

**EMPLOYEES PERCEPTIONS OF THE EFFECTIVENESS OF
CAREER MANAGEMENT PRACTICES AT KENYA AIRPORTS
AUTHORITY**

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2014

DECLARATION

Declaration by student

This research project is my original work and has not been submitted for examination in any other university

Signature: **Date:**

Lydia Chelimo

D61/72517/2012

Declaration by Supervisor

The research project has been submitted with my approval as the University of Nairobi Supervisor.

Signature: **Date:**

Supervisor's Name: Prof. Peter Kobonyo

DEDICATION

I dedicate this thesis and my work to my family and friends. Thank you for your support.

ACKNOWLEDGEMENT

My deepest appreciation and thanks go to my supervisor, Prof. Peter Kobonyo for his guidance and constructive criticisms. I would also like to thank my lecturers at University of Nairobi for broadening my knowledge. I would also like to acknowledge for my friends, family and colleagues for their support.

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ABSTRACT

Organizational career management covers the various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees. Career management is a human resource approach to the management of individuals aimed at increasing organizational effectiveness and satisfies the needs of individual employees. However in order for this management practices to have an impact on the employees they need to be effective. Effectiveness refers to the extent to which stated objectives are met or the policy achieves what it intended to achieve. This study therefore sought to establish the employee perception of the effectiveness of career management practices at Kenya Airports Authority. The study adopted a descriptive research design within a case study framework. The study targeted the employees at KAA. Data was collected using a self administered questionnaire. The questionnaire included both open and closed ended questions. A pilot study was conducted to test the reliability and validity of the research instrument. The study targeted 81 employees at the Kenya airways. The response rate was 65%. Descriptive statistics such as mean, standard deviation, percentages and frequency distribution were used in the analysis. The study concluded that the career management practices at KAA are effective, KAA offers training and mentorship programs to its employees, performance reviews are also done at KAA, trainings are offered at KAA, performance reviews and career development practices at KAA have improved the performance of the employees at KAA. The study also found out that KAA plans to develop employees is appropriate and that employees are ready to assume greater roles. The study recommended the study recommends that a study be conducted on career management practices across all organizations. This will enable the generalizations of findings on the effectiveness of career management practices. It is also recommended that a study be conducted on the influence of career management practices on the employee performance. This will confirm or otherwise whether KAA should continue with its current career management.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational career management covers the various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees (Orpen, 1994). It refers to a series of formal and less formal activities designed and managed by the organization to influence the career development of one or more employees (Arnold, 1996). Mayo (1991) defined career management as the design and implementation of organizational processes that enable the careers to be planned and managed in a way that optimizes both the needs of the organization and the preferences and capabilities of individuals. Career management is aimed at improve organizational effectiveness through development of employee commitment (Sturges Guest, Conway and Mackenzie, 2002). According to Steven (1996), effective career development system was found to be the fifth most important predictor (out of 80 factors) contributing to company financial success. It is essential for organizations to retain the most talented employees available in its human capital force.

Career management should include actions from three sources: the employee, the organization, and the employee's immediate manager (Byars and Rue, 2000). Each of these stakeholders in career management has a clear role if the career management practices are to be meaningful in an organization. For instance, employees have the responsibility of preparing their own career plans, as career planning is not something one person can do for another.

The organization's responsibilities include making sure that there is a smooth delivery of necessary career related information and advice concerning possible career paths to carry out their career plans. The immediate manager's responsibility, on the other hand, is to show an employee how to go about the process and help the employee evaluate the action taken (Byars and Rue, 2000). Organizational career management covers various activities, programs, and policies employed by the management team or employer to support individual career planning and strategies for their employees.

1.1.1 The Concept of Perception

Perception is closely related to attitudes. Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the world (Lindsay and Norman, 1977). Whenever an individual is confronted with a situation or stimulus, they fit it into something meaningful to them based on prior experiences. The perception process follows four stages: stimulation, registration, organization, and interpretation. A person's awareness and acceptance of the stimuli play an important role in the perception process. Receptiveness to the stimuli is highly selective and may be limited by a person's existing beliefs, attitude, motivation, and personality (Assael, 1995).

Perceptions play a key role in organizational career management. The manner in which employees perceive the efforts made by the organization towards management of their careers will affect their level of satisfaction and the success of the entire career management process. Broadbent (1958) addressed the concept of perceptual vigilance with his filter model. Effective career management leads to satisfaction and skills

development among employees thereby improving their commitment to the organization. Well developed employees are a key resource to the organization because they help in the development of competitive advantage.

Broadbent (1958) argued that, due to limited capacity, a person must process information selectively and, therefore, when presented with information from two different channels (methods of delivery such as visual and auditory), an individual's perceptual system processes only that which it believes to be most relevant. Selective perception occurs when an individual limits the processing of external stimuli by selectively interpreting what he or she sees based on beliefs, experience, or attitudes (Sherif and Cantril, 1945).

1.1.2 Effectiveness

In general, effectiveness refers to the extent to which stated objectives are met or the policy achieves what it intended to achieve. Effectiveness refers to the degree to which objectives are achieved and the extent to which targeted problems are solved (Mwaki, 2010). Effectiveness means "doing the right thing." Effectiveness in Career management is influenced by three factors: individual factors and organizational factors and supervisory support (Khalumba, 2012).

