

**EFFECT OF CAREER DEVELOPMENT PROGRAMS ON EMPLOYEE  
RETENTION IN INTERNATIONAL NON GOVERNMENTAL  
ORGANIZATIONS IN KENYA**

**BY**

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## **DECLARATION**

This Research Project is my original work and has not been presented to any other examination body.

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This Research Project has been submitted with my approval as the university of Nairobi supervisor

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## **ACRONYMS AND ABBREVIATIONS**

**ANOVA:** Analysis of variance

**HR:** Human Resource

**INGO:** International Non-governmental organization

**NGO:** Non-governmental organization

**SPSS:** Statistical Package for Social Science

## **ABSTRACT**

Modern day workers are more vocation-cognizant than ever. They are requesting more as far as self-improvement and advancement. Associations that neglect to permit representatives to meet their individual needs will lose esteemed workers. The purpose of this research was to determine the influence of career development programs on employee retention in international nongovernmental organizations in Kenya. Descriptive survey was used to conduct this Study. In this study, the focus was to define the influence of career development programs on employee retention of international Non-governmental organizations in Kenya. The target population of this study was all the 92 International NGOs in Nairobi Kenya registered with the National Council of (NGOs Registering Board; appendix ii). Since the population is small, the study used a census survey. A structured questionnaire facilitated the gathering of primary data. The study utilized purposive sampling technique in selecting one HR manager from each organization. The collected data was analyzed using quantitative data analysis methods. Descriptive statistics involves the use of absolute and relative (percentages) frequencies, mean and standard deviation respectively. The found that career development programs affect employee retention. Also it was established that organizational Career planning is a fundamental human resource policy in INGOs. The study concluded that Career counseling is a fundamental human resource policy in INGOs. The study recommended that Associations ought to likewise have an organized vocation improvement arrange. It will likewise permit the organization to demonstrate its dedication to building up its ability, which benefits both the organization and the worker.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

It becomes necessary, because of competitive surrounding, that organizations make a good workplace, improving both development and advancement. Career development has increasingly become attractive to organizations that aim at improving performance and productivity (Patton & McMahon, 2006). As organizations evolve and compete with one another, they consider several factors like technological innovation, demographic change, and having and retaining skilled employees as strategic move to gain competitive advantage. Werther & Davis (2002) point that such a move will improve hierarchical dedication among representatives, result in occupation fulfillment with more elevated amounts, bring down worker turnover, and less representative grievances. To be sure as Mwenebirinda (2008) legitimately observes, the improvement of the limit and capacity of the association's directors fundamentally affects proficiency, viability, assurance and productivity of an association. Profession advancement and worker maintenance rides with a group of vital frameworks, for example, reward and acknowledgment, learning and improvement, execution administration, selecting and enlistment. These systems are interconnected, and together they will improve productivity, retention and performance (Forster, 2000).

Career development theories provide a fundamental explanation describing human behavior in a particular manner. This study reviews some career development theories and offers an understanding of how they affect employee retention and other behaviors within organizations. To this end, the theories relate to factors that motivate an employee

to stay with the organization for the longest possible time. Conventional motivation theories include Motivation hygiene factors by Herzberg and Social Exchange Theory by Curry among others. Motivation hygiene factors which states, Herzberg (1968) trusts that each specialist has two arrangements of necessities (motivational and cleanliness needs). He battles that representatives in this regard, workers will remain in their work put insofar as their needs are fulfilled and they are propelled. While, the social trade hypothesis, is grounded in a monetary model of human conduct, whereby interactional procedures between people are induced by a craving to expand rewards and lessening misfortunes (Curry, 2006).

This study will concentrate on the impact of profession advancement programs on employee retention of International Non - Governmental Organizations in Kenya. The reason behind this is to find out effective career development programs, which can help INGOs in Kenya, on employee retention because they are facing a high rate of employee turnover. Also the interest in INGOs is because most of them do not have set standards for employee remuneration and motivation hence turnover. Moreso, despite the recent growth and importance of International Nongovernmental organizations (NGOs), particularly in developing countries such as Kenya (NGO Coordination Board 2010), research focusing on employee retention practices in these organizations lags behind.

### **1.1.1. Career Development Programs**

A career is a succession of occupations held amid a man's working life (Carrel et al, 1995). These occupations are mostly related and give progression, request and intending to a representative's life. A vocation is likewise as characterized by Koech, a progression

of appropriately sequenced part encounters prompting to expanding level of duty, status power and rewards (Koech, 2003). This implies that even in careers with low opportunity ceilings progress is still achievable through higher pay, more security, less supervision and so on.

