PERCEIVED RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND EMPLOYEE COMMITMENT AND ENGAGEMENT AT NAIROBI CITY COUNTY GOVERNMENT

BY

AHMED MOHAMED DIRIYE

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT, SCHOOL OF BUINESS, UNIVERSITY OF NAIROBI

2015

DECLARATION

I hereby declare that this research project is my original work and has not presented in any other institution

Signature…………………………………………..Date…………………….......................

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

Signature……………………………......................Date………………………………

Dr. Florence K. Muindi (Ph.D.)

Lecturer, Department of Business Administration, University of Nairobi

DEDICATION

This work is dedicated to my late father, Mohammed Dirive in recognition of a firm foundation. He land in my life in the spiritual and Education reach that has enabled me to come this far in my studies.

ACKNOWLEDGEMENT

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

BOU   Bank of Uganda

CIPD   Chartered Institute of Personnel and Development

GOK   Government of Kenya

HR/HRM   Human Resource Management

KIA   Kenya Institute of Administration

NCC   Nairobi City Council

NGOs   Non-Governmental Organizations

PwC   PricewaterhouseCoopers

UNDP   United Nations Development Program

UNEP   United Nations Environment Program

UNESCO   United Nations Scientific and Cultural Organization

UN-Habitat   United Nations Centre for Human Settlements

UNICEF   United Nations Children's Fund

UNIDO   United Nations Industrial Development Organization

ABSTRACT

Assessing workforce attitude is a business imperative. Committed and engaged employees are invaluable assets to an organization as high levels of employee commitment and engagement promote retention of talent, foster customer loyalty, and improve organizational performance and stakeholder value. The development of employees for future positions enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. However, most of the previous studies done on career development did not focus on public institutions. It is against these that the study sought to establish the perceived relationship between career development and employee commitment and engagement at Nairobi County Government.

A descriptive survey research design was adopted. The target population of this study were 443employees at Nairobi County government (Nairobi County Government Registry, 2015). Stratified random sampling technique is used to arrive at the sample size. The researcher used a questionnaire as the primary data collection instrument. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Frequency tables and graphs used to present the data for easy comparison.

The study found that career development practices (career planning, coaching, counselling and mentoring) greatly affected employee commitment and engagement at Nairobi County Government. The study concludes that that the County government has a policy that governs career development for its staff, has put in place coaching practice in developing staff for future positions as an organization. Career counselling which is also a fundamental human resource policy is applied to a greater extent in the County. The study also concludes that management suggests specific strategies to accomplish work objectives by providing junior employee with specific guidance for achieving career goals. This study recommends that the County government should formulation of appropriate career development policies to adequately address the training needs. These include: policy makers in the County moving with speed to give their HR departments' full mandate to formulate HR policy on career development function which sets guidelines and framework on how to successfully conduct and implement the findings\surveys on career development. Assessment to effectively tackle career development deficiencies and to ensure staff is clear on their career growth.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

A key component of any organization is its employees. The employees are critical to the viability and the competitiveness of the organization (Lockwood, 2007). Committed and engaged employees are invaluable assets to an organization. High levels of employee commitment and engagement in both private and public firms promote retention of talent, foster customer loyalty, and improve organizational performance and stakeholder value. Xu and Thomas (2011) maintained that organizations aspire to have engaged employees and spend considerable resources to measure and improve employee engagement. Gill and Kustron (2011) demonstrated that formalized professional certifications are positively correlated with enhanced innovation. Furthermore, Brás and Rodrigues (2007) elucidated that expenditure associated with employee career development could be translated into quantifiable organizational assets.

Armstrong (2006) pointed out that career development is a critical human resource management function in both Public and Private Organizations. Career development has been a recurrent subject of debate among scholars and academics. Armstrong (2006) adds that career development is the use of planned instruction activities to promote learning. Training is not simply a means of arming employees with skills they need to perform their jobs; it is often deemed to be representative of an employer's commitment to their work force. However, it is important to point out that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviors. If these effects are prevalent enough in the employee population, then the collective changes in human capital, attitudes, behaviors and associated organizational climate should be strong enough to influence organizational performance (Clarke, 2001).

The study is anchored on the theories linking career development on employee's commitment which explain the phenomenon of career choice and change and predict future events, such as job satisfaction and also serve as guidelines for practice, tools, and techniques (Brás and Rodrigues, 2007). The trait and factor theory by Parsons (2009) asserts that the individuals needs and values can only be fully realized when they are matched with those jobs which are relevant to such needs and values. This is supported by the ego identity theory that view the process of career development as a part of a continuing process of differentiating ego identity and postulate that there is an intervention relationship between career and personality in organization, the former exerting significant influence on the later. The view is further supported by the expectancy theory which underlies the concept of employee commitment and engagement as it is believed that employee commitment and engagement is influenced by the expectations concerning future events (Salaman et al., 2005).

Assessing workforce attitude is a business imperative. Havill (2010) expressed that knowing the level of employee commitment and engagement within the enterprise can be the foundation for organizational change and ongoing success. Van Rooy et al. (2011) also added that measuring employee commitment and engagement should not be foregone in an economic downturn. Chacha (2013) surmised that survey instruments could be used to assess the psychometric attributes and characteristics of an organization. Furthermore, Krosnick (2009) argued that employee surveys could be used to effectively assess dimensions such as employee empowerment and potency of an organization's management capabilities.

Employee career development in Nairobi County government is faced with constant and unique challenges due to its complicated set up which call for survival organizations tactics. This is compounded by the diverse and complex workforce in different sectors since the County host the capacity of Kenya with a large population with a rich mix of multi-racial and

ethnic culture. Nairobi is also the headquarters of many local, regional and international corporations and organizationsal. As such, the County has a wide mix of intergenerational staff with divergent career needs which are very difficult to satisfy as the County is bogged with poor and uncoordinated governance system (Omwenga, 2014). This study therefore seeks to establish the perceived relationship betweencareer development and employee commitment and engagement inNairobi County Government.

1.1.1 Concept of Perception

According to Pun (2002), perception is the process of receiving and deriving meaning from stimuli present in an individual's internal and external environment. Loudon further states that to perceive is to see, hear, touch, taste smell or sense something internally, event or relation and to organize, interpreter and derive meaning from the experience. It is therefore a process made meaning to the environment from experience and varies from one person to another since different individuals see the same thing in different ways.

Perception is the process by which an individual selects, organizes and interprets stimuli into a meaningful coherent picture of the world (Schiffman & Kanuk, 2000). A stimulus is any unit of input into any of the senses, and examples include products, packages, brand names, and advertisements. Human beings are constantly bombarded with stimuli during every minute and hour of the day. The sensory world is made up of an almost infinite number of discrete sensations which are constantly subtly changing. According to the principles of sensation, such heavy intensity of stimuli one should turn off most individuals who would subconsciously block the receipt of such heavy bombardments of stimuli. Otherwise the numerous different stimuli that we are constantly exposed to might serve to confuse totally and keep as perpetually disoriented in a constantly changing environment (Venetis and Ghauri, 2004).

Kibera and Waruingi (1988) summarize perception as the process, which attributes meaning to incoming stimuli through the human senses. Therefore, it constitutes of two factors, the stimuli and the individual factors. Knowledge of the perceptual process is essential since the manner in which users of a product or service interpret the information is affected by their cognitive understanding that they have established in their minds. Further, perception is important especially to marketers since it involves the constitution of the users' feelings about particular stimuli and helps in developing strategies towards meeting that which the users perceive as important (Njoroge, 2003).

1.1.2 Concept of Career Development

According to Greenhaus et al (2000), career development is a continuous process of work life. Peterson and Tracey (2009) defined career development as the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. They further posited that job mastery skills are those that are necessary to successfully perform one's job. In this study career development will be measured using career planning, coaching, counselling and mentoring and their effect on employee commitment and engagement.

Career development benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. In addition, a career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. This promotes employee satisfaction and optimal use of employee abilities. Moreover, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu & Thomas, 2011).

4

Career development has both personal and organizational dimensions. In organizational level, it is a planned programme designed to match individual and organizational needs. Examples of such programmes include – recruitment policy that encourages a full exchange of information between the applicant and the company prior to hiring; a promotion policy that considers the needs and objective of both the organization and the employee. In most public institutions, effort at career guidance are directed towards institutions goals, thus, each employee should take some initiative in planning his or her own career. Since, not all institutions accept the responsibility for retraining employee when job technology changes, the worker must be aware of the potential for change in any career he or she undertakes (Peterson & Tracey, 2009).

In most firms, it is becoming increasingly evident that career management programmes are cost justified in the same terms as staffing programmes; that is each approval contributes to improved utilization of employees and overall organizational effectiveness (Leach, 2000). Thus, the purpose of career development is to match an employee's career aspirations with opportunities and challenges available within the organization (Aplin & Gerster, 2008). The interest of career development also entails a successful placement of employees in positions that meet their needs as well as the organization's needs. Therefore, employee career must be of concern to organizations and managers in order that human resources may be developed to meet constantly changing environmental condition.

1.1.3 Concept of Commitment

Commitment and engagement are closely related concepts. In fact, some people use the terms interchangeably or refer to engagement as an alternative, more up-to-date and, maybe, a more sophisticated term for commitment. Both parties are aware of their own and the other's needs, and the way they support each other to fulfil those needs.