Research shows that career development is among the top drivers for employee retention and satisfaction in an organization. All organizations have objectives set especially when it come to the development of their employees. Employees are required to fill in career development paths which act as a guide on how they would like to progress their careers (Khalumba, 2012). These serve as objectives which need to be evaluated frequently to assess how well they are performing towards this realization. Individual employees need

to align their career path with not only the organization's goals, but also their own personal career goals, strengths, interests and values (Mwaki, 2010). Effective career management matches the employees' career aspirations to organizational goals thereby reducing employee turnover and dissatisfaction.

1.1.3 Career Management Practices

Career management is a human resource approach to the management of individuals aimed at increasing organizational effectiveness, and satisfy the needs of individual employees (Cummings and Worley, 1993). Mayo (1991) defines career management as the design and implementation of organizational processes that enable the careers to be planned and managed in a way that optimizes both the needs of the organization and the preferences and capabilities of employees.

Byars and Rue (2000) suggests that successful career management should include actions from three sources: the employee, the organization, and the employee's immediate manager. The management of careers in an organization has benefits for both organizations and individual employees. Careers enable the organization to take care of, and further develop, its most important and valuable assets in the form of its human resources for continued future benefit. By developing a well structured system for, amongst other things, filling job openings and moving employees to managerial positions, the need for high potential employees can more easily be fulfilled through career management (Herriot & Pemberton, 1995). Proper management of careers increases the organizations' chances to achieve their objectives by ensuring a competent work force that experiences high job satisfaction and commitment to its employer.

Career development practice involves all of the technical and managerial skills employees acquire to develop in achieving their career development. Stones and Freeman (1992) recognized special training program as an attempt to improve employees performance on a current job or one related to it. Moreover it is the method used to give new or present employees the skills they need to perform their current job. This practice often focuses on the immediate period to help fit any current deficit in employee's skills. On the other hand Watts (1996) stated that Development focus on the long term to help employees prepare for future work demand. This career development practice is a learning opportunity design to help employees grow, however it is not limited to improving performance on a current job. Career development practice also involved professional certification programs of employees by respective international professional body

Career management is also beneficial to the employee as it can assist them by offering structure, direction, meaning, and purpose to their daily activities (Greenhaus, Callanan, & Godshalk, 2000). For employees, having a career can furthermore imply other important consequences such as the financial return after having invested time and labour in the employing organization. A well functioning career management system ensures both an organised working environment as well as the satisfaction of basic economic needs and other higher needs such as for example self-actualization and personal development needs (Cummings and Worley, 1993).

1.1.4 Kenya Airports Authority

The Kenya Airports Authority (KAA) is government parastatal body established in 1991 through an act of parliament and is charged with an umbrella responsibility of providing and managing a coordinated system of airports in the country (KAA, 2008). Prior to its formation, the former erstwhile Aerodromes Department under the Ministry of Transport and Communication handled this responsibility. Erstwhile was in charge of then Nairobi's Old Embakasi Airport which was constructed in the mid-1950 to serve the first generation Boeing 707/DC8 aircraft (KAA, 2014).

Kenya Airports Authority (KAA) provides facilitative infrastructure for aviation services between Kenya and the outside world. Our, focus is on greater efficiency, superior quality service and increased capacity in all the Kenyan Airports. We work closely with other government agencies and department, most notably the Kenya Civil Aviation Authority (KCAA), which is responsible for air navigation regulation. The Kenya Airports Authority (KAA) provides facilitative infrastructure for aviation services between Kenya and the outside world (Kenya Gazette, 2012). Its main functions are; administer, control and manage aerodromes; provide and maintain facilities necessary for efficient operations of aircrafts; provide rescue and firefighting equipment and services; construct, operate and maintain aerodromes and other related activities; construct or maintain aerodromes on an agency basis on the request of any Government Department; provide such other amenities or facilities for passengers and other persons making use of the services or facilities provided by the Authority as may appear to the Board necessary

or desirable; and approve the establishment of private airstrips and control of operations thereof (KCAA, 2012).

The main airports managed by KAA include: Jomo Kenyatta International Airport, Moi International Airport; Eldoret International Airport and Kisumu International Airport are all under the International Airports category. The domestic airport category includes: Wilson Airport; Malindi Airport; Lokichoggio Airport; and Wajir Airport. The airstrips include Ukunda Airstrip and Manda Airstrip (KAA, 2014).

1.2 Research Problem

A comprehensive human resource strategy plays a vital role in the achievement of an organization's overall strategic objectives and is directed at ensuring that the human resource function fully understands and supports the direction in which the organization is moving. For organizations to be able to adapt to their turbulent environment, they must embrace strategic human resource management. Several strategic and other changes have taken place in career development which have greatly affected organizational performance (Purcell, Kinnie, Hutchinson, Rayton and Swart, 2003). Some of the changes occur at macro level with implications for careers. These changes include more technology intensive workplaces and unpredictable economic and political markets which have called for a change in the way organizations handle career management. The age composition of employees at the work place has changed drastically. Several authors (Baruch, 2000; Gunz, 1989; Orpen, 1994) have suggested that organizations should adjust their existing career management systems to be more in line with the contemporary views on organisations and careers, and not completely place all the responsibility on one

of the parties. These changes have affected the level of commitment among employees towards an organization hence their productivity and choice to continue working with the organization. Organizations are now adopting a participatory approach to the management of employees and their careers to make sure they can respond to the different career demands in a competent and flexible way to increase the level of efficiency and effectiveness in the way the organization does its business (Lips- Wiersma and Hall, 2007).