Fieldman & Thomas (2004) defines Career development as a progression of exercises or the continuous procedure of building up one's vocation. The procedure involves preparing new aptitudes, moving to higher occupation obligations; roll out a profession improvement with a similar association, or beginning one's business. Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies. The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers.

The programs of career development are the processes through which employees' career goals and aspirations are nurtured to fulfillment; and at the same time aligning these career goals with the organizational needs, opportunities and goals (Schultze and Miller, 2006). Career development programs benefits representatives, as well as associations also. Kim and Cha (2000) contend that it is a profitable instrument that can help with maintenance, progression arranging, information exchange and execution examinations. As workers construct aptitudes and capabilities to meet vocation targets connected to business destinations, a framework is casually settled to react to future office needs and procedures (Jackson and schuler, 2002).

Coordinated effort between the association and its workers helps the association keep its representatives occupied with the association's development procedure and guarantees that the right representative with the right aptitudes, learning and capacities is put in the right occupation, at the perfect time, to give the essential administrations and items to keep the association developing in the right bearing. The procedure of vocation advancement is perplexing and persistent. A powerful and effective profession improvement program will give workers chances to consider distinctive types of vocation improvement, for example, vertical progression, sidelong development, work growth, and employment advancement (Jackson and Schuler, 2002).

### **1.1.2. Employee Retention**

Employee retention is defined a process in human resource management where faculty are spurred to stay with the association for the longest conceivable period or until the fulfillment of the venture. It is advantageous to the association and additionally the representative and soon as a worker feels disappointed with the present employer or a job; they simply shift to another group. Every employer, therefore, has a duty to ensure they retain their best employees (Cole, 2005). Wetzels (2006) opined that employee retention implies to the capability of an employer to maintain its workers. In this case, retention gets to be the strategy rather than the outcome. Employee turnover is a huge challenge that has not been resolved.

The process of retention will be a gain for the organization as follows; first the cost of turnover increases company's expenditure and reduces profits (Oster,2004). Although it is challenging fully to calculate the cost of turnover that includes recruitment costs, costs of training new staff and profitability loss, industry specialists frequently cite a quarter

century of the normal worker compensation as a preservationist appraise. Second regards loss of companies. When staff exit, the departing member takes away with them essential knowledge about the company customers, current projects and history, although a lot of substantial investments undertaken in general anticipation of some return.

Thirdly, there is an intrusion of customer administration: Customers and customers some of the time exchange with an organization partially on account of specific staff business partition has impacts all through the firm. The untold cynicism frequently increases for the rest of the staff. Next concerns goodwill of the organization: The organization great will is effectively kept up when the wearing down rates are low. If an employee quits, considerable effort is wasted in re-hires, subsequently other costs such as training of new hire and other costs are suffered directly by firms often without their realization. Moreover, even after these companies there is no assurance for comp of the same efficiency from the new employee (Bratton and Gold, 2003).

### **1.1.3. International NGOs in Kenya**

The history of International non-governmental organizations (INGO) dates back to at least 1839. The basic role of an NGO is outlining, executing with regard to advancement relevant undertakings. NGO's can either be international or local in terms of their operations coverage whereby the local NGO only operates in one particular country while the INGO is registered in one country but has operations within other countries. Examples of INGO's include but not limited to CARE International, World Vision, Oxfam, Action Aid. TearFund, Danish Refugee Council and save the Children Fund. Most of INGO's are donor driven and different donors vary in terms of how they want



their resources to be managed and this inevitably affects the kind of activities the NGO's engage in and even provision of funds for career development activities, (Oster,2004).

According to the records held at the NGO Registration Board as of 2009, there is a total number of 186 International registered NGO's. However, this list is not very accurate and exhaustive as some very obvious international NGO's are missing and some local NGO's have been included in the listing of the international NGO's, which presents a wrong picture. It is important to note therefore that this list has been edited to try and make it more accurate and it constitutes a total of 92 International NGOs. The INGO's operating in Kenya are very heterogeneous in the sense that they vary in their sources of funding, operational sectors such as Health, Emergency Responses, Education, Food Security etc, their sizes, geographical locations and even countries of registration (Council of NGO 2015) .

