

**THE INFLUENCE OF SOCIAL CAPITAL ON CAREER SUCCESS
FOR STAFF OF THE COUNTY GOVERNMENT OF MOMBASA**

By

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DECLARATION

This research project is my original work and has not been presented for any award of degree or diploma in any other university.

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This management research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this work to my father, Harris and mother, Pamela. For all you have done for me and for the encouragement and support. May the Almighty God bless you abundantly.

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First and foremost I thank the almighty God for the life and strength He has given me that has enabled me come this far. I wish to acknowledge the support and encouragement from my family and friends, for always being there for me. My special gratitude towards Dr. Nzube and Dr. Maalu, for the guidance and patience. You were very helpful. To all my lecturers for their dedication in imparting knowledge. Lastly, I would like to thank the staff of the county government of Mombasa for their time and commitment offered.

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LIST OF ABBREVIATIONS

ID	Identification Document
HR	Human Resources
SHRM	Strategic Human Resource Management
KES	Kenya Shillings

ABSTRACT

This study was conducted with the aim of establishing how social capital influences career successes of the staff at the County Government of Mombasa. The study also sought to establish how social capital influences extrinsic factors of career success; and how social capital influences intrinsic factors of career success. The study adopted a survey research design. The population of the study comprised the 2,650 staff of the county Government of Mombasa. Primary data was collected through the use of questionnaires. Analysis was conducted through the use of descriptive statistics. The results indicated that employees were able to accrue diverse network resources/social capital to varying extents. From the data, it was clear that information was the network resource that employees at the County Government of Mombasa accrued most from social capital and networks at 23%. That was closely followed by ideas and knowledge at 20% and 17% respectively. The study also found that social capital influenced both extrinsic and intrinsic factors of career success to a least an average extent or more. The study consequently concluded that; first, diverse network resource (social capital) had been drawn by employees of the County Government of Mombasa to different extents and that had added great value to career success for the County Government staff; secondly, social capital had a positive influence on intrinsic indicator of career success to a least an average extent or more; thirdly, Social capital had a similarly positive influence on intrinsic indicators of career success to a least an average extent or more. On the basis of the findings, the study recommended that social capital be nurtured at the organizational level through drafting organizational policies that are social capital – friendly. This was so that social capital may continue its value addition to both intrinsic and extrinsic aspects of career success so that employees at the County Government of Mombasa may continue realizing career success. In addition, network resources were beneficial to both individual and organisation and therefore value addition was at both levels.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Social capital is broadly described as an asset embedded in relationships (Burt, 1997; Coleman, 1990). It is a moral resource and may depreciate with non-use (and with abuse); it does not depreciate with use (Adler and Kwon, 2002). Therefore, social capital, is a form of capital that changes as relationships, and rewards, change over time, and disappears when the relations cease to exist (Leana and Van Buren, 1999). Mehra et al (2001) observed that one of the enduring questions faced by human beings concerns why it is that some people surpass others in the race for life's prizes. In organizations, for instance, why are some people of equal credentials promoted faster than others? Baker (2000) argued that success in ones career has become increasing dependent on the nature and quality of relationships one builds. The stock of accumulated resources that can be accessed through these relationships is what he defined as social capital. The resources include: information, ideas, leads, business opportunities, financial capital, power, emotional support, goodwill, trust and cooperation. He further argued that focus of achieving success in business should be through development and leveraging on social capital asserting that it was not about what you know, but whom you know.

Varied theoretical frameworks and perspectives have been advanced that attempt to explain the network social capital. Three broad theories have stood out in the literature: the weak tie theory; the structural holes theory and the social resource theory (Seibert et al, 2001). The weak tie theory focuses on the strength of the social tie used by a person in the process of finding a job. According to Granovetter (1973), weak ties are often a

bridge between densely interconnected social cliques and thus provide a source of unique information and resources. The structural holes theory describes how social capital is a function of brokerage opportunities in a network. The social resource theory on the other hand focuses on the nature of the resources embedded within a network.

The County Government of Mombasa was incorporated in 2013 replacing the now defunct municipal council of Mombasa. The County Government acquired all the assets and liabilities as well as workforce of the former Municipal council. The County Government is bigger, has a greater scope, more power and greater responsibilities. Its workforce is projected to increase and restructure.

1.1.1 Social capital

Lin and Huang (2005) remarked that social capital is variously defined but the commonality of most definitions is that they focus on the social relations that have fruitful benefits. Literature of social capital has aspects on both the individual (micro) and collective (macro) level, and its quantification therefore involves phenomena on both levels of analysis. Theory development and empirical research have taken place on separate, sometimes diverging levels.

Some authors (Coleman 1990, Putnam 1995) elaborated theories specifically on the macro-level, where social capital is seen as a collectively produced and owned entity, from which the whole community may benefit. On the collective level, social capital is often taken to be represented by norms, trust, and social cohesion. Portes (1998)

meanwhile described it as the ability of actors to secure benefits by virtue of membership in social networks or other social structures. According to him, social capital is about the value of social networks, bonding similar people and bridging between diverse people, with norms of reciprocity.

At the micro level, social capital is mostly studied in the context of a network. Network scholars (Bourdieu 1980, Belliveau et al 1996, Flap 2002, Burt 1997, Erickson 1996, Flap 1999, Lin 1999, 2001) focused on social capital as an additional pool of resources for the individual, which may be helpful for the individual's goal attainment. Belliveau et al (1996) defined it as an individual's personal network and elite institutional affiliations. Burt (1997) simply defined it as the brokerage opportunity in a network. Flap (2002) argued that individual social capital is defined by three dimensions: (1) the number of alters in the individual's social network, (2) the resources these alters give access to, and 3) the availability of these resources from alters to the focal individual (egos) in the network, of which the willingness of alters is a major component. Lin (2001) defined social capital as "resources embedded in a social structure that are accessed and/or mobilized in purposive actions."

From the network perspective, social capital exists in the relationships between and among persons and extends the more that the position one occupies in the social network constitutes a valuable resource (Friedman and Krackhardt, 1997). What is critical to success is not individual attributes but the central network position at which one is embedded in an organization – that is, one's position in a network of social relations

determines the amount of one's social capital, which produces the differences in career outcomes (Brass, 1995). Social capital is found to be positively related to career outcomes.

Centrality within the social network 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 in the social network is, over time, able to accumulate knowledge about task-related problems and workable solutions. This expertise not only enables the central individual to solve problems readily, but also serves as a valued resource for future exchanges with co-workers. As others become dependent on a central individual for important advice, he or she gains an advantage that can be used in future exchanges for valued resources (Cook and Emerson, 1978), and thereby is more possible to obtain promotions. Burt (1997) found that managers with more social capital (measured by network constraints) get promoted faster than those with less social capital. Seibert et al (2001) also found that social capital is positively related to promotions and career satisfaction.