Kenya Airports Authority as an organization employees staff with varied skills set and expertise to help deliver on its mandate. Because of its unique operations, the Authority has experience challenges whenever employees have left the organization in search of green pastures and on retirement. In order to management its employees turnover, the Authority has made some effort in improving career management practices (KAA, 2014). However, these practices have not fully addressed the issues of career management as the turnover of employees has remained high at above 20% per annum. This has forced the Authority to invest huge sums of money in recruitment, hiring and training new staff joining the organization (KAA, 2014). This study therefore seeks to investigate how effective the various career management practices adopted by the Authority helped it in delivering on its mandate.

Some researchers have reviewed the concept of career management. For instance, Munjuri (2011) did a review on factors affecting career advancement and noted that career plateau involving employees stagnating temporarily or permanently in their careers was a serious career management problem that many employees were facing at the

University of Nairobi. This study did not review the subject of career management from employees' perspective. The current study will look at employees' perception as opposed to management. Bloch (1995) examined career enhancement through foreign language skills by illustrating the rising significance of foreign-language training with respect to employment opportunities in commerce and industry. Bloch (1995) only considered foreign language skills and not other skills. This study will cover other career management aspects including foreign language. Murphy and Ensher (2001) examined the role of mentoring support and self management strategies on reported career outcomes and established that each contributed uniquely to satisfaction and perceived career satisfaction. Murphy and Ensher (2001) did not review employee perception. From the above review of studies, limited studies have examined employee perceptions of the effectiveness of career management practices. This study therefore sought to fill this research gap by answering this research question: What are the employees' perceptions of the effectiveness of career management practices at Kenya Airports Authority?

1.3 Research Objective

To determine employee perception of the effectiveness of career management practices at Kenya Airports Authority.

1.4 Value of the Study

This study would be of importance to several stakeholders. Key among them is the management of Kenya Airports Authority, the policy makers and research and academicians.

The management of the Kenya Airports authority would also benefit from this study as it would provide insights about career management and employee commitment and performance at the institution. Other state corporations would be able to implement the research recommendations to improve employee commitment and hence reap maximum benefits from their employees' performance.

The government agencies would make use of this study, as it provides knowledge useful in formulation of policy and a regulatory framework on human resource management and in particular career management for better organizational performance and individual employees' career growth.

Researchers and scholars could use this information to add to their understanding of employee perceptions of the effectiveness of career management practices in Kenya. The study would provide foundation and material for further related research. The study also extends the level of knowledge on employee perception of the effectiveness of career management practices.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out research in the same field of study. The specific areas covered here are employee perception and career management. The chapter is basically concerned with discussing literature by other scholars on the concept of career management.

2.2 Career Theories

This section discusses the theories on which the study is founded. Specifically, the section discusses the theory of work adjustment and self concept theory of career development. These are discussed in details below:

2.2.1 Theory of Work Adjustment

The Theory of Work Adjustment (TWA) is a class of theory in career development that is anchored on the individual difference tradition of vocational behaviour (Dawis, 1992) called person-environment correspondence theory, viewing career choice and development as continual processes of adjustment and accommodation in which: (a) the person (P) looks for work organisations and environments (E) that would match his/her “requirements” in terms of needs, and (b) E in turn looks for individuals who have the capabilities to meeting the “requirements” of the organisation (Dawis, 2002, 2005; Dawis & Lofquist, 1984). The term satisfaction is used to indicate the degree that P is satisfied with E, and satisfactoriness is used to denote the degree that E is satisfied with P. To P, the most central requirements to meet from E are his/her needs (or reinforcers), which

could be further dissected into categories of psychological and physical needs that are termed values. To E, however, the most central requirements are abilities, which are operationalised as dimensions of skills that P possesses that are considered necessary in a given E. Overall, the degree of P's satisfaction and E's satisfactoriness would jointly predict P's tenure in that work environment.

Recent formulations of TWA speculated on the effects of diverse adjustment styles that could be used to explain how P and E continuously achieve and maintain their correspondence (Dawis, 2005). Four adjustment style variables are identified, which are flexibility, activeness, reactivity, and perseverance. Flexibility refers to P's level of tolerance to P-E dis-correspondence and whether he/she has a tendency to become easily dissatisfied with E. Activeness refers to whether P has a tendency to actively change or act on E to reduce dis-correspondence and dis-satisfaction.

A major strength of TWA is that a battery of measures has been developed to measure the various variables associated with the theory, including measures on satisfaction, needs and values, skills and abilities, satisfactoriness, and indexes of correspondence (Dawis, 2005). A large number of research studies have been conducted in the last few decades to examine the propositions derived from TWA, especially on the linkage between needs/abilities and satisfaction/satisfactoriness, and between work adjustment and tenure (Dawis, 2005).

2.2.2 Self-concept Theory of Career Development

This theory was developed by Super (1969). He suggested that career choice and development is essentially a process of developing and implementing a person's self-

concept. According to Super (1990), self-concept is a product of complex interactions among a number of factors, including physical and mental growth, personal experiences, and environmental characteristics and stimulation. Whereas Super presumed that there is an organic mechanism acting behind the process of development and maturation, recent articulations (Herr, 1997; Savickas, 2002) of Super's theory have called for a stronger emphasis on the effects of social context and the reciprocal influence between the person and the environment.

Super (1990) proposed a life stage developmental framework with the following stages: growth, exploration, establishment, maintenance (or management), and disengagement. In each stage one has to successfully manage the vocational developmental tasks that are socially expected of persons in the given chronological age range. For example, in the stage of exploration (ages around 15 to 24), an adolescent has to cope with the vocational developmental tasks of crystallisation (a cognitive process involving an understanding of one's interests, skills, and values, and to pursue career goals consistent with that understanding), specification (making tentative and specific career choices), and implementation (taking steps to actualise career choices through engaging in training and job positions).