Engaged employees and organizations will go the extra mile for each other because they see the mutual benefit of investing in their relationship (Peterson & Tracey, 2009). Porter et al (1974) on the other hand referred to commitment as an attachment and loyalty. It is the relative strength of the individual's identification with, and involvement in, a particular organization. It consists of three factors: a strong desire to remain a member of the organization, a strong belief in, and acceptance of, the values and goals of the organization and a readiness to exert considerable effort on behalf of the organization. An alternative, although closely related, definition of commitment emphasizes the importance of behaviour in creating commitment. As Salancik (2007) put it: 'Commitment is a state of being in which an individual becomes bound by his (sic) actions to beliefs that sustain his activities and his own involvement.' Three features of behaviour are important in binding individuals to their acts: the visibility of the acts, the extent to which the outcomes are irrevocable, and the degree to which the person undertakes the action voluntarily. Commitment, according to Salancik, can be increased and harnessed 'to obtain support for organizational ends and interests' through such ploys as participation in decisions about actions.

1.1.4 Concept of Engagement

An engaged employee is aware of business context, and works closely with colleagues to improve performance within the job for the benefit of the organization.' These all overlap with the traditional definition of commitment as being concerned with attachment to the organization. There is no reason why this should not be the case – the two concepts are after all closely connected – but there is some value in distinguishing between commitment to the organization and commitment to the job, and treating the former as organizational commitment and the latter as job engagement. Many people are more committed to their work than the organization that provides the work, for example researchers in universities or research establishments (Porter et al., 1974).

Engagement is more than simple job satisfaction and high retention rates. Fully engaged workers are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the purpose of the agency (Parsons, 2009).Engaged employees have a bond with the organization. These individuals feel empowered and in control of their fate at work. They identify with the agency mission and are willing to commit the necessary emotional and personal energies necessary to excel in their work. In short, engaged individuals willingly help achieve agency goals and are emotionally involved in the tasks of their organization (Murray, 2008).Having an engaged workforce in the human services field is vitally important because research shows that engaged workers help organizations reap benefits such as increased efficiency, higher earning per employee, higher performance, lower absenteeismhigher levels of customer satisfaction, higher productivity, and lower turnover rates (Saks, 2006).

1.1.5 Nairobi City County Government

The Nairobi City County was established in 2013 on the same boundaries as Nairobi Province, after Kenya's 8 provinces were subdivided into 47 counties. It is one of County governments envisioned by the 2010 Constitution of Kenya as the units of devolved government. County Government of Nairobi, under the leadership of the governor, The County is composed of 17 Parliamentary constituencies (NCC, 2013). Originally founded on empty swampland in 1899, it is now a major diplomatic, commercial, and culture centre, in particular housing many international organisations, including the United Nations Environment Programme (UNEP) and the United Nations Centre for Human Settlements (UN-Habitat) headquarters, as well as United Nations Children's Fund (UNICEF), the United Nations Scientific and Cultural Organization (UNESCO), United Nations Industrial Development Organization (UNIDO) and United Nations Development Programme (UNDP) regional offices (Odhiambo & Kamau, 2003).

Nairobi is the most populous City in East Africa, with a current estimated population of about 3.1 million. According to the 2009 Census, in the administrative area of Nairobi, 3,138,295 inhabitants live within 696km2(269sqmi). Nairobi is currently the 12th largest City in Africa, including the population of its suburbs. Due to Nairobi County's huge population, it got an allocation of Sh15.1 billion given to the County governments (Odhiambo & Kamau, 2003).The mandate of County Government is to execute development activities in collaboration with the National Government through its employees. Despite the development in technology, most objectives of Nairobi County Governments have remained unmet due to lack of commitment and engagement and improper human resource policies. Regardless of the commitment and engagement, it is evident that the County Governments is inefficient and ineffective based on competency of its employee (GOK, 2013). However, the motive behind this study is to investigate the effect of career development on employee commitment and engagement with a focus on Nairobi County Government.

1.2 Research Problem

The success of any organization largely depends on the competency of its employees. Successful organizations are increasingly realizing that career development is clearly the most critical element in ensuring employee commitment and engagement (Murray, 2008). However, career development is one of the primary functions of human resource management that develop and motivate an effective, efficient and professional workforce that will meet the strategic objective of the organization. Morse and Babcock (2010)find that providing employees with access to training and development opportunities does more than improve their skills and abilities: it also increases employee commitment and engagement to the organization. However Pfau and Kay (2002) expressed that it is logical to believe that there may be a negative impact on career development in instances where employees' expectations for career development are not met.

The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. In addition, a career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. However, a human resources report by the management consultancy firm PricewaterhouseCoopers (PwC, 2015) into staffing at Nairobi City Council (NCC) concluded that more than half of NCC employees are not motivated and have low level of commitment to duty (PwC, 2015). The study further looked at how the employees are promoted at NCC and found that, employee promotion is based on experience and favourism from the top management. With the decentralization of government powers to the County government, Nairobi County has experienced a lot of challenges with frequent strike of employees for various reasons. Nairobi County being a host to the capital city and the central government, there is a lot of expectations both from employees and the general public as a whole.

Various studies have been conducted to establish the effect of career development on employee commitment and engagement. Mwanje (2010) conducted a research on career development and staff motivation in the banking industry with a focus on Bank of Uganda (BOU). It was revealed, through the study, that the inflexible organizational structure, poor policies on promotion, favoritism and irrelevant training were responsible for lack of career advancement after training. The study also revealed that career advancement had a highly significant effect on employee engagement and commitment. Alnaqbi (2011) also conducted a research to establish the relationship between human resource practices and employee retention in public organizations: an exploratory study conducted in the United Arab Emirates and found that career development and training were the main determinants.

Locally, Kelly (2012) explored on career development practices among commercial Banks in Kenya. The study established that career development practices among commercial Banks in Kenya include: Existence of career growth information for employees, treating career development as a core HR function, practicing career counselling, and incorporating career growth into the appraisal process.Chacha (2013) did a research on human resource factors influencing employee performance in International Nongovernmental Organizations in Kenya: a case of management science of health, Kenya office. However, previous studies that have been carried out focused in different sectors and carried out in different environments. Most of these studies did not focus on government institutions. It is for this reason that this study seeks to answer the question; how does career development affect employee commitment and engagement in Nairobi County Government?

1.3 Research Objective

The objective of this study was to establish the perceived relationship between career development and employee commitment and engagement at Nairobi County Government.

1.4 Value of the Study

This study will contribute value in a number of ways. First, it will be useful in practice as it will create knowledge about career development and its effect on employee commitment and engagement. The first beneficiary would be Nairobi County government employee as the findings of the study would enable policy makers to seriously address the need for career advancement after training. The findings and results of the study will provide a more reliable in-depth understanding thus facilitating immensely the objectives of the County Government.

To the management of County government staff, the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave and to help the government formulate appropriate career development policies and strategies to enhance employee commitment and engagement.

The government and other policy makers can rely on the outcome of this study to address ways upon which it can improve employee commitment and engagement by advocating for public sector employees to advance their careers in respective institution. To researchers, the result of the study will serve as literature to throw more light on the theoretical underpinning of the effect of career development on employee commitment and engagement. The outcome will further serve as secondary data for future research on the topic.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter describes the several sources which are related to the study objectives. The chapter coversthe theoretical review, career development, employee commitment, employee engagement and the effect of career development on commitment and engagement.

2.2 Theoretical Foundation

These section discuses the trait and factor theory, Tiedeman and O'hara Ego Identity Theory and expectancy theory.

2.2.1 Trait and Factor Theory

Parsons (2009) the "father of guidance" proposed the trait and factor theory to explain the process of vocational choice. Parson' theory is predicated on the assumption that individuals differ as well as occupations, thus bringing in to limelight the old adage of individual differences. The theory sets out to match people and occupations in respect of their abilities, interests, intelligence, attitude and aptitude. The theory also asserts that the individuals needs and values can only be fully realized when they are matched with those jobs which are relevant to such needs and values (Parsons, 2009). To explain his views further, Parsons proposed the following as basic steps through which an individual goes in his attempt to choose a career: A clear understanding of himself, his abilities, aptitudes, intersects, ambitions, resources, limitations and their causes, a good knowledge of the requirement and prospects in different jobs; and a sound reasoning of the relationship between the above two groups of factors and selection of a good match. This theory therefore states that if an individual's personality is carefully observed, better prediction can be made about his career behavior.

2.2.2 Ego Identity Theory

Tiedeman and O'hara (1963) examined the process of career development as a part of a continuing process of differentiating ego identity. They contend that variables such as a person's early childhood experiences within his family, the psychological crises encountered at various developmental stages, the equilibrium between vocational goals, the individual needs and those of the society and the personality characteristics of an individual all have great impact on commitment and engagement.