Human capital, demographics and social capital are all regarded as central to career success. Individuals with more investments in their human capital could develop professional expertise, increase productivity at work, and then get positive rewards from organizations (Wayne et al, 1999). Brass (1995), however, maintains that what is critical to success is not individual attributes but the central network position at which one is

embedded in an organization – that is, one’s position in a network of social relations determines the amount of one’s social capital, which produces the differences in career outcomes (Brass, 1995). Once strategically placed in a network, one accrues network benefits such as faster promotions (Burt, 1992) and career success (Seibert et al, 2001). Coleman (1988) equally concurred that better connected individuals obtain greater advantages.

1.1.2 Career success

Callanan and Greenhaus (1999) defined a career as a pattern of work experiences spanning the course of a person’s life and usually perceived in terms of a series of stages reflecting the “passage” from one life phase to another. Career success is defined as the accumulated positive work and psychological outcomes arising from one’s work experiences (Seibert and Kraimer, 2001). Career researchers have generally operationalised the construct to include both objective and subjective indicators and some argue that extrinsic career outcomes are conceptually distinct from intrinsic career outcomes (Ballout, 2009).

Extrinsic or objective factors of career success such as salary, promotions and status are relatively more tangible or observable outcomes than intrinsic or subjective outcomes of career success. These latter outcomes of career success include less visible indicators such as job or career satisfaction, perceptions of career accomplishments, career commitment and career mentoring and are, therefore, relatively more internally assessed by

individuals' own subjective judgements of career success (Poon, 2004; Aryee et al., 1994).

1.1.3 County Government of Mombasa

Mombasa County is one of the 47 Counties of Kenya. Its capital and the only city in the county is Mombasa. Initially it was one of the former Districts of Kenya but in 2013 it was reconstituted as a county. It is the smallest county in Kenya, covering an area of 229.7 km² excluding 65 km² of water mass. The county is situated in the South Eastern part of the former Coast Province. It borders Kilifi County to the North, Kwale County to the South West and the Indian Ocean to the East. Administratively, the county is divided into seven divisions, eighteen locations and thirty sub-locations (County quarterly, 2013).

The County Government of Mombasa was incorporated in 2013 replacing the now defunct Municipal Council of Mombasa. The County Government of Mombasa acquired all the assets and liabilities as well as workforce of the now defunct Municipal Council of Mombasa. The county Government is bigger, has a greater scope, more power and greater responsibilities. Its workforce is projected to increase and restructure. (County quarterly, 2013). In a recent Ernst and Young Audit, massive irregularities were unearthed with regard to the workforce: Unspecified number of ghost workers; 225 employees were employed before the age of employment (18); 49 were employed without having Identification Documents (ID) in contravention of labour laws; 31 were in the preceding month paid a double salary; 27 were employed past the age of retirement

(55); junior staff members earning an upwards of Kes 100,000; among other irregularities (Ernst and Young, 2013).

The county Government of Mombasa currently has a workforce of 2,650 employees; it has 2 functional arms – the executive (implement policy) and the assembly (formulate policy); has 13 departments. The workforce constitutes permanent, contracted and casual term employees with the bulk being permanent. The categorization of the workforce comprises – professionals, technicians and janitors (County Government of Mombasa, 2013)

1.2 Research problem

Mehra et al (2001) observed that one of the enduring questions we face as human beings concerns why it is that some people surpass others in the race for life's prizes. He posed the question, "why are some people of equal credentials in an organisation promoted faster than others?" Baker (2000) argued that success in ones career has become increasing dependent on the nature and quality of relationships one builds. The stock of accumulated resources that can be accessed through these relationships is what he defined as social capital. The resources include: information, ideas, leads, business opportunities, financial capital, power, emotional support, goodwill, trust and cooperation. Social capital accrues more positive career outcomes, such as faster promotions (Burt, 1992) and career success (Seibert et al, 2001). Coleman (1988) equally concurred that better connected individuals achieve greater career success.

The County Government of Mombasa has recently been audited and found to be liable to gross violations of prescribed HR practices; unprofessional HR management and violations of labour laws (Ernst and Young, 2013). Social capital can be a more conspicuous factor of career success in a less structured and professional environment (Seibert et al, 2001). The County Government of Mombasa would thus provide an interesting context to assess the impact of social capital on career success.

Seibert et al (2001) demonstrated the importance of social capital to career success. They found that social capital is positively related to promotions and career satisfaction. Burt (1997) found that managers with more social capital (measured by network constraints) get promoted faster than those with less social capital. Most studies on career success have focused on demographics and human capital as avenues of career success (Lin and Huang, 2004). Until recently, social capital has rarely been studied. It would therefore provide a much needed contribution to an area that is scantily researched on.

The County Government of Mombasa provides an interesting context of study into how social capital has influenced career success; both extrinsic and intrinsic. Does social capital influence career success at the County Government of Mombasa? If so, how does social capital influence career success?

1.3 Research objectives

The main objective of the study is to establish how social capital influences career success for the staff of the County Government of Mombasa.

Specific objectives:

- I. To establish how social capital influences extrinsic factors of career success.
- II. To establish how social capital influences intrinsic factors of career success.

1.4 Value of the study

This study shall have a number of theoretical values. It shall seek to bolster the relatively scant local literature on social capital. It shall also seek to confirm the theorization that social capital indeed influences career success. It shall also highlight the extent to which employees derive both extrinsic and intrinsic career success factors from social capital.

It shall also have a handful policy values. It will provide policy makers with policy prescription information on positive and negative effects of social capital on careers. That will help them prescribe best practices on the same. It shall also provide management with critical management tools that will enable effective HR productivity policy formulations.

Additionally, this study will have a measure of practical values. It shall establish the nature of influences that social capital may have on career success and this would bring valuable insights into career management and optimization. It shall also provide

information on employees' perceptions of career success and in particular what aspects of career success are influenced by social capital.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explores the network theories that explain the concept of social capital. The individual theories of social capital and the concept of social capital are discussed. Career success is conferred and the benefits of social capital are enumerated. The influence of social capital on career success is argued and the Measurement of social capital is tackled. Empirical evidence of social capital is tabled and a summary of the literature is discussed.

2.2 Network Theories of social capital

Seibert et al (2001) observed that Social network researchers had taken the lead in formalizing and empirically testing theories related to the concept of social capital. Social network researchers regard relationships, or ties, as the basic data for analysis. A network can be defined as the pattern of ties linking a defined set of persons or social actors. Each person can be described in terms of his or her links with other people in the network. The focal person in such an analysis (who is usually the person supplying the data) is referred to as "ego," and those he or she is tied to are "alters" (Knoke & Kuklinski, 1982).

Lin and Huang (2005) concurrently observed that most scholars in the literature have defined social capital from the network perspective (e.g. Burt, 1992; Brass, 1995). Network Social capital theory was founded on the premise that a network provides value to its members by allowing them access to the social resources embedded within the

network (Florin et al, 2003). From the network perspective, the amount of social capital possessed is determined by whether individuals can occupy an advantageous network position where they get tied to others who possess desirable resources, such as information and financial support, in order to achieve positive work-related and career outcomes. Adler and Kwon (2002) have emphasized that the network position is necessary for social capital because it represents opportunities to gain access to and interact with others.