The contextual emphasis of Super's (1980, 1990) theory is most clearly depicted through his postulation of life roles and life space. Life at any moment is an aggregate of roles that one is assuming, such as child, student, leisurite, citizen, worker, parent, and homemaker. The salience of different life roles changes as one progresses through life

stages, yet at each single moment, two or three roles might take a more central place, while other roles remain on the peripheral. Life space is the constellation of different life roles that one is playing at a given time in different contexts or cultural “theatres”, including home, community, school, and workplace. Role conflicts, role interference, and role confusions would likely happen when individuals are constrained in their ability to cope with the demands associated with their multiple roles.

2.3 Career Management Practices

Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs and to satisfy their own aspirations (Chew and Girardi, 2008). It is concerned with how careers progress the ways in which people move through their careers either upwards when they are promoted, or by enlarging or enriching their roles to take on greater responsibilities or make more use of their skills and abilities. It is based on an understanding of career dynamics and the integration of the needs of the organization with the needs of the individual employees. Career Management is concurrent throughout the employee’s stay with the organization (Orpen, 1994). The organization provides the means for employees to clarify their career goals and understand how to manage their careers and achieve goals while employed by the organization.

According to Schein (2003) career planning is a career management practice which involves continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations.

of his own value system. Career planning according to Kleinknecht and Hefferin (1982) stated that it is a career management practice which entails a continuous process of self assessment and goal setting of both the employee and employer in meeting the organization objective. Career planning practice is seen as a very systematic and comprehensive process of targeting career management practice and implementation of strategies, self assessment and analysis of opportunities and evaluates the results. The career planning practice process involves both the organization and the individual responsibility. Thus, the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of training and development; in terms of the technical skills and education advancement needed.

Career management practice like succession planning is a practice companies relied on to build effective and efficient work force for the future. This practice depend on Training need analysis to determine what training is needed for capacity building of employees to up key position in the organization. Companies need to upgrade and redefine their succession planning practice which entails both on and off the training program to ensure that their process will benefit both the individual and the overall strategy of the company Aberdeen Group, (2006). Succession planning is a career management practice companies need to start with as a basics, to create a strong process and then invest in future training that will improve technical skills of employee. Secession planning serves as a career management practice for “performance culture” in establishing a companywide training program policy.

Once these career management practice steps are in place, companies can then leverage technology solutions such as Training needs analysis, training objective, and evaluation which will help in scenario planning and career profiling tools to reduce turnover, increase productivity and improve organization performance. This is confirmed by a survey conducted in partnership with the Human Capital Institute and interviews with senior executives in the human capital management community (Aberdeen Group, 2006).

Another useful career management practice commonly used by organizations involve on the job training (IJT). OJT is a structured on-the-job training system based on high performance principles of expert workers training co-workers. It recognizes that workers can best be trained at the job site under real life conditions (Kleinknecht and Hefferin, 1982). It is a proven and award-winning program for delivering low-cost and high-quality training to employees in an organization. It builds self-sufficiency and worker ownership that reduces dependency on outside training providers and materials. In addition, it put skill standards to work by applying performance outcomes to your process-specific applications and equipment (Hansen, 2006).

Career counseling is a practice that is replacing the term vocational guidance which is focused upon the choice of occupation and is distinguished from educational guidance, which focuses upon choices of courses of study (Hansen, 2006) the term. The OECD Career Guidance Policy Review (2003) defines it as services and practice intended to assist individuals, of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their careers” (Aisenson, 2004).

This definition includes making information about the labour market and about educational and employment opportunities more accessible by organizing it, systematizing it and having it available when and where people need it. It also includes assisting people to reflect on their aspirations, interests, competencies, personal attributes, qualifications and abilities and to match these with available training and employment opportunities. Career guidance brings the two together and stresses the interaction between learning and work. Hansen further suggests that career guidance activities in high-income countries are categorized into five specialties: Career information which deals with all the information necessary to plan for, obtain and keep employment, whether paid or voluntary.

It includes, but is not be limited to, information on occupations, skills, career paths, learning opportunities, labour market trends and conditions, educational programmes and opportunities, educational and training institutions, government and non-government programmes and services, and job opportunities. It is the cornerstone to all of the other career counseling practice services; Career counseling is a career development practice on the other hand that deals with assistance given to employees to assist them through their career choices. Career counseling is also a career development practice in which career education awareness is delivered in educational institutions workplace, and sometimes in community by organizations career counselors.

Mentoring is another career management practice adopted by many organizations. According to Murray (1998) mentoring is a career management practice which entails

helping and supporting staff to manage their own learning in order to maximize their potential, develop their skills, improve their performance and become the person they want to be in alignment with organization objective. Mentoring has been practiced in different cultures for hundreds of years. But it is only recently that mentoring has been a career management practice rediscovered by the private sector as a mechanism for leadership development. It is therefore evident that mentoring is not new since it has played an important role in ancient Greek, Roman, Chinese, and Indian and African civilizations. The practice of „apprenticeship“ and transferring generational knowledge, so prevalent in craft societies of past centuries, draws heavily on the same concepts. And mentoring continues to be practiced today in very different contexts and cultures.

2.4 Benefits of Career Management to Organizations

Organizational career management significantly changes the nature of an organization providing numerous benefits including. These benefits may include: enhanced employee engagement levels where employees have greater commitment to their work. When employees recognize how skillful performance in their jobs benefits them personally, they become more committed to high performance. Employees have greater commitment to the organization because they no longer view their employment as a “financial contract for duties performed” but regard their employment as a partnership for reaching goals. They therefore take a greater interest in and ownership of corporate goals (Herriot and Pemberton, 1995).