Tiedeman and O'hara (1963) further emphasized that there is an intervention relationship between career and personality in organization, the former exerting significant influence on the later. In their view, career development is a process of modeling a career identity through differentiation and personality integration as one come across a work related problem. It is their conception that differentiation relates to the uniqueness which exists in the individuality and how he expresses his individuality. They conceive integration on the other hand as the ways in which the individual adjusts himself to accommodate others around him in order to become an integral part and an acceptable member of the society. In their opinion, the decision the individual makes in relations to his work, daily activities, form the basis and framework of his career development. Their theory places emphasis on the progressive developmental stages of career development with career decision being significant in the process.

2.2.3 Expectancy theory

Expectancy theory was proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them.

The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of employee commitment and engagement as it is believed that employee commitment and engagement is influenced by the expectations concerning future events (Salaman et al., 2005).

Murray (2008) suggest that assuming goal acceptance, increasing the challenge or difficulty of goals leads to increased motivation and increases in employee performance. Expectancy theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals. The theory further argues that there are two distinctive sets of factors affecting employee attitudes towards job and motivation. Factors in the first group are motivators (intrinsic) and consists of the following elements: achievement, recognition, work itself, responsibility, advancement and growth. The second group of factors are classified as hygiene factors (extrinsic) and include supervision, company policy, relationship with (peers, subordinates, supervisor) working conditions, salary, personal life, status, security (Herzberg et al., 1993).

Clark (2001) further notes that performance management and indeed employee commitment and engagement is based on an extremely rationalistic, directive view of the organization which assumes not only that strategy can be clearly articulated but also that the outcomes of HR processes can be framed in a way that make clear their links to the organizations strategic objectives. He further argues that the approach assumes casual links between different parts of the process that can be readily identified and enable underperformance in one or more aspects of the process to be managed to ensure optimum functioning of the performance management system. This theory has implications for the design of performance management processes and employee performance and the general organizations performance. Expectancy theory is founded on the premise that human beings think in a rational, calculative and individualistic way.

2.3 Career Development

Career development is a critical human resource management function in both Public and Private Organizations. Career development has been a recurrent subject of debate among scholars and academics. According to Alnaqbi (2011) career development is not simply a means of arming employees with skills they need to perform their jobs, it is often deemed to be representative of an employer's commitment to their work force. However, it is important to point out that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviours. If these effects are prevalent enough in the employee population, then the collective changes in human capital, attitudes, behaviours and associated organizational climate should be strong enough to influence organizational performance.

Gill and Kustron (2011) expressed that career planning is a career development practice which involved 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. To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations must match employees with appropriate skills in the right positions. 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.

Lockwood (2007) defines coaching as a primarily career development for a short-term intervention aimed at performance improvement or developing a particular competence. This career development practice involves the process that enables supervisors providing learning and development to occur on the job as job training which enhance performance and improvement of the employee. Coaching as a career development practice is a popular

capacity-building tool, especially in the area of leadership development. It is often mentioned in projects and reviews as a key element of good capacity-building career development practice. Yet despite its current status, many people are unclear what coaching really involves, and where and when it works. In order to be able to understand this practice, it is important to understand what a coach actually does; the origin of the concept; when it is appropriate or not appropriate to use coaching (CIPD, 2004).

According to Murray (2008), mentoring is a career development practice which entails helping and supporting people 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 development practice rediscovered by the private sector, and now by the civil society sector, as a mechanism for leadership development.

According to research it has been suggested that careers counseling is a career development practice that consist of a greater number of transitions as a result of the changing nature of work organizations Jackson *et al.*, (2012). One implication of this change is that careers counseling which is a career development practice will be needed at a greater number of points during the course of an adult career as people encounter more frequent employer and job changes. It is also suggested that, since employers will increasingly withdraw structured career management programs, people need to be more reliant on their own career self-management (Lockwood, 2007).

Training is an integral part of every company's agenda. Because of the implications of training, it is important to have training that is effective. Studies have proven that more costly but effective training can save money that is wasted on cheap but inefficient training (Xu & Thomas, 2011). Training provides staff with knowledge and expertise relevant to their areas of operation and translates into increased output. It also enhances the quality of the human resources by keeping staff abreast with the state-of-the-art development in their areas of operation. Staff training and development aims at improving the productive capacity of the human resources. It also enables staff members realize their full potential and enhances their professional development and work environment. Appraising how staff development process is being undertaken in the university is an important aspect of an ambitious university and a starting point for a feedback (Salancik, 2007).

2.4 Employee Commitment

Employee commitment is vital to public administration. workers show commitment and engagement when they positively commit to their organization, willingly make changes, trust their organization, possess self-efficacy, and aspire to achieve improvements within the organization (Frese, 2008). The results of commitment include improved productivity, a reduction in turnover, and amplified customer focus (Wallace & Trinka, 2009). These benefits bear particular value in the public and third sectors where resources to compensate employees are often more limited than in the private sector. Committed employees are more likely to remain with an organization even if higher paying jobs are available to them in the private sector. Public sector employee commitment and engagement can also positively affect efficiency in the use and delivery of public services, trust in government, and attraction of qualified candidates to public service.

Wallace and Trinka (2009) identified three types of employee commitment. These include; affective commitment, continuance commitment and normative Commitment. Affective commitment (affection for your job) is when employees feel a strong emotional attachment to his/her organization, and to the work that they do. They are most likely identified with the organization's goals and values, and they genuinely want to be there; continuance commitment (fear of loss) - this type of commitment occurs when employees weigh up the pros and cons of leaving an organization. An employee may feel like they need to stay at the company, because the loss they'll experience by leaving it is greater than the benefit they think they might gain in a new role. These perceived losses, or "side bets," can be monetary; professional or social; Normative Commitment (Sense of Obligation to Stay)- this type of commitment occurs when an employee feels a sense of obligation to the organization, even if they are unhappy in their role, or even if they want to pursue better opportunities.

Employees have a varied level of commitment and attitudes to their jobs (Rabinowitz, 2011). Some employees have been portrayed as not committed at all to their jobs: they are lazy; they lack a sense of professionalism; they are seen as people who come to work only to receive their salary at the end of every month. If the level of employee performance is to be raised, the organization needs to focus heavily on altering the working environment to raise the level of employee commitment (Brás and Rodrigues, 2007).

Despite all of this interest there is evidence of an overall decline in employee commitment, suggesting that there is still much we do not yet understand about how organizations can encourage and sustain high levels of engagement (Frese, 2008). Bates (2004) reported that as much as 50 % of the American work force merely shows up at work to do only what is expected of them, but are not willing to contribute more and thus are not considered to be

committed and engaged in their work. Rabinowitz (2011) notes that the missions of public sector organizations often possess a potential for employees to realize altruistic ends, however the bureaucratic structure of the organization hinders this outcome. Employees may be unable to see their contributions, or effect change at all (Bartlett,2012). The often conflicting goals of public organizations can foster an environment that discourages self-efficacy and neutralizes aspirations to achieve improvements within the organization.

Many large bureaucracies can illustrate commitment challenges, for example state run social work. While a social worker's first priority may arranging the healthiest care possible for a child, laws may prohibit the social worker from achieving this objective. An organization whose structure or policies keep workers from fulfilling the broader mission of the organization can lead employees to experience dissatisfaction in their work. This occurs because what employees want to obtain from their job does not align with what they receive. Disparities in compensation between public and private sector jobs also can negatively affect commitment and engagement among public sector employees (Rabinowitz, 2011).

2.5 Employee Engagement

The concept of engagement is a hot managerial topic and it is rare to find an HR or managerial related article that does not mention employee engagement. The relative novelty of the concept has caused a situation, where there is still no one clear and agreed definition of engagement (Parsons, 2009). Researchers suggest that engagement is the opposite, a positive antitheses of burnout. Maslach et al (2001) state that engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and ineffectiveness. The importance of engagement is proven by the literature on engagement, which shows that an engaging environment pays off.

Kahn (2000) in his study developed the following types of engagement; overall engagement, cognitive engagement, emotional engagement, physical engagement, engagement by gender, engagement by age and managerial engagement. He further expressed that cognitive aspect of employee engagement deals with the employees beliefs about organisation factors such as, how it is led, by whom and the working conditions which exist within the organisation. The emotional element deals with how the employee feels about each of the three aforementioned factors and if they possess a positive or negative attitude towards the organisation and its leader(s). The physical aspect of Kahn's definition relates to the physical energies employed by individuals in order to carry out their organisational role(s).

Saks (2006) proposed a split to the concept of engagement into two distinct levels: job engagement and organisation engagement, which he puts forward, are related but separate constructs. He argues that the relationship between job and organisation engagement vary in numerous ways, resulting in the inference that the psychological states which result in the two aforementioned levels of engagement and their consequences are not the same. The consequences of employee engagement, which have been discussed by academics and practitioners tends to be positive. It has been proven that a highly engaged workforce can deliver increased financial performance results for an organisation (Harter *et al.,*2002). This proof is evident from the previous example given by Sears.

Studies by a number of researchers prove that employee engagement supports organizational performance and success (Salamanet al., 2005). As literature claims that the outcomes of employee engagement are exactly what most organizations are looking for, there is no surprise in corporate executives seeing the development of the engagement of employees as a

priority for organization (Murray, 2008). CEOs worldwide see employee engagement as one of the top five most important challenges for management.