Varied theoretical frameworks and perspectives have been advanced that attempt to explain the network social capital. Three broad theories have stood out in the literature: the weak tie theory; the structural holes theory and the social resource theory (Seibert et al, 2001).

2.2.1 The weak tie theory

The main proponent of the weak tie theory is (Granovetter, 1973). This theory focuses on the strength of the social tie used by a person in the process of finding a job. Granovetter argued that ties among members of a social clique are likely to be strong (defined as emotionally intense, frequent, and involving multiple types of relationships, such as those with friends, advisors, and coworkers). The information possessed by any one member of the clique is likely to be either shared quickly or already redundant with the information possessed by the other members. However, ties that reach outside of one's social clique are likely to be weak (that is, not emotionally intense, infrequent, and restricted to one narrow type of relationship) rather than strong.

According to Granovetter (1973), weak ties are often a bridge between densely interconnected social cliques and thus provide a source of unique information and resources. Indeed, Granovetter (1973) found that weak ties were more likely than strong ties to have been the source of information about job openings for the sample of job incumbents he interviewed. Subsequent research has provided mixed support for the weak tie hypothesis (Seibert et al, 2001).

2.2.2 The structural holes theory

The theory describes how social capital is a function of brokerage opportunities in a network. The structural hole argument draws on several lines of network theorizing that emerged in sociology during the 1970s, most notably, Granovetter (1973) on the strength of weak ties and Cook and Emerson (1978) on the power of having exclusive exchange partners. More generally, sociological ideas elaborated by Simmel (1955) and Merton (1968), on the autonomy generated by conflicting affiliations, are mixed in the structural hole argument with traditional economic ideas of monopoly power and oligopoly to produce network models of competitive advantage (Seibert et al, 2001).

In a perfect market, one price clears the market. In an imperfect market, there can be multiple prices because disconnections between individuals, holes in the structure of the market, leave some people unaware of the benefits they could offer one another. Certain people are connected to certain others, trusting certain others, obligated to

support certain others, dependent on exchange with certain others. Assets get locked into suboptimal exchanges. An individual's position in the structure of these exchanges can be an asset in its own right. That asset is social capital, in essence, a story about location effects in differentiated markets.

The structural hole argument defines social capital in terms of the information and control advantages of being the broker in relations between people otherwise disconnected in social structure. The disconnected people stand on opposite sides of a hole in social structure. The structural hole is an opportunity to broker the flow of information between people and control the form of projects that bring together people from opposite sides of the hole (Seibert et al, 2001).

Burt's (1992) structural holes approach to social capital focuses not on the characteristics of Ego's direct ties, but on the pattern of relations among the alters' in ego's social network. A structural hole is said to exist between two alters who are not connected to each other.

According to structural holes theory, it is advantageous for ego to be connected to many alters who are themselves unconnected to the other alters in ego's network. According to Burt's theory (1992, 1997), networks rich in structural holes provide an individual with three primary benefits: more unique and timely access to information, greater bargaining power and thus control over resources and outcomes, and greater visibility and career opportunities throughout the social system.

Centrality within the social network reflects the degree of one's social capital, because it represents an individual's involvement in exchanging assistance with coworkers and engaging in mutual problem solving. Moreover, Baldwin et al (1997) have indicated that an individual who is central in the social network is, over time, able to accumulate knowledge about task-related problems and workable solutions. This expertise not only enables the central individual to solve problems readily, but also serves as a valued resource for future exchanges with coworkers. As others become dependent on a central individual for important advice, he/she gains an advantage that can be used in future exchanges for valued resources (Cook and Emerson, 1978), and thereby is more possible to obtain promotions. Burt (1997) found that managers with more social capital (measured by network constraints) get promoted faster than those with less social capital. Seibert et al (2001) also found that social capital is positively related to promotions and career satisfaction.

Central individuals, because of their more numerous connections to others, have more social memberships to draw on in obtaining resources, and are thereby less dependent on any single individual (Cook and Emerson, 1978). Centrality also implies control over the acquisition of resources from others because central individuals can choose from a greater number of alternative individuals when exchanging beneficial resources.

2.2.3 The social resources theory

Social resources theory focuses on the nature of the resources embedded within a network. Lin et al (1981) argued that it is not the weakness of a tie per se that

conveys advantage (nor, by extension, is it the bridging property of weak ties), but the fact that such ties are more likely to reach someone with the type of resource required for ego to fulfill his or her instrumental objectives.

An alter who possesses characteristics or controls resources useful for the attainment of the ego's goals can be considered a social resource. For example, alters who provide career development advice and support are the relevant social resource when considering an ego's pursuit of instrumental career goals. Lin's research showed that tie strength was negatively related to the occupational prestige of the alter contacted (that is, weak ties reach higher-status alters) and that the alters' occupational prestige was in turn positively related to the prestige of the job secured by ego (Seibert et al, 2001).

2.3 Social Capital

The Social capital concept was founded on the premise that a network provides value to its members by allowing them access to the social resources embedded within the network (Florin et al., 2003). From the network perspective, the amount of social capital possessed is determined by whether individuals can occupy an advantageous network position where they get tied to others who possess desirable resources, such as information and financial support, in order to achieve career success. Adler and Kwon (2002) have emphasized that the network position is necessary for social capital because it represents opportunities to gain access to and interact with others.

Centrality within the social network reflects the degree of one's social capital. Central individuals, because of their more numerous connections to others, have more social memberships to draw on in obtaining resources, and are thereby less dependent on any single individual (Cook and Emerson, 1978). Centrality also implies control over the acquisition of resources from others because central individuals can choose from a greater number of alternative individuals when exchanging beneficial resources.

According to Nahapiet and Ghoshal (1998), there are three dimensions of social capital – structural, relational and cognitive. The structural dimension of social capital provides a basic framework for developing interpersonal relations between employees within an organization. Network ties provide access to resources both within and outside the organization as well as facilitate diffusion of information within the organization. Network configuration is defined by the pattern of these connections in terms of density, connectivity and hierarchy (Nahapiet and Ghoshal, 1998). Network configuration influences the speed with which information diffuses among employees and helps in the discovery of unidentified opportunities within a social network.

Dense networks represent strong ties between individuals and are usually formed between a few people in an organization (Granovetter, 1973). Dense networks can also inhibit the flow of knowledge to other members in an organization due to fewer connections of members outside their own network. On the other hand, sparse networks represent weak ties between individuals and serve as conduits through which crucial information and ideas flow to socially distant people. Weak ties facilitate interaction

between non-redundant contacts (i.e. employees with unique information) and increase chances of discovering structural holes, which if exploited can benefit the organization.