Career management also leads to improved recruitment where attraction of new employees becomes easier as the organization establishes a reputation as “an employer of choice. It also leads to a more effective succession planning which leads to organizational stability. Management’s close involvement with employees’ career management plans will significantly help the organization with its Succession Planning. Involvement in employees’ career management will enable management to understand individuals’ aspirations and create opportunities for individuals to obtain exposure to new opportunities and for managers to observe individual’s potential for new job types .

Career management creates “Bench strength” results from employees who are committed to their career development. Long-term viability where workforce develops at all levels ensuring an ongoing inventory of home-grown talent. It also leads to capacity for expansion as high skill levels amongst employees enables the organization to expand operations and take advantage of opportunities as they arise (Herriot and Pemberton, 1995). Career management also leads to better manager-employee relationships. The manager’s coaching relationship with employees creates stronger relationships and shared successes as people progress to new levels. This leads to increased exposure to education, training and new experiences that enhances employees’ creativity (Tekleab and Taylor, 2003).

2.5 Effective Career Management Practices

Effective Career management practices focuses on future performance planning and improvement rather than on retrospective performance appraisal (Armstrong, 2005).

Effective career management requires an analysis of changes in the job environment and ability to adapt to this changing environment. The pace with which the changes occur demand that the employees together with the organization approach employee career as a series of progressive learning experiences, mastering new technologies emerging on the market and various advancements in their areas of specialization. The future remains uncertain but interpretable patterns do emerge (Tekleab & Taylor, 2003). Therefore, effective career management requires an employee and the organization to decipher the emerging patterns, and adapt their thinking, attitudes, skills, abilities and behavior in response.

Armstrong (2005) further argues that effective career management practices provide the basis for regular and frequent dialogues between managers and individuals about performance and development needs. To be effective, career management practices must be aligned with the organizational internal environment, particular its business strategy and organizational culture. Also, effective management practices must be aligned with its external environment, taking into considerations the legal environment, the labor markets, and national culture (Jackson, 2009).

Effective career management requires the realization of success. The cycle illustrates the importance of supportive superiors and mentors and safe environments which enable the attainment of challenging goals and allow individuals to learn from mistakes early in their careers (Tekleab & Taylor, 2003). Career success cycle creation in an organization is a central facet of successful career planning as “nothing succeeds like success”. Risks and mistakes should not be avoided to the extent of formulating easily attainable goals.

Rather, Support and intervention make it easier for individuals to take risks, learn from their actions, be sheltered from the negative connotations of failure, and receive recognition from others for successes. “Career success cycle” involves setting goals, exerting effort, attaining goals, and feeling successful (Cummings and Worley, 2005). Successful feelings among employees build self-esteem and lead to the formulation of more challenging goals. The cycle is repeated. If success is not achieved a negative cycle of psychological failure is created, resulting in loss of self-esteem.

Many organizations and their HR managers have realized that high performance management practices are just equal to high employee performance. According to Cummings and Worley (2005), effective career management practices is an integrated process of defining, assessing and reinforcing employee work behaviors and outcomes. Career management includes practices and methods for goal setting, performance appraisals, and reward systems which influence the performance of individuals and work groups. Dessler (2002) outlines effective career management Practices as goals setting, worker selection and placement, performance appraisal, compensation, training and development and career management while Armstrong (2005) summarizes performance management practices to include vigorous recruitment and selection procedures, extensive and relevant training, management development, incentive pay systems and management process. Jackson (2009) outline effective career management Practices as defining goals and their measures, performance appraisal, providing feedback, performance – based incentives and development and career planning.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in accomplishing the study. Procedures and techniques that were used in the collection, processing and analysis of data are discussed. Specifically, the chapter addresses research design, target population, sampling design, data collection instruments, data collection procedures and data analysis.

3.2 Research Design

The study adopted a descriptive research design within a case study framework. According to Cooper and Schindler (2003), a descriptive research design is concerned with finding out the what, where and how of a phenomenon. This method is chosen because it best provides a large pool of information which might otherwise take long to collect if it is collected through observation. Further, the design is suitable for collecting data across many units in the organization at one point in time.

3.3 Population of Study

This study was conducted at the Kenya Airports Authority. Target population comprised all the 663 employees at the Authority as per the staff establishment on human resource department 31st December 2013. These are distributed as shown in the Table 3.1.

Table 3.1: Population of the Study

Population category	Population
Engineering	146
corporate planning	26
Procurement	12
Finance and Administration	54
Operations	257
HRD	25
Marketing	143
Totals	663

3.4 Sample Design and Sample Size

According to Mugenda and Mugenda (2003), a sample of between 10% to 30% is considered adequate for generalization of the findings to the whole population if the sample is well chosen. Following the high level of homogeneity among the target population, the study will select 10% of the sample size which is within the acceptable ranges according to Mugenda and Mugenda (2003). The sampling frames comprised the section of the staff at the Kenya Airports Authority. A representative sample of 81 respondents of the population will be selected using stratified sampling technique based on departments in which they work. Simple random sampling will be used to select employees that will participate in the study from each department. The sample is distributed as shown in the Table 3.2.

Table 3. 2:Sample Design and Sample Size

Population category	Population	Sample proportion	Sample Size
Engineering	146	10%	15
corporate planning	26	30%	9
procurement	12	30%	3
Finance and Administration	54	10%	5
operations	257	10%	26
HRD	25	30%	9
marketing	143	10%	14
Totals	663		81

3.5 Data Collection

This study collected primary data using a self administered questionnaire. The questionnaire included both open and closed ended questions. To enhance quality of data, Likert type questions was used whereby respondents were required to indicate the extent to which the statements representing variables apply to them. A five point likert scale will be used.