2.6 Effect of Career Development on Commitment and Engagement

Several studies have been done on career development both internationally and locally. Bingham (2013) conducted an individual-centric study of career paths and development of serial project managers. The study explored serial project managers in Queensland Australia, using a qualitative methodology. The specific technique or method used was semi-structured interviews. In total there were 25 participants. The main conclusion of this study was that project managers tend to be highly experienced, multi-disciplined professionals whose association with the project management profession is often characterized by latency, emergence and self-identification.

Merchant (2012) did a survey on the role of career development in improving organizational effectiveness and employee development. This research examined the career development process and focus on those methods and techniques that have been successfully used by organizations in establishing Career Development Programs. This was to provide a framework from which a Career Development Program can be developed for the Altamonte Springs Police Department. Data was obtained on 100 police officers who resigned between October 2009 to April 2012. The study found that 57% of the employees left to work for other police agency or cited personal reasons. The study also found that approximately 60% of the target group had less than four years of service with the agency. The study thus concluded that, if the agency was able to have the employee enter his/her fourth year, there was a good chance they will remain with the department.

Locally, Kemboi (2014) looked at the perceived effect of career development practices on employee retention at the Kenya post office savings bank. The study found out that career development practices that are being practiced in Post Bank include career planning, guidance and counselling, coaching and mentoring and training. These are geared towards retention of employees in the bank. The study found that these practices in promoting decision-making, providing guidance to staff on career related rights and obligation, development of a healthy self-concept among individual employees and improve relationship and teamwork between staff at different levels.

Kelly (2012) examined career development practices among commercial Banks in Kenya. The main objective of the study was to determine the career development practices among commercial bank in Kenya. The study adopted a cross sectional census design and primary data was collected using questionnaire. The study established that there are several career development practices that are evident among commercial banks in Kenya. These practices include: Existence of career growth information for employees, treating career development as a core HR function, practicing career counselling, incorporating career growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives.

Foday (2014) also did a study on perceived relationship between career development and employee retention at Deloitte Kenya. The study used descriptive, correlation and regression survey designs. Results indicate that generally, a majority of respondents are satisfied with career planning at Deloitte Kenya as most respondents exhibit conformity to career planning best practices. Training and development, Coaching and mentoring, career counselling

services, succession planning and talent management were found to be satisfactory in the study area according to most respondents. The finding also implies that employees at Deloitte Kenya are satisfied and intend to stay with the firm. Against this background, inferential results further revealed that among other factors, career planning, training and development, coaching and mentoring career counselling, succession planning and talent management are key influences of employee retention at Deloitte Kenya. Together these career development practices facilitate employee engagement and job retention. This in turn reduces turnover and increase productivity at Deloitte Kenya.

Ngetunyi (2013) researched on challenges faced by female employees in career development at Chemelil sugar company Kenya. The objective of the study was to establish challenges faced by female employees in career development at Chemelil Sugar Company. The study adopted a survey research approach focusing on a population of (810) permanent employees. The study used stratified sampling technique to come up with a sample size of eight hundred and ten respondents. Questionnaires with closed questions were distributed to the sampled respondents and later collected for analysis using descriptive statistics. The findings of the study were that the major challenges faced by female employees in career development at Chemelil Sugar were: education and training, lack of mentors, lack of access to informal networks and gender based discrimination. The study also established that the company had not employed the mandatory 30% of women in its workforce as per the requirements of the constitution.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods that were used in the collection of data pertinent in answering the research questions. The chapter begins with a description of the research design, data collection procedure and then the data analysis.

3.2 Research Design

Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity. The design of this research was a descriptive survey research. This design refers to a set of methods and procedures that describe variables. Descriptive studies portray the variables by answering who, what, and how questions (Babbie, 2002). This method was suitable for the study because the study involves coming up with questions that are as precise as possible in getting accurate answers as Kothari (2004) advices.

3.3 Population of the Study

The target population of this study were443employees at Nairobi County government (Nairobi County Government Registry, 2015). This comprised the top level managers, middle level managers and low level managers in Nairobi County government as at December 2014.

3.4 Sampling Design

Mugenda and Mugenda (2003) argue that a sample of 30 elements can be taken as a representative sample of the population of the study. From the above population of 443 four

hundred and thirty three, a sample of 30% from within each group in proportions that each group bore to the population as a whole was taken using stratified random sampling. Stratified random sampling technique is used when population of interest is not homogeneous and can be subdivided into groups or strata to obtain a representative sample. The selection was as presented in Table 3.1.

Table 3.1: Sample Size

Sections	Population (Frequency)	Sample Ratio	Sample
Senior finance staff	39	0.3	12
Middle level finance staff	106	0.3	32
Low level finance staff	298	0.3	89
Total	**443**		**133**

Source: Nairobi County Government Registry (2015)

3.5 Data Collection

The study collected primary data. The researcher used a questionnaire as the primary data collection instrument. According to Zikmund (2003), a self-administered questionnaire is the only way to elicit self-report on people's opinion, attitudes, beliefs and values. The questions were designed to collect quantitative data. The questionnaire was administered through drop and picks method to the operations managers in each County. The researcher used assistants to distribute by hand the questionnaires to be completed by the selected respondents. Upon completion, the research assistants collected the questionnaires and ensure high completion rate and return of the completed questionnaires.

3.6 Data Analysis

Mugenda and Mugenda (2003) assert that data obtained from the field in raw form is difficult to interpret unless it is cleaned, coded and analysed. The collected data were analysed using quantitative data analysis methods. Data from questionnaire were coded and logged in the computer using Statistical Package for Social Science (SPSS version 21.0). This involved coding both open and closed ended items in order to run simple descriptive analyses to get reports on data status. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Frequency tables and graphs were used to present the data for easy comparison.

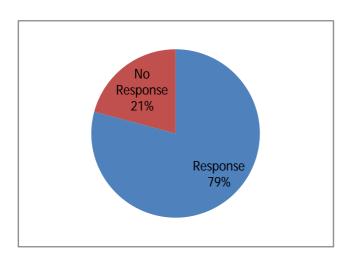# CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents analysis of the data on perceived relationship between career development and employee commitment and engagement at Nairobi County Government. The chapter also provides the major findings and results of the study.Finally, the chapter presents a discussion on the findings.

4.2 Demographic Characteristics

This section presents response rate and the demographic information of the respondents.

4.2.1 Response Rate

The study targeted 133respondents from which 105 filled in and returned the questionnaires making a response rate of 78.9% as shown in Figure 4.1. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good.

Figure 4.1: Response rate

4.3 Demographic Information of the Respondents

The study sought to establish the gender, age and experience of the respondents. This was to establish whether there is gender balance among the Nairobi County Government employees.

The study further sought to establish whether age and experience of the respondents of the respondents influence employee commitment and engagement at Nairobi County Government.

4.3.1 Gender

The study sought to establish the gender of the respondents. Data collected is as shown in Figure 4.2.
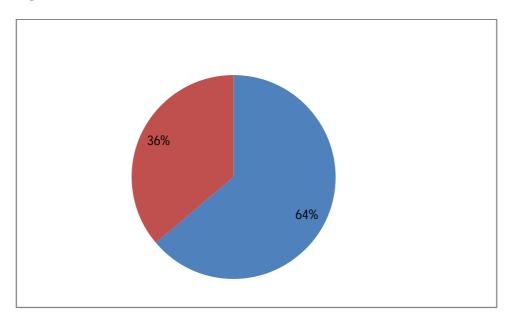
Figure 4.2: Gender

Source: Researcher (2015)

From the results, majority of the respondents are male as represented by 64%. 36% of the respondents are female. This shows that there were more male than female.

4.3.2 Age

The study further sought to establish the age of the respondents. The ages of the respondents are as presented in Table 4.2

Table 4.1: Age of the respondents

	Frequency	Percent
Between 21-30	5	5
Between 31-40	44	42
Between 41-50	33	31
50 and above	23	22
Total	**105**	**100.0**

Source: Researcher (2015)

The findings reveal that majority of the respondents were aged between 31 and 40 as represented by 42%, 31% of the respondents were between 41 and 50 and 22% were between 40 and 50 ages. The results also showed that only 5% of the respondents were between 21 and 30ages. From the findings it is evident that majority of the employees were over 30 years of age.

4.3.3 Level of education

The study also sought to establish the level of education of the. The levels of education of the respondents are as presented in Table 4.2.

Table 4.2: Level of education

Level of education	Frequency	Percent
university	7	7
college	61	58
high school	37	35
primary	0	0
Total	**105**	**100**

Source: Researcher (2015)

From the findings, the majority of the respondents had college as their highest level o education as depicted by 58%,35% high school, and 7% had university degree. The respondents had adequate literacy to understand the concept of career development and employee commitment and engagement.

4.3.4 Experience

The study also sought to establish the number of years the respondents had worked in their current position. The data collected are shown in Table 4.3.

Table 4.3: Experience in the organization

	Frequency	Percent
below 3 years	13	12
3-5 years	31	30
5-10 years	44	42
above 10 years	17	16
Total	**105**	**100.0**

Source: Researcher (2015)

From the findings, the majority of the respondents had between 5 and 10 years of experience as depicted by 42%, 30% between 3 and 5 years, 16% above10 years and below 3 years of experience represented 12%. From the findings majority of the respondents had worked with the County government for more than three years which is an indication that they have been there long enough to respond to issues of career development in the Nairobi County council.