The relational dimension of social capital refers to the quality and depth of relations among employees. It is defined by the level of interpersonal trust, existence of norms and obligations and identification with the organization. Interpersonal trust indicates willingness of an individual to be vulnerable to another individual's actions. Interpersonal trust also brings with it other virtues, such as obligation to and expectations from each other (Coleman, 1988). An obligation represents inner conscience or a moral value to reciprocate in return of any service or reward being offered by another individual.

An important element of a meaningful social exchange is the extent of cognitive comfort employees derive from an exchange process (cognitive dimension). According to Nahapiet and Ghoshal (1998) a shared context or overlapping of ideas between exchange partners determines the extent of cognitive comfort between the partners. Two ways through which sharing of ideas can happen within an organization is via existence of shared language and exchange of narratives. Sharing of ideas among employees enriches the process of dialogue, facilitates transfer of knowledge and enhances organizational learning (Kogut and Zander, 1996; Nahapiet and Ghoshal, 1998).

Kogut and Zander (1996) highlighted the critical role of language and discourse in transforming specialized knowledge into a more generalized form and diffusing it throughout the organization. At a group level, shared language leads to a shared

understanding of the organization and the immediate task environment; thereby, facilitating formation of shared mental models. Research has shown that shared mental models within a team enable prediction and coordination of member behavior, facilitate learning, generate interdependence and increase team effectiveness (Druskat and Pescosolido, 2002).

2.4 Career success

Career success has been described as positive psychological or work related outcomes or achievements that the individual accumulates as a result of work experiences (Seibert et al, 2001). The research literature on careers has tended to explain career success in terms of several individual difference factors that have significant impact on how individuals enact and perceive their careers. Individual-level determinants identified as being related to career success include employees' demographics (Greenhaus and Parasuraman, 1993), human capital (Aryee et al., 1994; Tharenou et al., 1994), political influence behavior (Judge and Bretz, 1994), and dispositional traits (Day and Allen, 2004). Motivational and social capital attributes such as network centrality (Burt, 1997; Seibert et al., 2001), mentoring (Allen et al., 2004) and networking (Nabi, 2003) have been also demonstrated to predict career success.

Career success is viewed as having both objective and subjective components. Objective components of career success include such factors as: compensation, promotions and other tangible achievements. The subjective career component is viewed as the individuals' perception of satisfaction with the job and with career trajectory (Ballout,

2009). Burt (1997) found that managers with more social capital (measured by network constraints) get promoted faster than those with less social capital. Seibert et al (2001) also found that social capital is positively related to promotions and career satisfaction.

Judge et al (1995) sought to examine the degree to which demographic, human capital, motivational, organizational, and industry region variables predicted executive career success. Career success was assumed to comprise objective (pay, ascendancy) and subjective (job satisfaction, career satisfaction) elements. Results obtained from a sample of 1,388 U.S. executives suggested that demographic, human capital, motivational, and organizational variables explained significant variance in objective career success and in career satisfaction. Particularly interesting were findings that educational level, quality, prestige, and degree type all predicted financial success. In contrast, only the motivational and organizational variables explained significant amounts of variance in job satisfaction. These findings suggested that the variables that lead to objective career success often are quite different from those that lead to subjectively defined success.

2.5 Benefits of social capital

When social capital is understood as multi-dimensional in nature, and seen as a private good possessed by individual actors, there are several personal benefits that actors can gain directly from social capital. For instance, researchers found that social capital influences career advancement, compensation, knowledge sharing, and job search and job security (Bueno et al., 2004).

Knowledge sharing; Knowledge sharing refers to the mutual sharing of information between exchange partners (Wu, 2008). Access to new sources of knowledge is one of the most important direct benefits of social capital (Burt, 1997; Wu, 2008). Majority of the studies on the influence of social capital on knowledge sharing found that social capital facilitates access to broader sources of information and improves information's quality, relevance, and timeliness (Adler and Kwon, 2002). Hence, majority of the past research highlight the importance of social capital as a driver for knowledge sharing in organizations (e.g. Adler and Kwon, 2002; Nahapiet and Ghoshal, 1998). However, few previous studies have investigated the negative aspects of social capital within the organizational context (e.g. Willem and Scarbrough, 2006). Such studies found that although social capital generally tends to enhance the sharing of knowledge when social capital is seen as linked to power relations it becomes ambivalent and unpredictable with greater selectivity and bias in knowledge sharing (e.g. Willem and Scarbrough, 2006).

Job search and job security; Scholars address the influence of social capital on employees and job seekers at two facets. First, there are advantages and incentives for professionals to move from one employer to another rather than relying on the promotion within the internal labour market of a single firm (Scholarios and Marks, 2004). In this context, social relations help actors to search for and secure employment opportunities (Burt, 1992; Forret and Dougherty, 2004; Lin, 2001), to gain access to needed information or resources, and to obtain guidance, sponsorship, and social support (de Janasz and Forret, 2008). For instance, participating in community and voluntary activities is helpful in the job search and the determination of wages (de Janasz and Forret, 2008). In this regard,

Granovetter (1995) found that acquaintances are more helpful than close friends for finding jobs because acquaintances are a source of more unique information while close friends tend to know about the same job openings. Second, in the organisational context, social capital is not cost free; it requires maintenance. Job security can be a potential cost of maintaining social capital (Dess and Shaw, 2001; Leana and Van Buren, 1999). It is said that one of the by-products of practices such as downsizing is that individuals will invest less in firm-specific knowledge and more in knowledge valued by the external labour market, which can damage collective identity (Leana and Van Buren, 1999).

Career advancement; Previous research has also shown the importance of social networks within the organisation as well as in different organisational settings for career advancement and greater managerial performance (e.g. Belliveau et al, 1996; Burt, 1992; Lin, 2001; Lin and Huang, 2005; Rodan and Galunic, 2004). Based on an individual's career goals, an individual can build a network of relationships with individuals in one's organisation, profession, and community (Forret and Dougherty, 2004). Because individuals in these three domains are less likely to know one another, it is suggested that they have the ability to provide distinctive benefits (de Janasz and Forret, 2008). For example, Burt (1997) and Forret and Dougherty (2004) found that networks influence individual's promotions and salary progression. Further, Royster (2003) found that the use of social capital resources can help individuals to obtain work-related training opportunities.

2.6 Influence of social capital on career success

It is well established that individuals in the context of the boundaryless careers should engage in networking behaviours in order to develop their careers (e.g. Orpen, 1996; Forret and Dougherty, 2004), and networking has been linked to both objective and subjective career success (Seibert et al., 1999; Bozionelos, 2003; Ismail and Mohd Rasdi, 2007). According to Arthur and Rousseau (1996), twenty-first century careers have become increasingly boundaryless and protean. Individuals are increasingly accountable for managing their own career development and for making themselves visible in organisations and the wider labour market. This suggests that they should send signals concerning their career objectives.

