resource manager ( )

Others (please specify) -----

3. Please state the reporting relationship. (Please give a title)

-----

4. Is there a specific group or champion responsible for the promotion, supervision or coordination of the human resource promotion program? (Please give their name)

-----

**F. Social Capital**

The following aspects in institutions promote social capital. Show the extent to which they are applied in your organizations

Statement	Very large extent	Large extent	Some extent	Small extent	Not at all.
Free, discounted or employer-subsidized memberships for Off-job training					
Free, discounted or employer-subsidized memberships for On-job trainings					
Outdoor exercise areas or playing fields for employee use					
Incentives to employees who participate in physical activities/ maintain physical fitness					
Collective action is encouraged daily as employees pursue their duties.					
Matters of goodwill are enhanced to enhance individual development					
Affinity groups are created and encouraged to grow.					

**G. promotion**

1. The written policies regarding the following issues are applied well as far as promotion is concerned.

Statement	Very large extent	Large extent	Some extent	Small extent	Not at all.
Promotion based on merit					
Promotion based on being known to some human resource manager or powerful hand.					
Promotion based on Personal influence and social networks					
How Promotion is done not understood by many employees.					

2. There are other factors that affect promotion. Please specify -----

-----  
 -----

3. Have you held a position higher than the one you got recruited into the job?

Yes ( )

No ( )

If yes, please state the rank. -----

If no, please state the reasons. -----

-----  
 -----

4. How does the ministry of health encourage employees to take up positions when they arise? Respond by choosing one of the alternatives below.

<b>Statement</b>	<b>Very large extent</b>	<b>Large extent</b>	<b>Some extent</b>	<b>Small extent</b>	<b>Not at all.</b>
Giving incentives					
Frequent trainings and seminar on management and other responsibilities					
Offering better salaries					
Providing good working environment and facilities					
Providing robust allowances					
Ensuring frequent job rotations					
Through career guidance and counseling					
Mentoring and coaching					
Recognizing individual contributions					
Granting additional authority to employees at his / her work.					
Designating socially appealing job titles to employees					

**H. to be filled by supervisors and administrators and facility heads**

1. Respond to the following questions by showing how each variable is applicable in the institution

Statement	Very large extent	Large extent	Some extent	Small extent	Not at all.
Before my present position I could easily access confidential information					
Balancing between my friends work and family is tasking since my networks are very wide.					
Gaining control over organizational resources is easy					
I always find my self in the middle of peoples conflicts and help in solving them regularly					

2. What specific attributes do you think places you in your current job title compared to your peers?-----

-----  
 -----  
 -----  
 -----

3. For how long have you been in you're your current position and how long do you think it will take you to move to the next level? -----

----- Why -----  
 -----

**I. Communication of the vacancies**

Show how communication is done by the management when promotion opportunities arise.

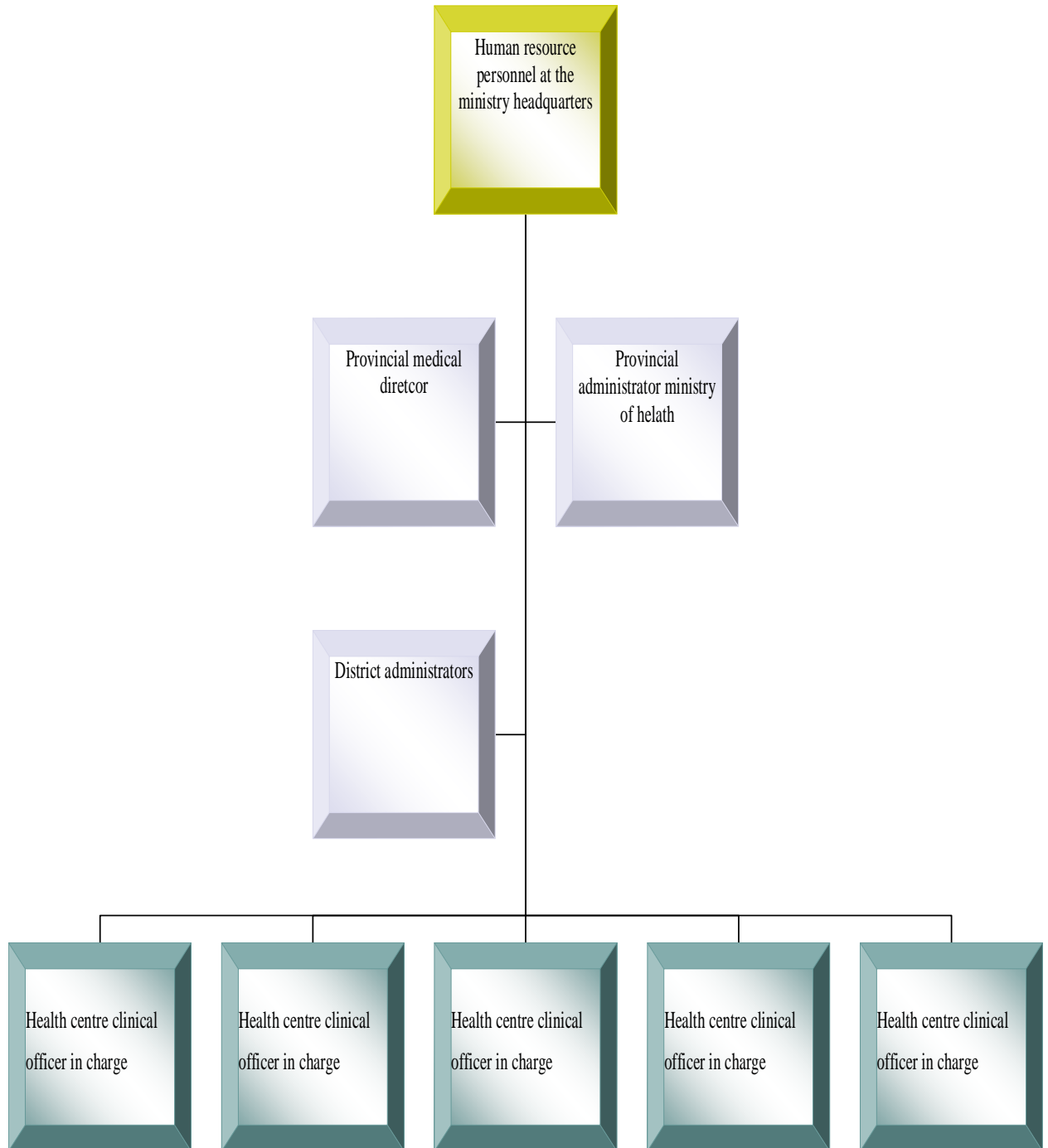
statement	Very large extent	Large extent
Email		
Voice mail		
E-bulletin boards		
intranet		
Weekly e-notices		
Employee newsletter and pigeon holes		
Internal mail system		
Notice boards		
Displays / signs		
Mass media		
Others (please specify)----- -----		

**Thank you for taking your time to fill the questionnaire and providing correct answers based on your opinion.**



### APPENDIX III: ADMINISTRATIVE STRUCTURE

Figure 1.1 shows the administrative structure in the ministry of medical services.



(Source ministry of health 2005)