4.4. Career Development Practices

In order to establish the relationship between career development practices and Employee Commitment and Engagement, the researcher sought to establish the extent to which employees perceived career development practices in Nairobi County council. The career

development practices studied were; career planning, career coaching, counselling mentoring and training. The respondents were asked to indicate their level of agreement with the study questions which were in a likert scale of between 1 and 5. Where 1 = Strongly Disagree; 2 =Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree. The scores were calculated to mean scores which were interpreted as 4.5 - 5.0 strongly agree; 3.4 - 4.4 agree; 2.5 - 3.4 neutral; 1.5 - 2.4 disagree; and 0.0 - 1.4 strongly disagree.

4.4.1 Career Planning

The researcher sought to establish the extent of use of various career planning practices in Nairobi County governments.

Table 4.4: Statement on Career Planning Practices

Statement	Mean	Std. Deviation
The County discusses career plans with staff before decisions are taken on what is appropriate for both parties.	3.905	0.779
The County has policy that governs career growth for staff	4.076	0.661
The County has a dedicated officer responsible for career planning for staff.	3.410	0.594

Source: Researcher (2015)

The results in the table above reveal that the respondents agreed that the County has a policy that governs career growth for staff as shown by a mean of 4.076. The County discusses career plans with staff before decisions are taken on what is appropriate for both parties to a great extent as expressed by a mean of 3.905. The County has a dedicated officer responsible for career planning for staff to a moderate extent as expressed by means of 3.410. From the

findings the study can deduce that the County government has put in place relevant policy that governs career growth for its staff and that matters pertaining to career plans are discussed with staff before decisions are taken on what is appropriate for both parties.

4.4.2 Coaching

The researcher also sought to establish the extent of use of various coaching practices in Nairobi County governments.

Table 4.5: Statements on Coaching Practices

Statement	Mean	Std. Deviation
Developing staff for future positions in an organization is a human resource policy.	4.476	0.528
The County government has adopted formal discussions about career development among its employees	4.319	0.626
The County recognizes employees interests/goals and is willing to meet employees interests	3.105	0.854

Source: Researcher (2015)

Results from table 4.6above show that the greatest coaching practice used by the County government which is a human resource policy is developing staff for future positions as an organization is a as represented by a mean of 4.476 and adopting formal discussions about career development among its employees as shown by a mean of 4.319. The respondents further revealed that the County government moderately recognizes employees' interests/goals and is willing to meet employees' interests as depicted by a mean of 3.105. The study found that the County has a human resource policy that develops it staff for future

positions and has also adopted formal discussions about career development among its employees. The study also found that the County government recognizes employees' interests/goals and is willing to meet employees' interests.

4.4.3 Counselling

The researcher further sought to establish the extent of use of counselling practices in Nairobi County governments.

Table 4.6: Counselling Practices

Statement	Mean	Std. Deviation
Career counselling is a fundamental human resource policy in the County.	4.352	0.888
The County dedicates formal sessions for discussing career development of each staff.	3.924	0.863
The County prepares career forecast for each employee.	3.295	0.950
The County gives incentives to staff for career achievement.	4.433	0.651
The County has linkage with educational institution for employee career development.	4.162	0.574
The County provides guidance to staff on career related rights and obligation in the staff hand book.	4.191	0.590

Source: Researcher (2015)

From the collected information, the County gives incentives to staff for career achievement, Career counselling is a fundamental human resource policy in the County, there is provision of guidance to staff on career related rights and obligation in the staff hand book and virtual integration competence enables fast and the County has linkage with educational institution

for employee career development by a great extent as represented by means of 4.433, 4.352, 4.191 and 4.162 respectively. The County dedicates formal sessions for discussing career development of each staff and prepares career forecast for each employee at moderate extent as presented by a mean of 3.924 and 3.295 respectively. The County gives incentives to staff for career achievement and human resource department has also put in place career counselling policy in the County. The study also found that the County provides guidance to staff on career related rights and obligation in the staff hand book and has linkages with educational institution for employee career development.

4.4.4 Mentoring

The study sought to establish the extent of use of mentoring as a career development practice in Nairobi County governments.

Table 4.7: Statements on Mentoring

Statement	Mean	Std. Deviation
County management provides junior employee specific guidance for achieving career goals	3.905	0.779
County management give junior employees assignments that prepare them for a higher position	3.076	0.661
The management suggests specific strategies to accomplish work objectives	4.410	0.694
The management exchanges experiences with junior employees to improve job problems in the workplace	3.076	0.661

Source: Researcher (2015)

The results of the findings reveal that the management suggests specific strategies to accomplish work objectives to a very great extent as shown by a mean of 4.410. Management provides junior employee with specific guidance for achieving career goals, management

give junior employees assignments that prepare them for a higher position and management exchanges experiences with junior employees to improve job problems in the workplace to a moderate extent as represented by means 3.905, 3.076 and 3.076 respectively. From the findings it is evident that THE management suggests specific strategies to accomplish work objectives by providing the junior employees with specific guidance for achieving career goals.

4.4.5 Training

The researcher sought to establish the extent of use of training in Nairobi County governments.

Table 4.8: Statements on Training

Statement	Mean	Std. Deviation
The County management provide regular training on all cadres of staff to enhance their engagement	2.619	0.426
County management gives employees the opportunity for training	4.105	0.854
There is a well-designed and widely shared training policy in the County	4.352	0.888
Training need analysis is conducted before embarking on any training	3.924	0.863
Staff training is well-planned and given adequate importance	4.295	0.950
There is adequate emphasis to develop managerial capabilities through training	4.433	0.651

Source: Researcher (2015)

Results from table 4.9 above show that the there is adequate emphasis to develop managerial capabilities through training, staff training is well-designed and widely shared training policy in the County, staff training is well-planned and given adequate importance and also the management gives employees the opportunity for training to a great extent as shown by means of 4.433, 4.352, 4.295 and 4.105 respectively. The respondents also revealed that Training need analysis is conducted before embarking on any training at moderate extent as depicted by a mean of 3.924.The respondents further revealed that management provides regular training on all cadres of staff to enhance their engagement to a very little extent by a mean of 2.619. The study can deduce that the County Government emphasis on developing managerial capabilities through a well-designed and widely shared training policy. The study also found that staff training is well-planned and given adequate importance in the County.

The study also sought to establish the Extent to Which Career Development Practices Affect Employee Commitment and Engagement.

Table 4.9: Extent to Which Career Development Practices Affect Employee Commitment and Engagement

	Frequency	Percentage
moderate	10	10
great extent	68	65
very great extent	27	26
Total	**105**	**100.0**

Source: Researcher (2015)

From the findings, the majority of the respondents agreed to greater extent that career development practices affect employee commitment and engagement in the County government as depicted by 65%, 26% agreed to a very great extent and 10% agreed that career development practices affect employee commitment and engagement in the County

government at moderate extent. Those who recorded little extent and no extent at all were 0 respectively. The study can deduce that career development practices affect employee commitment and engagement in the County government to a great extent.

4.5 Employee Commitment

The researcher also sought to establish the relationship between employee commitment and career development. The results of the findings were analysed through mean scores and presented in the tables below

4.5.1 Affective Commitment

The researcher sought to establish the effect of affective commitment in their departments. The results of the findings were analysed through mean scores and presented in the table below.

Table 4.10: Statements on Affective Commitment

Statement	Mean	Std. Deviation
It would be very hard for me to leave my department right now, even if I wanted to	4.519	0.650
I do not feel any obligation to remain with my current employer	4.257	0.636
I really feel as if this department's problems are my own	3.905	0.779
I do not feel "emotionally attached" to this department	3.067	0.775
I would feel guilty if I left my organization now	2.086	1.257
This organization deserves my loyalty	1.424	1.748
Even if it were to my advantage, I do not feel it would be right to leave my organization now	3.252	0.635
I do not feel like "part of the family" at my department	1.795	1.719
This department has a great deal of personal meaning for me	4.286	0.840
I do not feel a strong sense of "belonging" to my department	2.905	0.861

Source: Researcher (2015)

From the collected information, it was revealed that it would be very hard for most employees to leave their department right away even if they wanted to a very great extent as represented by a mean of 4.519.Most of the respondents felt that their department has a great deal of personal meaning for them and they do not feel any obligation to remain with their current employer to a great extent as represented by means of 4.286 and 4.257. On whether the employees really feel as if their department's problems are their own, they moderately agreed as shown by a mean of 3.905 and a mean of 3.252 on whether even if it were to their advantage, they do not feel it would be right to leave their organization now. It was also revealed that most employees do not feel a strong sense of "belonging" to their department to a little extent as shown by a mean of 2.905. It was also found that most employees feel guilty if they leave their organization right away to a little extent as depicted by a mean of 2.086. Finally it was revealed that most employee strongly do not feel like "part of the family" at my department as shown by a mean of 1.795. They also strongly disagreed that organization deserves their loyalty as shown by a mean of 1.424. The study established that most employees find it difficult to leave their department right away even if they wanted to because their department has a great deal of personal meaning for them. On the other hand it was established that some employee do not feel any obligation to remain with their current employer since they do not feel like part of the family at their department hence the organization do not deserve their loyalty. The human resource department should create a conducive environment for all the employees to have affection to their work.