The idea of career signaling derives from the intelligent career framework (Arthur et al., 1995; Baruch, 2004). The intelligent career framework suggests a set of career competencies and includes elements such as know why, know-how and know whom (DeFillippi and Arthur, 1994). Why, how and whom are primarily the individual assets of motivation, skills and relationships, respectively (Baruch, 2004). Specifically, “knowing why” relates to aspirations and underpinning values, “knowing how” focuses on the skills and competencies that enable people to perform well, and “knowing whom” focuses on networking. The intelligent career framework highlights the importance of networking in the boundary-less careers and its importance to career success (Seibert et al., 2001). Hence, it is vital to develop a better understanding of how networking behaviours result in objective and subjective career success.

2.7 Measurement of social capital

Compared with physical or human capital, social capital is less tangible and therefore more difficult to measure (Feri et al, 2009). Feri et al (2009) observed that not only was the concept of social capital presently presenting researchers with definitional headaches in empirical analysis, but there is now also considerable debate, controversy and concern over measurement issues. In fact, the bulk of present academic literature suggested that due to the plethora of definitions which surround the concept, there is a worrying lack of consensus on one single generally accepted definition of social capital, which leads to the point that if you want to measure social capital you have to be able to define it first! This dilemma has not only led to some justifiable confusion, but it had also meant that it is difficult to discuss the actual operationalisation of social capital and ipso facto, accurately assess its validity and reliability. In fact, Feri et al (2009) argued that many empirical surveys use ad hoc methodologies due to the heterogeneity of the very definition of social capital.

Although many studies have focused on the distributions and specific consequences of social capital, similar theoretical elements have been operationalised into many different measurement methods. Standardization in measuring social capital appears to be still far away (Flap 1999, Lin 1999, 2001). There has been an abundance of ad hoc measures, often derived from data that were not specifically designed for the measurement of social capital, but that happened to be available for analyses. This has made thorough and specific testing of social capital theory difficult by lack of possibilities for structural comparisons.

2.8 Empirical review

Seibert et al (2001) developed a model integrating competing theories of social capital with research on career success. They tested it on a sample of 448 employees with various occupations and organizations. Social capital was conceptualized in terms of network structure and social resources. Results of structural equation modeling showed that network structure was related to social resources and that the effects of social resources on career success were fully mediated by three network benefits: access to information, access to resources, and career sponsorship. They found that social capital was positively related to promotions and career satisfaction.

Lin and Huang (2006) sought to investigate the role social capital plays in the relationship between human capital and career outcomes, with a particular focus on testing the mediation and moderation models. They used data compiled from 111 employees at three financial institutions in Taiwan. Social capital was measured by employees based on network in-degree centrality, and development potential was measured by supervisors. The results showed that the effects of human capital on developmental potential were fully mediated by social capital. Moreover, employees with firm-specific human capital, managerial positions and longer tenure, received higher potential evaluations by their supervisors through their central positions. The study, which shed light on the direct and significant effects of social capital on developmental potential, implied that human capital should translate into social capital to get positive career outcomes. That is, it is social capital that transforms human capital into workplace

gains, e.g. producing positive career outcomes and increasing supervisors' perception of potential. The practical implication of the study was that employees should make best use of social capital transformed from human capital to obtain positive career outcomes in the organizations.

Mc Callum and O'Connell (2009) sought to analyse five recent, large leadership studies to clarify the role that human capital or social capital capabilities play in present day and future leadership. Researchers review five recent large leadership studies, assessing the human capital and/or social capital orientation of identified leadership capabilities. Their analysis indicated that, although there was a primary focus on human capital capabilities, social capital skills had begun to receive more attention as components of a leader's skill set. Their analysis suggested that social capital skills had received more attention recently, yet remained undervalued compared with human capital as important leadership components. They offered suggestions for enhancing leadership development initiatives through specific foci on social capital skill development including adopting an open-systems organic mindset, leveraging relational aspects of leadership development, and building networking and story-telling skills.

Lopez-Fernandes and Sanchez-Gardey (2010) sought to link previous research on diversity, social capital and strategic human resource management (SHRM), and propose a model to explain how an SHRM system can moderate the effects of diversity on cognitive and relational dimensions of social capital. They used quantitative methodologies to address the study's research questions and hypotheses drawing on

aggregated data obtained from 53 groups (228 individuals). The empirical evidence analyzed rejected a deterministic view of the consequences of diversity, assuming that the extent to which they benefit group social interaction depends on certain conditions that can be managed by SHRM. Adopting a configurational point of view, they concluded that different SHRM configurations can be used, depending on the effects of diversity that the organization wishes to moderate.

Koivumaki (2013) sought to introduce a two-dimensional instrument for the measurement of the social capital of professions which is defined as a source of power that allows a profession to further its goals and maintain its professional identity. He developed and tested the measure by using data collected among Finnish dentists (N=1,302) in April 2012. The methods he employed included confirmatory factor analysis (CFA), mean comparisons (ANOVA and t-test) and OLS regression. Data analysis was guided by theories of social capital, especially the Putnamian tradition, and the literature on modern professions. The first dimension of social capital constituted social cohesion, which consisted of solidarity, trust, identification and commitment to professional ethical principles. The second dimension of social capital constituted network density, which included both formal and informal professional networks. Social cohesion and network density were found to be positively correlated. By conceptualizing social capital as an individual-level attribute, the study showed that the employment of dentists across the public and private sectors increased the social capital of the profession.

2.9 Summary to the literature

Social capital is variously defined in the literature. For the sake of different research questions, scholars often make a variety of definitions of social capital; however, most researchers define social capital from the network perspective. The Social capital concept was founded on the premise that a network provides value to its members by allowing them access to the social resources embedded within the network. Varied theoretical frameworks and perspectives have been advanced that attempt to explain the network social capital. Three broad theories have stood out in the literature: the weak tie theory; the structural holes theory and the social resource theory.

Career success is viewed as having both objective and subjective components. Various studies have showed that social capital has a positive correlation to career success. Seibert et al (2001); Burt (1992), among other studies have investigated the effect of social capital on career success found that social capital was positively related to career success. The benefits of social capital are numerous and may include: career advancement, compensation, knowledge sharing, and job search and job security among other career success attributes. There has been an abundance of ad hoc measures for social capital with the measures almost as many as the definitions. Standardization in measuring social capital appears to be still far away. Most studies on career success have focused on demographics and human capital as avenues of career success. Until recently, social capital has rarely been studied as an avenue of career success both internationally and locally.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the methodology that shall be employed to tackle the study. The research design is described and the population is discussed; data collection is described; and data analysis is discussed.

3.2 Research design

Research design refers to the way the study is designed, that is, the method used to carry out the research (Creswell, 1994). The study used a survey study methodology to undertake the research. Isaac and Michael (1997) indicated that survey research is used to answer questions that have been raised, to solve problems that have been posed or observed, to assess needs and set goals, to determine whether or not specific objectives have been met, to establish baselines against which future comparisons can be made, to analyze trends across time, and generally, to describe what exists, in what amount, and in what context (McIntyre, 1999).