The structured questions were used in an effort to facilitate easier analysis while the unstructured questions were used so as to encourage the respondent to give an in-depth response without feeling held back in revealing any information. The questionnaires were administered by the researcher personally to avoid discussion among staff which may jeopardize the whole study. The questionnaire consisted of three parts. Part A collected Demographic data, part B is the data on career management, and part C dealt with the effectiveness of career management on employee engagement.

3.6 Validity and Reliability of the Study

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2000). A pilot study was conducted to test the reliability and validity of the research instrument, a pilot test helps to test the reliability and validity of research instruments (Orodho, 2003). The content of validity of the data collection instruments was determined through discussing the stated questions in the questionnaires with a sample of 4 to 6 experts in the industry for the pilot testing.

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper and Schindler, 2003). Cronbach's alpha was applied to the gathered data to determine the reliability of the data collection instruments. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability and an alpha coefficient of 0.60 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zikmund, 2000).

3.7 Data Analysis

This study employed descriptive statistics to analyze the data obtained. The editing was done to ensure that the data is free from inconsistencies and incompleteness. After editing, the data was coded by developing a code sheet that was pretested to verify the coded data. Descriptive statistics such as mean, standard deviation, percentages and frequency distribution were used in the analysis. The results were presented to help generalize the findings the collected data was grouped using percentages and measures of central tendency. Descriptive statistics including, cross-tabulation, frequencies and percentages, mean and standard deviation were used for comparison.

CHAPTER FOUR: DATA ANALYSIS AND RESULTS

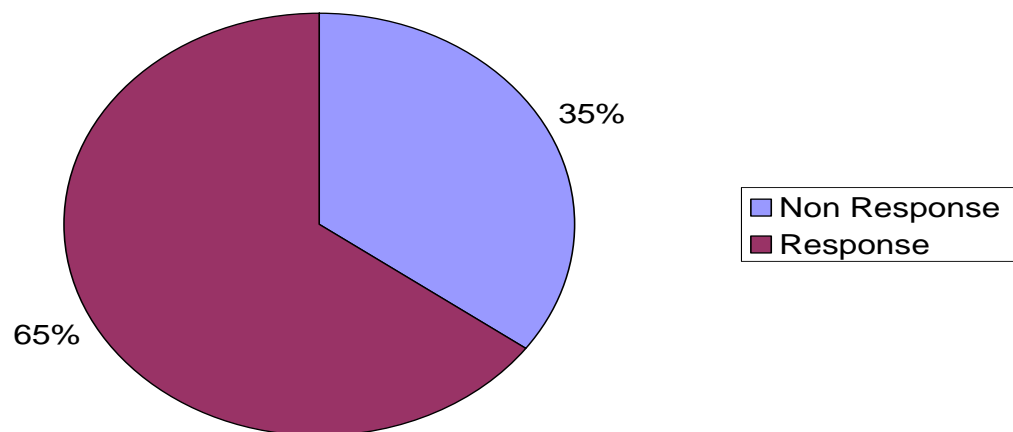
4.1 Introduction

This chapter presents analysis and the findings of the study. The findings are presented in tables and figures.

4.2 Response Rate

The study targeted 81 employees at the Kenya airways. Out of the 81 distributed questionnaires only 53 were filled and returned. This translated to a response rate of 65%. According to Mugenda and Mugenda (2003) the statistical significant response rate for analysis should be at least 50%.

Figure 4.1: Response Rate



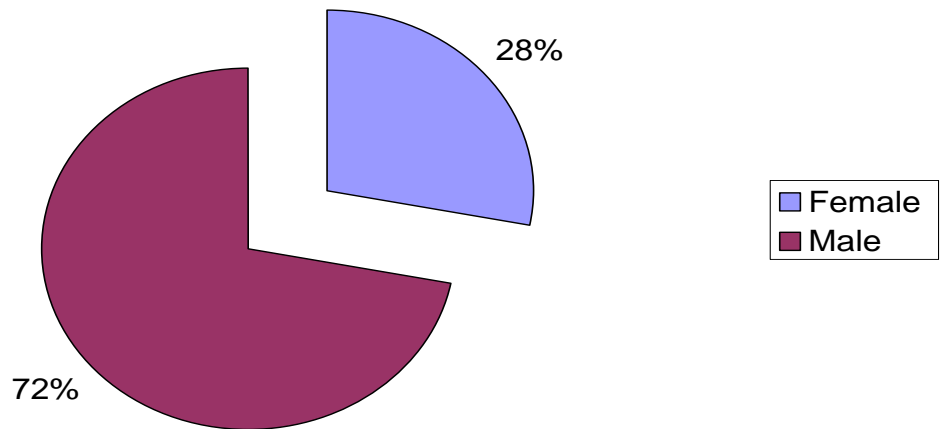
4.3 Demographic Data

The study will focus on the Gender and age of the respondents.

4.3.1 Gender of the Respondents

The study sought to establish the gender of the respondents. Figure 4.2 shows the findings.

Figure 4.2: Gender of the Respondents



From the findings, figure 4.2, 72% of the respondents were male while 28% of the respondents were female. The study involved both male and female employees although the majorities were male.

4.3.2 Years of Service at KAA

The study sought to establish the number of years the respondents had worked at KAA.

The findings are shown in Table 4.1.