4.5.2 Continuance Commitment

The researcher sought to establish the effect of continuance commitment in their departments. The results of the findings were analysed through mean scores and presented in the table below

Table 4.11: Statements on Continuance Commitment

Statement	Mean	Std. Deviation
One of the few negative consequences of leaving this department would be the scarcity of available alternatives	4.248	0.875
I would be very happy to spend the rest of my career with this department	3.752	1.492
I feel that I have too few options to consider leaving this department	4.152	0.806
If I had not already put so much of myself into this department, I might consider working elsewhere	4.267	0.624
Too much of my life would be disrupted if I decided I wanted to leave my department now	3.905	0.779

Source: Researcher (2015)

Results from table 4.11 above show that the if the respondents had not already put so much of themselves into their respective department, they might consider working elsewhere and that one of the few negative consequences of leaving their department would be the scarcity of available alternatives to a great extent as depicted by means of 4.267 and 4.248 respectively. The respondents also revealed that they greatly feel that they have too few options to consider leaving their departments by a mean of 4.152. Asked whether too much of their life would be disrupted if they decided to leave their department now and also whether they would be very happy to spend the rest of their career with their department, they recorded a moderate response by means of 3.905 and 3.752 respectively. The study deduced that most employees would consider working elsewhere if they had not put so much of themselves into their respective departments; however, the respondents contend that they have too few options to

consider leaving their department. It is clear that most employees just go to work because they have no other alternative.

4.5.3 Normative Commitment

The study also sought to establish the effect of normative commitment in their departments.

Table 4.12: Statements on Normative Commitment

Statement	Mean	Std. Deviation
Right now, staying with my department is a matter of necessity as much as desire	4.152	0.704
I owe a great deal to my organization	2.152	1.329
Would not leave my organization right now because I have a sense of obligation to the County government	4.562	0.706

Source: Researcher (2015)

The results of the findings reveal that most respondents were in agreement that they would not leave their organization right now because they have a sense of obligation to the County government and that right now, staying with their department is a matter of necessity as much as they desire. This was depicted by means of 4.562 and 4.152 respectively. On whether they owe a great deal to their organization, the respondents disagreed as shown by a mean of 2.152.From the findings, to ensure employee commitment, the human resource department should come up with strategies to make the employees have a sense of obligation to the County government.

4.6 Employee Engagement

The study further sought to establish the effect of employee engagement in their departments.

Table 4.13: Statements on Employee Engagement

Statement	Mean	Std. Deviation
Employees at the County work closely with colleagues to improve performance within the job for the benefit of the organization	3.933	0.835
Employees in the County are positively involved to their organization	4.257	0.877
Employees in the County willingly and voluntarily make changes within their department	3.343	0.732
The County employees have trust in their organization	3.124	0.549
County employees possess self-efficacy	3.457	1.338
The County employees aspire to achieve improvements within the organization	4.057	0.782
The County employees have amplified customer focus	4.057	0.908
The organization culture puts emphasis on staff engagement	2.852	1.329
Management influence what I do on a daily basis	4.648	0.554
The organization encourages the sharing of information knowledge and resources	4.438	0.720
I am fully occupied throughout the day	4.114	0.881
Management encourages employees' engagement	4.162	0.942
Strategic HR policies and initiatives promote employee engagement at all levels	3.933	0.953
In the past year, I have had opportunity to learn and grow at work	4.324	0.893
I am motivated to do my work	3.929	0.733
I am highly involved in routine decision making at the County	3.910	0.717

Source: Researcher (2015)

The results of the findings reveal that management influence what the employees do on a daily basis to a very great extent as indicated by a mean of 4.648. The respondents also agreed that their organization encourages the sharing of information knowledge and resources to a greater extent as depicted by a mean of 4.438. It was also revealed that in the past year, most employees had the opportunity to learn and grow at work, positively involved to their organization, management encourages employees' engagement and that they are fully

occupied throughout the day to a very great extent as depicted by means of 4.324, 4.162, 4.114 and 4.114. It was further established that the County employees have amplified customer focus and aspire to achieve improvements within the organization to a very great extent as shown by a mean of 4.057 in each case. From the collected information, it was revealed that strategic HR policies and initiatives promote employee engagement at all levels and that the employees work closely with colleagues to improve performance within the job for the benefit of the organization as shown by the same mean of 3.933.

On whether they are motivated to do their work and if they are highly involved in routine decision making at the County, the respondents slightly agreed with means of 3.929 and 3.910 respectively. The respondents further revealed that County employees possess self-efficacy to a little extent as shown by a mean of 3.457, employees in the County willingly and voluntarily make changes within their department at moderate extent 3.343 and finally it was found that the County employees have trust in their organization at a moderate extent as shown by a mean of 3.124. However, the respondents revealed that the organization culture do not put much emphasis on staff engagement as shown by a mean of 2.852. The study deduced that the County government encourages the sharing of information knowledge and resources, County government create opportunity for employees to learn and grow at work and that the County management encourages employees' engagement to ensure that they are fully occupied throughout the day.

4.7 Correlation Analysis

To quantify the strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient) is a measure of the strength of a linear association between two variables and is denoted by r. The Pearson correlation coefficient, r, can take a range of

values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable. A value less than 0 indicate a negative association. The findings are presented as follows;

Table 4.14: Correlation Matrix

		Commitment	Engagement
Career planning	R	.610	.906
	p	.000	.000
Coaching	R	.536	.787
	p	.003	.000
Counseling	R	.711	.727
	p	.000	.000
Mentoring	R	.476	.899
	p	.009	.000
Training	R	.939	.935
	p	.000	.000

Where: R = Pearson Correlation

P =Sig. (2-tailed)

Results in table 4.14 above reveal that the correlation between career planning practicesis positively related to commitment(R=0.610, p value <0.005) and engagement(R=0.906, p value<0.005). This implies that an increase in career planning practicesis associated with an increase in employee commitment and engagement at Nairobi County Government and a decrease in career planning practices is associated with a decline in employee commitment at Nairobi County Government. Findings also revealedcoachingis positively related to commitment(R=0.536, p value < 0.005) and engagement (R= 0.787, p value< 0.005). This

implies that an increase in coaching practices is associated with an increase in employee commitment and engagement at Nairobi County Government and a decrease in coaching practices is associated with a decline in employee commitment and engagement at Nairobi County Government. Further, the study revealed that counselingpractices is positively related to commitment(R= 0.711, p value< 0.005) and engagement (R= 0.727, p value< 0.005). This implies that an increase in counselingpractices is associated with an increase in employee commitment and engagement at Nairobi County Government and a decrease in counseling practices is associated with a decline in employee commitment and engagement at Nairobi County Government. Findings also established that mentoringis positively related to commitment (R= 0.476, p value< 0.005) and engagement (R= 0.899, p value< 0.005). This implies that an increase in mentoring practices is associated with an increase in employee commitment and engagement at Nairobi County Government and a decrease in coaching practices is associated with a decline in employee commitment and engagement at Nairobi County Government. The study finally found that the trainingis positively related to commitment(R= 0.939, p value< 0.005)and engagement (R= 0.935, p value< 0.005). This implies that an increase in training practices is associated with an increase in employee commitment and engagement at Nairobi County Government and a decrease in training practices is associated with a decline in employee commitment at Nairobi County Government.

4.8 Discussion

The objective of this study was to establish the perceived relationship between career development and employee commitment and engagement at Nairobi County Government. The researcher found out that the County government has a policy that governs career growth for its staff. It was also established that the greatest coaching practice used by the County government which is a human resource policy is developing staff for future positions as an

organization and adopting formal discussions about career development among its employees. It was also found that career counselling which is a fundamental human resource policy is applied to a greater extent in the County. The researcher further found that the management suggests specific strategies to accomplish work objectives to a very great extent by providing junior employee with specific guidance for achieving career goals and giving them assignments that prepare them for a higher position. This correlates with Alnaqbi (2011) who posited that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviours.

In addition Gill and Kustron (2011) expressed that career planning 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 and that mentoring entails helping and supporting people 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. The findings also correlates with Kelly's (2012) findings that existence of career growth information for employees, treating career development as a core HR function, practicing career counselling, incorporating career growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives are the major career development practices adopted by institutions in Kenya.

On the second objective, the researcher found out that it would be very hard for most employees to leave their department right away even if they wanted. Most of the respondents also felt that their department has a great deal of personal meaning for them and they do not feel any obligation to remain with their current employer. The study also found that most

employees had not put so much of themselves into their respective department and would consider working elsewhere. It was also found that most employees were not so sure whether to feel a strong sense of "belonging" to their department or not. It was also found that most employees were in a mix on whether they would feel guilty if they left their organization right away. This is in line with Bates (2004) who reported that an employee may feel like they need to stay at the company, because the loss they'll experience by leaving it is greater than the benefit they think they might gain in a new role.