Surveys are capable of obtaining information from large samples of the population. They are also well suited to gathering demographic data that describe the composition of the sample (Bell 1996). Surveys are inclusive in the types and number of variables that can be studied, require minimal investment to develop and administer, and are relatively easy for making generalizations. The study has used a survey approach as it is used to obtain information concerning the current status of a phenomenon as well as the reasons indicated immediately above.

3.3 Population of the study

Mugenda and Mugenda (2003) described a population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The population of the study comprised the 2,650 staff of the county Government of Mombasa. The relevant subset of the study population, however, constituted 163 professional (specialized practitioners in fields other than applied sciences) and technical (applied sciences related jobs) staff members of County Government of Mombasa as at July, 2013 (County quarterly, 2013). Professionals and technicians were the main focus since unlike casuals and janitors, their career paths were easily traceable. The workforce in its entirety was absorbed from the now defunct Municipal Council of Mombasa.

3.4 Sampling design

Given the population of 2,650, it was more economical and practical to use a random sample. Only 65 professionals and technical staff were on permanent employment (County quarterly, 2013). Permanent termed employees were the focus for this study because of the inherent career continuity. The sample therefore constituted 65 employees who had worked for the County Government of Mombasa (former Municipal council of Mombasa) for at least 5 rolling years.

3.5 Data collection

The study used primary data which was collected through the use of a semi-structured study questionnaire (Refer appendix 1). The questionnaire was divided into four parts: personal information; network resources; extrinsic aspects of career success; and intrinsic

aspects of career success. The questionnaire contained both open ended and closed questions. The questionnaires were administered to all the sampled 65 staff. The mode of administration was self-administration so that any clarity sought by the respondents was addressed.

3.6 Data analysis

The questionnaires were edited for completeness and consistency. Quantitative analysis (descriptive statistics) techniques were used to analyse data. The collected data was tabulated, classified and coded using descriptive statistics. Descriptive statistics include measures such as; measure of central tendency to generate relevant percentages, frequency counts, mode, and median and mean where applicable and measures of dispersion such as variance and standard deviation. Percentage was in particular used extensively to analyse and quantify responses whereupon degrees of opinion was established and used to answer study questions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis of the study and interpretation of results of the same. Data was gathered through questionnaires and analysed using descriptive statistics analysis. The study failed in its quest to get the 65 respondents as targeted in the previous chapter only achieving success on 31 respondents.

4.2 Demographics of the staff at the County Government of Mombasa

Demographics ordinarily give a profile of a study sample whereby the sample is described. This section dwells on sample profile.

4.2.1 Job level

Out of the 31 sampled employees, 9 (29%) were senior level managers; 16 (52%) were middle level managers; while 6 (19%) were junior staff.

Table 4. 1: Job categories

	Frequency	Percentage
Senior. Management	9	29%
Middle Management	16	52%
Junior staff	6	19%
Total	31	100%

Source: Research data

4.2.2 Job type

The job categories were divided into three broad categorizations: professionals; technicians; and janitors. The sample constituted 26 (84%) professional; 4 technicians and 1 janitor. The organisation thus seems to have more professionals than any other job type.

Table 4.2: Job type

	Frequency	Percentage
Professionals	26	84%
Technician	4	13%
Janitors	1	3%
Total	31	100%

Source: Research data

4.2.3 Employment terms

All the 31 (100%) interviewed employees were employed on permanent terms of employment.

4.2.4. Gender

The male gender constituted most of the random respondents, perhaps an indication that most of the employees at the County Government of Mombasa are male. There were 21 (68%) males and 10 (32%) females.

Table 4.3: Gender

	Frequency	Percentage
Male	21	68%
Female	10	32%
Total	31	100%

Source: Research data

4.2.5 Respondents ages

The age groups in the study had been grouped as follows: 18-25; 26-35; 36-40; 41-50; and over 50 years. The modal age group was 41-50 with 10 out of 31 (32%) respondents, perhaps an indication that most of the work force at the county Government of Mombasa is over 40 years old. 18-25 had zero respondents; 26-35 had 9 (29%) respondents; 36-40 had 8; while 4 (13%) were over 50 years old.

Table 4.4: Respondents' age groups

	Frequency	Percentage
18-25	0	0%
26-35	9	29%
36-40	8	26%
41-50	10	32%
Over 50	4	13%
Total	31	100%

Source: Research data

4.2.6 Length of employment

Table 4.5: Employment longevity

	Frequency	Percentage
Under 5yrs	3	10%
5-10 yrs	4	13%
11-15 yrs	13	42%
16-20 yrs	4	13%
Over 20 yrs	7	23%
Total	31	100%

Source: Research data

Most of the respondents have had a sizeable duration of career with the County Government of Mombasa which seems to be a very stable employer. 11-15 years was the modal duration with 13 (42%); 3 had been there for under 5 years; 5-10 years had 4 respondents; 16-20 had 4; while 7 respondents had worked there for over 20 years.

4.3 Network resources

A network resource is the capital that is locked into social networks. These resources are available to members of a social network only. Social capital, therefore, gives one access to network resources via social networks. Some of the network resources include: information, ideas, leads, business opportunities, financial capital, power, emotional support, goodwill, trust, cooperation, etc.

4.3.1 Network resources that were accrued from networks

Below is a tabular analysis of the network resources that respondents had identified with

Table 4.6: Network resources

	Frequency	Percentage
Information	29	23%
Ideas	25	20%
Leads	18	14%
Financial capital	12	10%
Business opportunities	10	8%
Promotions	10	8%
Knowledge	22	17%
Total	126	100%

Source: Research data

From the data, it is clear that information was the network resource that employees at the County Government of Mombasa accrued most from social capital and networks at 23%. That was closely followed by ideas and knowledge at 20% and 17% respectively. Information was thus the network resource that the respondents identified with social capital most, while business opportunities and promotions were identified the least.

4.3.1 Extent to which network resources had been accrued

Table 4.7: Network resources Degree

	Degree					
	Very low	Below average	Average	Above average	Very high	Modal frequency
Information	2	4	5	10	9	10
Ideas	2	3	8	10	4	10
Leads	4	4	3	6	2	6
Business opp.	4	3	4	5	2	5
Promotions	5	4	3	3	2	5
Knowledge	2	1	8	10	5	10

Source: Research data

For majority of the listed network resources, most of the respondents indicated that they had acquired the network resources to an above average extent as indicated by the modal frequencies. Indeed in the view of the respondents, information; ideas; leads; business opportunities; and knowledge had all been predominantly acquired to an above average extent.

4.4 Extrinsic indicators of career Success

Extrinsic/objective aspects of career success pertain to the relatively more tangible; observable or quantifiable outcomes of career success. They include factors like; salaries, promotions, status, etc., and are relatively more tangible or observable outcomes than intrinsic or subjective outcomes of career success (Poon, 2004; Aryee et al., 1994).