Table 4.1: Years of Service at KAA

	Frequency	Percentage
0-5 Years	3	6
6-10 Years	5	9
11-15 Years	10	19
16-20 Years	12	23
21-25 Years	7	13
Above 15 Years	16	30
	53	100

From the findings in table 4.2, 6% of the respondents had worked for 0-5 years at KAA, 9% had worked for 6-10 years, 19% had worked for 11-15 years, 23% had worked for 16-20 years .13% had worked for 21-25 years and 30% had worked for above 15 years. It was evident from the findings that the respondents had knowledge on the company information.

4.3.3 Age Category

The study sought to establish the age of the respondents. Table 4.2 shows the findings

Table 4.2: Distribution of the respondents by age category

	Frequency	Percentage
18-30 Years	12	23
31-40 Years	19	36
41-50 Years	17	32
51-60 Years	3	6
Above 60 Years	2	4
Total	53	100

The responses in table 4.2 23% of the respondents were aged between 18-30 years, 36% were aged between 31-40 years, 32% were aged between 41-50 years 6% were aged between 51-60 years and 4% were aged above 60 years. The study concluded that majority of the respondents are in the career development stage.

4.3.4 Highest Level of Academic Qualification

The study sought to establish the respondents highest level of education. The findings are in table 4.3

Table 4.3: Level of education

	Frequency	Percentage
Secondary	6	11
Diploma	18	34
Graduate	21	40
Post Graduate	8	15
Total	53	100

As shown in the tale 4.3, the respondents that had secondary school certificates were 11%, 34% were diploma holders, 40% were graduate and 15% had post graduate qualifications.

4.4 Effectiveness of Career Management Practices

The study sought to establish the effectiveness of career management practices at KAA.

Table 4.4 shows the findings.

Table 4.4 Means and standard deviations of the measures of effectiveness of career management practices

Effectiveness of Career Management	Mean	Std.Dev
The training I have received at KAA has improved the performance of tasks allocated to me	3.987	0.002
Performance reviews carried out at KAA have improved my commitment to the organization	4.021	0.521
Because of the way KAA has managed my career development, I am ready to continue working at KAA	4.221	0.452
The career management practices have created a sense of direction in my work	4.441	0.634
KAA's plan to develop employees is appropriate for the performance of tasks allocated to the employees	3.765	0.334
I am well mentored at KAA and really ready to assume greater responsibility	4.561	0.452
Grand mean and standard deviation	4.166	0.3992

The respondents agreed that the training they have received at KAA had improved the performance of tasks allocated to them with a mean of 3.987. The study concludes that employee training offered improved the performance of the employees. On whether performance reviews carried out at KAA had improved the employees' commitment to the organization, the respondents agreed with a mean of 4.021. The study therefore concludes that performance reviews had a positive impact on the level of employee commitment to the organization. The respondents agreed that career management had an effect on their career development; they were ready to continue working at KAA with a mean of 4.221. The study concludes that career development by the management induced the employees to continue working for the company. On career management practices creating a sense of direction in the employees work, the respondents agreed with a mean of 4.441. The study concludes that the career management practices engaged by the firm created a sense of direction to the employees. The findings concur with (Hansen, 2006) who deduced that career management practices enhances self-sufficiency and the worker reduces dependency on outside training providers and materials.

On KAA's plan to develop employees is appropriate for the performance of tasks allocated to the employees, the respondents agreed with a mean of 3.765. The study concludes that employee development plans are vital for the performance of tasks by the employees. The respondents strongly agreed that they are well mentored at KAA and really ready to assume greater responsibility with a mean of 4.561. The study concludes that mentorship support by the authority has made the employees be ready to assume higher responsibilities.

The study concurs with Murray (1998) who deduced that helping and supporting staff to manage their own learning develops their skills, improves their performance and maximizes their potential, and they align themselves to become the person they want to be in the organization and thus assume greater responsibility.

4.4.1 Effectiveness of the Career Management Practices

The study sought to establish to what extent the career management practices are effective at KAA.

Table 4. 5 Effectiveness of the Career Management Practices

	Frequency	Percentage
Very Great Extent	28	53
Great Extent	16	30
Moderate Extent	5	9
Little Extent	3	6
No Extent At All	1	2
Total	53	100

The findings indicate that those that agreed to a very great extent that career management practices were effective at KAA were 53% of the respondents interviewed, 30% said to a great extent, 9% said to a moderate extent, 6% said to a little extent and only 2% no extent at all. These findings imply that majority of the respondents were in agreement that, career management practices employed by the authority were very effective. Tekleab and Taylor, (2003) from his research for career management practices to be effective, the employee and the organization should decipher the emerging patterns, and adapt their thinking, attitudes, skills, abilities and behavior in response.

4.5 Discussion of Findings

From the findings the grant mean total of the effectiveness of career management practices at KAA is 4.166, which were measured on a scale of 5, this indicates that the Career management practices offered by KAA were effective. The findings shows that training offered by KAA has increased performance of tasks allocated to the employees with a mean of 3.987. This is evident according to Armstrong (2005) who stated that effective Career management practices focuses on future performance planning and improvement rather than on retrospective performance appraisal. Performance reviews carried out by KAA has improved the commitment of the employees to the organization with a mean of 4.021, we can link these performance of employees to the study done by Worley (2005), that performance reviews practice is an integrated process of defining, assessing and reinforcing employee work behaviors and outcomes in order to improve their performance.