The study findings also established that most employees would not leave their organization right now because they have a sense of obligation to the County government and that right now. The study also established that staying with their department is a matter of necessity as much as they desire as the management influence what the employees do on a daily basis. The research also found that the management in the County government encourages sharing of information knowledge and resources among the County employee creating an opportunity to learn and grow at work. These findings correlate with Murray's(2008) statement that engagement is characterized by energy, involvement, and efficacy. Salamanet al. (2005) also pointed out that the outcomes of employee engagement are exactly what most organizations are looking for; there is no surprise in corporate executives seeing the development of the engagement of employees as a priority for organization.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the researcher presents the summary, conclusion and recommendations based on the findings and interpretations of the research. The researcher also presents the limitations that were identified when carrying out this research. Further, the researcher provides suggestions for further research on the area and closes the chapter with providing implications for policy and practice that can emanate from the findings of the research.

5.2 Summary of Findings

The objective of this study was to establish the perceived relationship between career development and employee commitment and engagement at Nairobi County Government. The researcher found that career development practices greatly affected employee commitment and engagement at Nairobi County Government. From the results, majority of the respondents were male as represented by 64%.This shows that there were more male than female. The researchers also found majority of the employees were over 30 years of age. The researcher further found that majority of the respondents had worked with the County government for more than three years which is an indication that they have been there long enough to respond to issues of career development in the Nairobi County council.

The researcher found that career planning practices affected employee commitment and engagement at Nairobi County Government since majority of the respondents indicated that the County government has a policy that governs career growth for its staff. It was also established that the greatest coaching practice was used by the County government in developing staff for future positions by adopting formal discussions about career development among its employees. It was also found that career counselling is applied to a

47

greater extent in the County. This correlates with Alnaqbi (2011) who posited that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviours.

The study further revealed that most of the employees also felt that their department has a great deal of personal meaning for them and they do not feel any obligation to remain with their current employer. The study also found that most employees had not put so much of themselves into their respective department and would consider working elsewhere. This is in line with Bates (2004) who reported that an employee may feel like they need to stay at the company, because the loss they'll experience by leaving it is greater than the benefit they think they might gain in a new role.

The study findings also established that most employees would not leave their organization right now because they have a sense of obligation to the County government and that right now. The study also established that staying with their department is a matter of necessity as much as they desire as the management influence what the employees do on a daily basis. The research also found that the management in the County government encourages sharing of information knowledge and resources among the County employee creating an opportunity to learn and grow at work. These findings correlate with Murray's(2008) statement that engagement is characterized by energy, involvement, and efficacy. Salamanet al. (2005) also pointed out that the outcomes of employee engagement are exactly what most organizations are looking for; there is no surprise in corporate executives seeing the development of the engagement of employees as a priority for organization.

It was further established that the County employees have amplified customer focus and aspire to achieve improvements within the organization. The researcher found that strategic HR policies and initiatives promote employee engagement at all levels and that the

employees work closely with colleagues to improve performance within the job for the benefit of the organization. It was also found that that the organization culture do not put much emphasis on staff engagement. According to Saks (2006) organisation culture that do not advocate for career development hinders organizations from reaping benefits such as increased efficiency, higher earning per employee, higher performance, lower absenteeism higher levels of customer satisfaction, higher productivity, and lower turnover rates.

5.3 Conclusion

The study concludes that career planning practices affected employee commitment and engagement at Nairobi County Government since majority of the respondents indicated that the County government has a policy that governs career growth for its staff. Coaching practice was used by the County government in developing staff for future positions by adopting formal discussions about career development among its employees. This correlates with Alnaqbi (2011) who posited that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviours. In addition Gill and Kustron (2011) expressed that career planning 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.

The study also concludes that career counselling and mentoring is applied to a greater extent in the County. The conclusion is in line with Murray (2008) who mentioned that mentoring entails helping and supporting people 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. The findings also correlates with Kelly's (2012) findings that existence of career growth information for employees, treating career development as a core HR function, practicing career counselling, incorporating career

growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives are the major career development practices adopted by commercial banks in Kenya.

The study also concludes that employees would not to leave their departments right away even if they wanted because they feel that their department has a great deal of personal meaning for them and they do not feel any obligation to remain with their current employer. The study further concludes that most employees had not put so much of themselves into their respective department and would consider working elsewhere. This is in line with Bates (2004) who reported that an employee may feel like they need to stay at the company, because the loss they'll experience by leaving it is greater than the benefit they think they might gain in a new role.

Finally, the study concludes that County employees have amplified customer focus and aspire to achieve improvements within the organization. Staying with their department is a matter of necessity as much as they desire as the management influence what the employees do on a daily basis. The research also concludes that the management in the County government encourages sharing of information knowledge and resources among the County employee creating an opportunity to learn and grow at work. These findings correlate with Murray's (2008) statement that engagement is characterized by energy, involvement, and efficacy. Salamanet al. (2005) also pointed out that the outcomes of employee engagement are exactly what most organizations are looking for; there is no surprise in corporate executives seeing the development of the engagement of employees as a priority for organization.

5.4 Recommendations

This study recommended that formulation of appropriate career development policies by the stakeholders in order to adequately address the training needs. These include: policy makers in the County moving with speed to give their HR departments' full mandate to formulate HR policy on career development function which sets guidelines and framework on how to successfully conduct and implement the findings\surveys on career development Assessment to effectively tackle career development deficiencies and to ensure staff are clear on their career growth.

The County government should also make sure that their performance evaluation system procedures are done objectively and fairly. Both the organization and the employee benefit from knowing exactly where they stand in relation to each other's expectations. By monitoring and sharing results, it becomes clear which employees are meeting (or not meeting) performance expectations. The County government should also recognize and reward good performance, to help motivate and enhance employee engagement. An employee that has performed would feel that his or her effort is appreciated and recognized, as a result would remain committed and engaged.

Furthermore, the County government should also develop a strong succession plan. As employees are recruited, trained and developed, they must also see that there is possibility for them to navigate their career path within the organization. This practice also enables the organization to make plans for unforeseen circumstances, like sudden retirement, death, illness restructuring or downsizing, etc. The plan ensures that there are available people ready to step up and take responsibility when called upon. This help creates job satisfaction and also serve as a perfect way to retain employees.

5.5 Limitation of the Study

The researcher encountered many limitations while conducting the research. One of them came when collecting the data. The respondents were supposed to be the management staff at the Nairobi County government. These are senior employees who generally have very busy schedules. This made it difficult for the researcher to get the questionnaires to be filled in time and which finally resulted in some questionnaires not being returned regardless of the fact that the number of respondents was small. The researcher however made several visits and communicated through e-mail to contact persons to get favourable responses.

Another limitation is that the respondents were reluctant in giving some information about the County government which they viewed being confidential. The researcher however reassured the respondents that information obtained from them would be used for the purposes of the study only. The researcher also obtained a letter from the university as evidence.

5.6 Suggestion for further Study

The study shows that most employees had not put so much of themselves into their respective department and would consider working elsewhere. This is in line with Bates (2004) who reported that an employee may feel like they need to stay at the company, because the loss they'll experience by leaving it is greater than the benefit they think they might gain in a new role.

REFERENCES

Alnaqbi, N. (2011). *The Relationship between Human Resource Practices and Employee Retention in Public Organisations*: an exploratory study conducted in the United Arab Emirates. published thesis, doctor of philosophy, Edith Cowan University.

Aplin, J. C. and Gerster, D. K. (2008). Career Development: and Integration of Individual and Organizational Needs. *Persona Journal,* 55, 23-29.

Armstrong, M. (2006). *A Handbook of Human Resource Management Practice, Kogan Page Limited.*

Babbie, E. (2002). *The Basics of Social Science Research.* Belmont CA: Wadsworth

Bartlett, K.R (2012). *The Relationship Between Training and Organizational Commitment*: A Study in the Health Care Field.

Bates, S. (2004). Getting Engaged.*HR Magazine*, 49(2): 1-5.

Brás, F. A. and Rodrigues, L. L. (2007). Accounting for Firms Training Programs: An Exploratory Study. *Journal of HRCA: Human Resource Costing and Accounting*, 11(3), 229-250.

Chacha, J. (2013). *Human Resource Factors Influencing Employee Performance in International Nongovernmental Organizations in Kenya*: A Case of Management Science of Health, Kenya Office. Unpblished MA thesis, University of Nairobi.

CIPD, (2004). *Managing Employee Careers.* London CIPD

Clarke, K. (2001). What Businesses are Doing to Attract and Retain Employees - Becoming An Employer of Choice. *Employee Benefits Journal, 26*(1), 34-37.

Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (3rd ed.). Thousand Oaks, CA: SAGE Publications, Inc.

Frese, M. (2008). The Word is Out: We need an Active Performance Concept for Modern Workplaces. *Industrial and Organizational Psychology,* 1, 67-69.

Gill, P. S. and Kustron, K. G. (2011). Innovation and Standardized Qualifications: Quantitative Analysis to Establish Relationship between Indicators of Creativity and Formality. *The 17th International Conference on Industry, Engineering, and Management Systems*.

Government of Kenya (2013). *The Public Service Commission of Kenya Strategic Plan*, 2009-2012.

Greenhaus, J.G., Callanan, G.A. and Godshalk, V.M. (2000). *Career Management*.(3rd ed.). New York: The Dryden Press.

Havill, L. (2010). A New Type of Engagement. *The CPA Journal, 80*(7), 14-103.