4.4.1 Degree to which social capital has influenced level of remunerations

Table 4.8: Degree of Remuneration

Aspect	Frequency	Percentage	Cumulative % above average level
Very low	13	42%	
Below average	3	10%	
Average	6	19%	19%
Above average	7	23%	42%
Very high	2	6%	48%
Total	31	100%	48%

Source: Research data

A majority of 42% of the respondents thought that social capital influenced the level of remunerations to a very low degree. Meanwhile 23% thought social capital influenced salaries and other perks to an above average extent. On the cumulative column, it is clear that less than 50% of the respondents thought that social capital influenced the salaries and perks that are associated with their positions. This is a clear indication that the majority may have been of the view that salaries and other perks may be more influenced by other determinants of career success, e.g. human capital, etc., rather than social capital.

4.4.2 Degree to which social capital had influenced promotions

Table 4.9: Degree of Promotion

Aspect	Frequency	Percentage	Cummulative % above average level
Very low	17	55%	
Below average	4	13%	
Average	5	16%	16%
Above average	3	10%	26%
Very high	2	6%	32%
Total	31	100%	32%

Source: Research data

A 55% majority of the respondent thought that social capital had influenced promotions to a very low degree with a distant 16% observing that social capital influenced promotions to an average extent. Column 4 indicates that majority of the respondents thought that social capital did not influence promotions at the County Government of Mombasa. Only a cumulative of 32% thought that social capital influences promotions to an average or above extent. Here also, the cumulative column paints the picture of a majority opinion that determinants of career success other than social capital have a large influence in promotions.

4.4.3 Degree to which social capital influenced status

Table 4.10: Degree of Status

Aspect	Frequency	Percentage	Cummulative % above average level
Very low	8	26%	
Below average	3	10%	
Average	10	32%	32%
Above average	5	16%	48%
Very high	5	16%	64%
Total	31	100%	64%

Source: Research data

A majority 32% of the respondents observed that social capital influenced status to an average extent, while 26% thought it did to a very low extent. Of the extrinsic factor, this was the only study extrinsic factor for which a majority of the respondents thought that social capital had a larger than 50% influence. 64% of the respondents thought that social capital influenced status at an average or above extent. This meant that on the contrary to remunerations and promotions; here social capital is identified as the greater career success determinant of status.

4.5 Intrinsic indicators of career Success

Intrinsic/Subjective factors of career success are less observable, quantifiable and tangible indicators of career success; they are more of individual perceptual. They include less visible indicators such as job or career satisfaction, perceptions of career accomplishments, career commitment and career mentoring and are, therefore, relatively

more internally assessed by individuals' own subjective judgments' of career success (Poon, 2004; Aryee et al.,1994).

4.5.1 Degree to which social capital influences level of career satisfaction

Table 4.11: Degree of Career Satisfaction

Aspect	Frequency	Percentage	Cumulative % above average level
Very low	3	10%	
Below average	5	16%	
Average	11	35%	35%
Above average	5	16%	51%
Very high	7	23%	74%
Total	31	100%	74%

Source: Research data

A bulk of the respondents thought that social capital influences the level of career satisfaction to an average extent, while 22% thought it did to a very high extent. 74 % of the respondents thought that social capital influences career satisfaction to at least an average extent or above. The majority therefore believed that social capital was the single most important avenue to career satisfaction.

4.5.2 Degree to which social capital influence the level of career accomplishment

Table 4.12: Degree of Career Accomplishment

Aspect	Frequency	Percentage	Cummulative % above average level
Very low	3	10%	
Below average	6	19%	
Average	10	32%	32%
Above average	4	13%	45%
Very high	8	26%	71%
Total	31	100%	71%

Source: Research data

A bulk of the respondents thought that social capital influences the level of career accomplishment to an average extent, while 26% thought it did to a very high extent. Here, similarly, a bulk majority 71% of the respondents thought that social capital influenced career accomplishment to at least an average extent. Here also, a majority thought that social capital was the single most important determinant of career accomplishment.

4.4.3 Degree to which career mentoring is accrued from social capital

Table 4.13: Network resources

Aspect	Frequency	Percentage	Cummulative % above average level
Very low	2	6%	
Below average	6	19%	
Average	8	26%	26%
Above average	10	32%	58%
Very high	5	16%	74%
Total	31	100%	74%

Source: Research data

The majority of the respondents thought that career mentoring is accrued from social capital to an above average extent at 32% whereas 26% thought that it is accrued to an average extent. A bulk of the respondents, 74%, thought that career mentoring is accrued from social capital to at least an average extent. Social capital is consequently identified as the single most important determinant of the extent of career mentoring.

4.6 Discussion of findings

In 4.2, the study found that predominant job type at the Council was the professional category which constituted 84% of the workforce. Almost all employees were employed on permanent terms of employment. The predominant gender in the workforce was the male gender constituting 68% of the workforce. The County Government had an aging workforce with 35% of the workforce in the 41-50 year old category and none in the 18-25 year old category. Most of the workforce has had long durations of service at the

County Government with at least 42% of the workforce having worked at the County Government for 11 years or more.

In 4.3, the study found that information was the network resource that employees at the County Government of Mombasa accrued most from social capital and networks at 23%. That was closely followed by ideas and knowledge at 20% and 17% respectively. Information was thus the network resource that the respondents identified with social capital most, while business opportunities and promotions were identified the least.

In 4.4 the study found that less than 50% of the respondents thought that social capital influenced the salaries and perks that are associated with their positions. Similarly, majority of the respondents thought that social capital did not influence promotions at the County Government of Mombasa. Only a cumulative of 32% thought that social capital influences promotions to an average or above extent. Conversely, however, 64% of the respondents thought that social capital influenced status at an average or above extent; notably, this was the only study extrinsic factor for which a majority of the respondents thought that social capital had a larger than 50% influence. The results in 4.4 suggest that most respondents were generally of the view that despite social capital having a reasonable influence on the extrinsic factors of career success; it was not the single largest determinant of the extrinsic aspects of career success.

In 4.5, the study found that 74 % of the respondents thought that social capital influences career satisfaction to at least an average extent or above. The majority therefore believed

that social capital was the single most important avenue to career satisfaction. Similarly, a bulk majority 71% of the respondents thought that social capital influenced career accomplishment to at least an average extent. Equally, a bulk of the respondents, 74%, thought that career mentoring is accrued from social capital to at least an average extent. The respondents generally were thus of the opinion that social capital was the single most important determinant of intrinsic aspects of career success.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a discussion of the key findings. It also draws conclusions and gives recommendations from the findings. Limitations of the study are also discussed. Suggestions for further studies are finally given.