The study also revealed that because of the way KAA has managed their career development, employees were ready to continue working for the organization. The finding shows that the career management practices have created a sense of direction in the employees work. Greenhaus, Callanan and Godshalk (2000) concluded that on the benefits of career management is that it gives the employees direction in their daily activities. The study further established that KAA's plan to develop employees is appropriate for the performance of tasks allocated to the employees and that employees are well mentored at KAA and ready to assume greater responsibility.

This findings supports the observation by Murray (1998) that, employees can be developed through mentoring is a career management practice which entails helping and supporting staff to manage their own learning in order to maximize their potential, develop their skills, improve their performance and be able to assume higher roles.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, discussion of the findings, conclusion drawn from the findings highlighted and recommendation made there to.

5.2 Summary of Findings

The study show that the respondent rate was 65%, 28 females and 72 males. 30% of the respondents have served KAA more than 15years and those who have served for 16-20years were 23% . 0-5 years and 6-10 years were the least with 6% and 9% respectively. The studies showed that majority of the employees were aged between 31 to 50 years, with level of education of 40% being graduates, and 34% diplomas.

The findings of the effectiveness of career Management practices offered by KAA shows that the training offered by KAA has improved the performance of task allocated to employees with a mean of 3.98, and the performance reviews carried by KAA improved employee's commitment to the organization with a mean of 4.021. Because KAA managed their career development the respondents were ready to continue working for the organization. The mentorship programme KAA offers their employees has shown that they are ready to assume greater responsibilities.

The study found out that the effectiveness of career management practices offered by KAA had a grant mean of 4.166 and grant mean of standard deviation of 0.3991. The findings imply that the career management practises offered by KAA are effective. Majority of the respondents were in agreement that career management practices offered by KAA were effective at 83%.

5.3 Conclusions

From the findings presented in chapter four the study concludes that the career management practices at KAA are effective. The study concludes that KAA offers training, mentorship programs and performance reviews to its employees.

The study further concludes that the trainings offered, performance reviews and career development practices offered by KAA have improved the performance of the employees and concludes that KAA plan to develop employees is appropriate and that employees are ready to assume greater roles.

5.4 Recommendations for policy practice

The recommends that KAA should continue to review the employee performance as it show that by them doing so it increase the commitment of the employee to continue working for the Authority. The career management practices have created a since of direction therefore helping the organization in achieving their strategic goals. Mentoring programs have prepared the employees to assume creator responsibility should this should be used to identify an employee for a higher vacant position whenever it arises. The study also recommends that KAA carries out performance reviews so as to evaluate

the performance of the employees and establish ways in which they can improve their programs by incorporating other programs in the career management practices.

5.5 Recommendations for Further Studies

The study recommends that a study be conducted on career management practices across all organizations. This will enable the generalizations of findings on the effectiveness of career management practices.

It is also recommended that a study be conducted on the influence of career management practices on the employee performance. This will confirm or otherwise whether KAA should continue with its current career management practice.

5.6 Limitations

This study considered limitation as any factor that was present during the study and affected the achievement of the objective of the study.

The study was done in one organization the Kenya Airports Authority which is a Government parastatal, thus the findings are based on the one company. The conclusion may not be generalized on other Government parastatals or organizations.

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APPENDIX I: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA

This questionnaire is designed to collect information on the employees' perception of the effectiveness of career management practices at the Kenya Airports Authority. The information obtained will only be used for academic purpose and shall be treated with confidentiality.

1. Please indicate your Gender. Male Female
2. Years of service at Kenya Airports Authority?

0-5 Years <input type="checkbox"/>	6-10 Years <input type="checkbox"/>	11-15 Years <input type="checkbox"/>
16-20 Years <input type="checkbox"/>	21-25 Years <input type="checkbox"/>	Above 15 Years <input type="checkbox"/>
3. Please indicate your age category.

18-30 Years <input type="checkbox"/>	31-40 Years <input type="checkbox"/>	41-50 Years <input type="checkbox"/>
51-60 Years <input type="checkbox"/>	Above 60 Years <input type="checkbox"/>	
4. Please indicate your highest level of academic qualification.

Post graduate <input type="checkbox"/>	Graduate <input type="checkbox"/>	Diploma <input type="checkbox"/>
Secondary <input type="checkbox"/>	others, specify <input type="checkbox"/>	

SECTION B: EFFECTIVENESS OF CAREER MANAGEMENT PRACTICES

5. Please indicate the extent to which you agree with each statement below on the effectiveness of career management practices. On a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

Effectiveness of Career Management	1	2	3	4	5
The training I have received at KAA has improved the performance of tasks allocated to me					
Performance reviews carried out at KAA have improved my commitment to the organization					
Because of the way KAA has managed my career development, I am ready to continue working at KAA					
The career management practices have created a sense of					

direction in my work					
KAA's plan to develop employees is appropriate for the performance of tasks allocated to the employees					
I am well mentored at KAA and really ready to assume greater responsibility					

6. To what extent are the career management practices effective at KAA?

Very great extent []

Great extent []

Moderate extent []

Little extent []

No extent []

APPENDIX II: INTRODUCTION LETTER

Dear Respondent,

RE: RESEARCH DATA COLLECTION

I am an MBA student from the University of Nairobi currently undertaking a research project “Employee perceptions of the effectiveness of career management practices at Kenya Airports Authority”. I am currently collecting data on the same.

In view of the above, I am humbly requesting you to cooperate in responding to the questions provided above in the questionnaire attached herewith. Kindly read the accompanying instructions and respond to the questions as provided for.

The information that you will provide will remain confidential and will be used exclusively for this research and not for any other purposes whatsoever. Your response and cooperation in this matter will be highly appreciated. Thank you in advance.

Lydia Chelimo