Jackson, C., Arnold, J., Nicholson, N. and Watts, A.G. (2012).*Managing Careers in 2000 and Beyond*.

Kelly, U. (2012). *Career Development Practices among Commercial Countysin Kenya*. Unpblished MBA Thesis, University of Nairobi.

Kobia, M., (2006).*Promoting Career Development*; Agenda for Improving Leadership Quality. (Published project) Kenya Institute of Administration, Kenya.

Kothari, C.R. (2004). *Research Methodology Methods and Techniques*. First Edition, New Age International Publishers. New York.USA

Krosnick, J. A. (2009). Survey Research. *Annual Review of Psychology, 50*, 537-567.

Lockwood, N. R. (2007). Leveraging Employee Engagement for Competitive Advantage. *SHRM Research Quarterly*, 2-10.

Morse, L. C. and Babcock, D. L. (2010).*Managing Engineering and Technology*. Upper Saddle River, NJ: Prentice Hall Pearson Higher Education Inc.

Mugenda, O. and Mugenda, A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press

Murray, B. (2008). Psychologist Takes a Taoist Approach to Mentoring, *APA Monitor*, 29(11).

Mwanje, S. (2010).*Career Development and Staff Motivation In The Countying Industry: A Case Study Of County Of Uganda*. Unpublished MA Thesis, Makerere University.

National Strategy for the Development of the Social Service Workforce (2005). – *Plan for Action2005*.

NCC. (2013). *Nairobi City County Profile.*

Nzuve, S. N. M. (2007). *Elements of Organizational Behavior*. University of Nairobi Press, Nairobi (first published in 1999).

Odhiambo, W. and Kamau, P. (2013).*Public Procurement: Lessons from Kenya, Tanzania and Uganda.* OECD Working Paper No.208. OECD Development Centre.

Omwenga, M. (2014).*Nairobi - Emerging Metropolitan Region: Development Planning and Management Opportunities and Challenges*. Nairobi Metropolitan Region, 46 th ISOCARP Congress 2010

Oyaro, K., (2008). Education-Kenya: Students Pour in, Teachers Drain away. Nairobi: International Press Service News Agency.

Pareek U. and Rao, T.V (2012).*Designing and Managing Human Resource Systems*, Oxford and IBH Publishing Company, Delhi.

Parsons, F. (2009).Choosing a Vocation. Boston: Houghton Mifflin.

Pfau, B. and Kay, I. (2002).*The Human Capital Edge.* New York: McGraw-Hill.

Pole, C. J. and Lampard, R. (2002).*Practical Social Investigation: Qualitative and Quantitative Methods in Social Research*. Pearson Education.

Porter, L., Steers, R., Mowday, R. and Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians. *Journal of Applied Psychology Developing Societies, 59*(5), 603-609.

Price Water House Coopers (PwC) (2015). *Nairobi County Employee Survey Report.*

Rabinowitz, S. (2011).Towards a Developmental Model of Job Involvement. *International Review of the Applied Psychology,* 46, 66-77.

Salaman, G., Storey, J., Billsberry, J., (2005) *Strategic Human Resource Management: Theory and Practice.* Sage Publications Ltd.

Schindler, D. R. and Cooper, P. S. (2003).*Business Research Methods*. New Delhi: Tata.

Tiedeman, D. V. and Ohara, R. P. (1963).*Career Development-Choice and Adjustment.* New York: College Entrance Examination Board.

Van Rooy, D., Whitman, D., Hart, D. and Caleo, S. (2011). Measuring Employee Engagement During a Financial Downturn: Business Imperative or Nuisance? *Journal of Business and Psychology*, 26(2), 147-152.

Wallace, L. and Trinka, J. (2009). Leadership and Employee Engagement. *Public Management, 91*(5), 10.

Xu J. and Thomas, H. C. (2011). How Can Leaders Achieve High Employee Engagement? *Leadership and Organization Development Journal*, 32(4), 399-416.

Zikmund, W. (2003).*Business Research Methods*. Singapore: Thomson Learning.

APPENDICES

Appendix 1: Introduction Letter

P.O. Box

Dear Sir/Madam,

RE: **REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a final MSC degree student at the University of Nairobi. My area of specialization is human resource management. I am currently undertaking a research on "**Perceived Relationship between Career Development and Employee Commitment and Engagement at Nairobi County Government**." I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will be used purely for academic purposes only and will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

Ahmed Mohamed Diriye

Appendix II: Research Questionnaire

Kindly answer the following questions by writing a brief answer or ticking in the boxes provided.

PART A: BACKGROUND INFORMATION

1) What is your gender?

   a. Male ☐   b. Female ☐

2) In which of the following age brackets do you belong?

   a. 21-30 years ☐ b. 31-40 years ☐   c. 41-50 years ☐   d. Above 50 years ☐

3) What is your education level (state the highest level?)

   a. Primary ☐   b. Secondary ☐   c. Diploma ☐

   d. Undergraduate ☐ e. Post Graduate ☐   f. Other _____

4) How many years have you worked in your current position?

   Less than 1 year ☐   1-5 years ☐   5-10 years ☐

   10-15 years, ☐   15-20 years ☐   More than 20 years ☐

PART B: CAREER DEVELOPMENT ON EMPLOYEE COMMITMENT AND ENGAGEMENT

CAREER DEVELOPMENT PRACTICES

5) To what extent do career development practices affect employee commitment and engagement in your office?

   a. Very great extent ☐

   b. Moderate extent ☐

   c. Very low extent ☐

   d. Great extent ☐

   e. Low extent ☐

6) What strategies have the County government put in place regarding employee career development?.. ....

7) Do the employees who have advanced in their careers get promoted in your department?... ....

8) To what extent do you agree with the following statements on the effect of career development practices on employee commitment and engagement in the County?1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	1	2	3	4	5
Career Planning					
The County discusses career plans with staff before decisions are taken on what is appropriate for both parties.					
The County has policy that governs career growth for staff					
The County has a dedicated officer responsible for career planning for staff.					
Coaching					
Developing staff for future positions in an organization is a human resource policy.					
The County government has adopted formal discussions about career development among its employees					
The County recognizes employees interests/goals and is willing to					

59

meet employees interests				
Counseling				
Career counseling is a fundamental human resource policy in the County.				
The County dedicates formal sessions for discussing career development of each staff.				
The County prepares career forecast for each employee.				
The County gives incentives to staff for career achievement.				
The County has linkage with educational institution for employee career development.				
The County provides guidance to staff on career related rights and obligation in the staff hand book.				
Mentoring				
County management provides junior employee specific guidance for achieving career goals				
County management give junior employees assignments that prepared them for a higher position				
The management suggests specific strategies to accomplish work objectives				
The management exchanges experiences with junior employees to improve job problems in the workplace				
Training				
The County management provide regular training on all cadres of staff to enhance their engagement				

	1	2	3	4	5
County management gives employees the opportunity for training					
There is a well-designed and widely shared training policy in the County					
Training need analysis is conducted before embarking on any training					
Staff training is well-planned and given adequate importance					
There is adequate emphasis to develop managerial capabilities through training					

EMPLOYEE COMMITMENT

9) To what extent do you agree with the following statements on employee commitment in your department? 1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	1	2	3	4	5
Affective commitment					
It would be very hard for me to leave my department right now, even if I wanted to					
I do not feel any obligation to remain with my current employer					
I really feel as if this department's problems are my own					
I do not feel "emotionally attached" to this department					
I would feel guilty if I left my organization now					
This organization deserves my loyalty					
Even if it were to my advantage, I do not feel it would be right to leave my organization now					
I do not feel like "part of the family" at my department					

61

This department has a great deal of personal meaning for me				
I do not feel a strong sense of "belonging" to my department				
Continuance commitment				
One of the few negative consequences of leaving this department would be the scarcity of available alternatives				
I would be very happy to spend the rest of my career with this department				
I feel that I have too few options to consider leaving this department				
If I had not already put so much of myself into this department, I might consider working elsewhere				
Too much of my life would be disrupted if I decided I wanted to leave my department now				
Normative Commitment				
Right now, staying with my department is a matter of necessity as much as desire				
I owe a great deal to my organization				
Would not leave my organization right now because I have a sense of obligation to the County government				

EMPLOYEE ENGAGEMENT

10) To what extent do you agree with the following statements on the level of employee engagement in your office? 1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	1	2	3	4	5
Employees at the County government are aware of business context					
Female employees are more engaged compared to their male colleagues					
Older employees are more engaged than young ones					
Employees at the County work closely with colleagues to improve performance within the job for the benefit of the organization					
Employees in the County are positively involved to their organization					
Employees in the County willingly and voluntarily make changes within their department					
The County employees have trust in their organization					
County employees possess self-efficacy					
The County employees aspire to achieve improvements within the organization					
The County employees have amplified customer focus					
The organization culture puts emphasis on staff engagement					
Management influence what I do on a daily basis					
The organization encourages the sharing of information knowledge and resources					
I am fully occupied throughout the day					

Management encourages employees' engagement					
Strategic HR policies and initiatives promote employee engagement at all levels					
In the past year, I have had opportunity to learn and grow at work					
I am motivated to do my work					
I am highly involved in routine decision making at the County					

THANK YOU