5.2 Summary

This study was conducted with the aim of establishing how social capital influences career successes of the workforce at the County Government of Mombasa. The study also sought to establish how extrinsic indicators of career success are influenced by social capital; and how intrinsic indicators of career success are influenced by social capital. To achieve the above objectives, feedback from a sample of 65 employees at the County Government of Mombasa was sought. The study, however, only managed 31 successes. The feedback was subjected to descriptive analysis, a discussion of the findings of which is discussed below.

The study established that the predominant job type at the Council was the professional category which constituted 84% of the workforce. Almost all employees were employed on permanent terms of employment. The predominant gender in the workforce was the male gender constituting 68% of the workforce. The County Government had an aging workforce with 35% of the workforce in the 41-50 year old category and none in the 18-25 year old category. Most of the workforce has had long durations of service at the

County Government with at least 42% of the workforce having worked at the County Government for 11 years or more.

The data demonstrated that employees were able to accrue diverse network resources to varying extents. From the data, it was clear that information was the network resource that employees at the County Government of Mombasa accrued most from social capital and networks at 23%. That was closely followed by ideas and knowledge at 20% and 17% respectively. For majority of the listed network resources, most of the respondents indicated that they had acquired the network resources to an above average extent as indicated by the modal frequencies. Indeed in the view of the respondents, information; ideas; leads; business opportunities; and knowledge had all been predominantly acquired to an above average extent.

With regard to extrinsic/objective indicators of career success, a majority of 42% of the respondents thought that social capital influenced the level of remunerations to a very low degree. Meanwhile 23% thought social capital influenced salaries and other perks to an above average extent. At the same time, a 57% majority of the respondent thought that social capital had influenced promotions to a very low degree with a distant 17% observing that social capital influenced promotions to an average extent. Meanwhile, a majority 32% of the respondents observed that social capital influenced status to an average extent, while 26% thought it did to a very low extent. In aggregate, though, the respondents' observations were that social capital was not the single most important determinant of extrinsic factors of career success.

With regard to intrinsic indicators of career success, a bulk of the respondents thought that social capital influences the level of career satisfaction to an average extent, while 22% thought it did to a very high extent. A bulk of the respondents also thought that social capital influences the level of career accomplishment to an average extent, while 26% thought it did to a very high extent. In addition, the majority of the respondents thought that career mentoring is accrued from social capital to an above average extent at 32% whereas 26% thought that it is accrued to an average extent. In aggregate, though, the respondents' observations were that social capital influenced intrinsic factors of career success to a least an average extent or more, and was the single most important determinant of intrinsic factors of career success. In addition, in comparison with observations for extrinsic indicators, the respondents indicated that social capital exerted a larger influence on intrinsic factor than the extrinsic ones.

5.3 Conclusions

The impact of social capital on career success has been emphasized in the literature. On the evidence of the findings from the 31 respondents; three conclusions can be drawn: First, that diverse network resource (social capital) had been drawn by employees of the County Government of Mombasa to different extents and that had added great value to career success for the County Government workforce; secondly that, though it exerted and reasonable influence on extrinsic factors of career success, it was not the single most important determinant of extrinsic aspects of career success. That in essence meant that other determinants of career success, e.g. human capital, personal competences' and

unique skill, etc., may have accounted more significantly than social capital to extrinsic success; thirdly, social capital was overwhelmingly regarded as the single most important determinant of career success..

5.4 Limitations of study

The study was unable to get responses from all the 65 targeted employees in the sample design this means their input which could have been constructive, was not factored in the study. In addition, the method used to collect the data was by interviewing. This means that the data collected was largely subjective depending on the experiences of the individual participants and also their perception of the entire process and their interpretation. Also, as inherent with all interviews, respondents may not have been entirely honest or factual for one reason or another.

5.5 Recommendations

From the findings and conclusions, the study recommends that social capital be nurtured at the organizational level through drafting organizational policies that are social capital – friendly. This is so that social capital may continue in its value addition to both intrinsic and extrinsic aspects of career success so that employees at the County Government of Mombasa may continue realizing career success. In addition, network resources are beneficial to both individual and organisation and therefore value addition is at both levels.

5.6 Suggestions for further study

This study targeted social capital as one platform of achieving career success; further enquiry may be done to establish the other possible platforms e.g. human capital, demographics, etc. Further enquiry may also be done to establish how the different platforms would rate against each other in terms of delivering the best outcome.

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APPENDIX 1: STUDY QUESTIONNAIRE

Hello, I am an MBA student from the University of Nairobi and am conducting a study on the influence of social capital on career success for the staff of the County Government of Mombasa. Kindly assist me in collecting data for the same purpose. This information is purely for academic purposes only and shall be handled with the confidentiality it deserves.

Part 1. Personal Information

1. Designation.....

Department.....

2. Job level (mark “x” in relevant space)

Senior Management

Middle

Junior

3. Job type (mark “x” in relevant space)

Professional

Technical

Janitor

4. Employment terms (mark “x” in relevant space)

Permanent

Contract

5. Gender (mark “x” in relevant space)

Male

Female

6. Age (mark “x” in relevant space)

18-25

26-35

36-40

41-50

Over 50

6. How long have you been employed at the County Government of Mombasa (Municipal Council)? (Mark “x” in relevant space)

≤ 5 year (Terminate)

5-10years

11-15

16-20

> 20

Part 2: Network resources

7. Have any of the network resources enumerated below, accrued from a social network helped you in getting career satisfaction?

Network Resources	mark "x" in relevant space(s)
Information	
Ideas	
Leads	
Financial capital	
Business opportunities	
Promotions	
Knowledge	
Any other?	

8. To what degree have you accrued the following resources/benefits from your social networks?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below.
 (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%)

	Degree				
	1	2	3	4	5
Information					
Ideas					
Leads					
Business opportunities					
Promotions					
Knowledge					

Part 3: Extrinsic (Observable/tangible) aspects of career Success

9. To what degree would you say social capital has influenced the level of your current salary and employment perks?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below. (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%)

	Degree				
	1	2	3	4	5
Salary/employment perks					

10. To what degree would you say social capital has influenced the promotions that you have had so far?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below. (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%).

	Degree				
	1	2	3	4	5
Promotions					

11. To what degree would you say social capital has influenced the status that you have?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below. (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%).

	Degree				
	1	2	3	4	5
Status					

Part 4: Intrinsic (Subjective/less visible) aspects of career Success

12. To what degree would you say social capital has influenced your level of career satisfaction?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below. (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%).

	Degree				
	1	2	3	4	5
Career satisfaction					

13. To what degree would you say social capital has influenced your level of career accomplishments'?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below. (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%).

	Degree				
	1	2	3	4	5
Career accomplishments					

14. To what degree would you say you have accrued career mentoring from social capital?

Use a scale of 1 (Not at all) to 5 (almost perfect) to complete the table below. (Each unit comprises of a percentage range i.e. 1 represents between 1%-20%; 2 represents 21%-40%; 3 represents 41%-60%; 4 represents 61%-80%; and 5 represents 81%-100%).

	Degree				
	1	2	3	4	5
Career mentoring					