International Non-governmental organizations have different meanings as indicated in the literature; however, this study adopts Oster, (2004) structural operational definition. It shows that the INGO area involves substances that are associations, self-administering, private, willful, non-benefit disseminating, and work for open advantage. According to a UN-Habitat study (2004) Kenya experiences a high unemployment rate of about 30%. Low income and job insecurity are the biggest challenges that the poor of citizens of Kenya face. It encounters the most elevated normal urban neediness levels at 48% against a national normal of 29%. There is, therefore, a big presence of NGOs in the area with the aim of addressing the social challenges faced in the region. The NGOs engage staff to drive their agenda so as to achieve their diverse objective within their lifeline.

## 1.2 Research Problem

Many organizations are faced with the problem of retaining employees and according to Armstrong (2001), it is expensive to change workers who leave. This has heightened the need for career development programs in order to achieve employee retention in most organizations. As a result, it is prudent for organizations to adopt the concept of career development to enhance employee retention. In support of this assertion, Ontario (2013) found that, with its underlying foundations in staff and administrators' state of mind to inspiration classification, vocation advancement openings and proceeding with advancement enhances staff's execution, which thus expands the nature of work life of social protection representatives in Tehran. Bratton and Gold (2003) inferred that among the eight measurements of nature of work life, pay reasonable and sufficient pay size, coordination and social attachment, proceeding with security, the incorporation and advancement of human capacities and career development opportunities, are related to employee retention. Glen (2012) found a strong positive relationship between Qualities of Work Life (QWL), employee retention and career development aspects.

A big percentage of Kenyan based INGO's are project driven/based which then makes employment of staff to be contract based as staff are attached to projects and in most cases, when the project life cycle comes to an end, so does the employment contract of the employees attached to that project (Chelogy *et.al* 2007). This cycle has posed a great challenge to career development projects in NGO's. Unlike profit making organizations, where training and HR development programs are viewed as investments for the future, this is not the case in the NGO sector, and this leads to great loss of knowledge, (Voluntary Organization in Community Enterprise, 1987). Currently in most NGO's,

Human Resources Development is specific to the job and will most often than not be in the form of short courses that vary from one day to a month. This study seeks to find out effective career development programs, which can help INGOs in Kenya, on employee retention because they are facing a high rate of employee turnover.

Extended research has been conducted domestically and globally on career development and retention. Kelley (2012) undertook a study on career development practices among Commercial Banks in Kenya and established that there are several career development practices that are evident among commercial banks in Kenya. Mwangi (2012) investigated the factors influencing career choice among form four students in secondary school in Kenya; In another study, Madegwa (2011) found that constrained access to casual systems, sexual orientation part generalizations and blocked advancements were hindrances to employee career development programs. Munjuri (2011) researched on factors affecting career advancement and concluded that career development have a positive impact on firm's productivity. All these studies highlighted above focused on the influence of career development on performance and productivity, leaving out the role on employee retention. More so, the researcher is not aware of a local study that has related the effect of career development programs on employee retention in international Non-Governmental organizations. It is on this basis of this gap that this research seeks to fill with the following research question: what is the effect of career development programs on employee retention of International Non-Governmental organizations in Kenya?

### **1.3 Research Objective**

The objective of this research is to identify the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

## **1.4 The Value of the Study**

The study will be significant to the management and the staff of the International Non-governmental organizations by providing information regarding the effect of career development programs on employee retention. The study will be useful to policy makers and the government, because they will be able delve in to the relationship between career development process and employee retention, and comprehend how this relation relates to performance and growth.

The public can benefit from the study in that they will be able to have knowledge on various career development programs within the international NGOs. The study will be mainly be significant to the donors as through additional insight on how best to support NGOs achieve their vision and mission due to proper human resource management facilitated by effective career development programs in the international NGOs . Potential donors will benefit from the study, as they will use the findings of the studies for decision making in fundraising.

It will also enable the government to develop strategies that will enhance effectiveness and efficiency. This study will contribute to research and practice, as it will serve as point of reference on the area of study, and other related topics to scholars and researcher. The study can also be used for further research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The focus of this chapter is on reviewing the available literature on effect of career development programs on employee retention of international nongovernmental organizations in Kenya. The review delves into theoretical framework, career development programs and career development programs and retention that act as a foundation for this research study.

### **2.2 Theoretical Foundation**

This research study is guided by two theories. These are the motivation- hygiene theory and social Exchange Theory.

#### **2.2.1 Motivation- Hygiene Theory**

Herzberg's affirmed that there are sure figures the work environment that cause work fulfillment, whiles isolate set of components causes disappointment. His discoveries affect states of mind toward organization. Hertzberg (1968) trusts that each specialist has two arrangements of necessities (motivational and cleanliness needs). He battles that representatives in this regard, workers will remain in their work put insofar as their needs are fulfilled and they are propelled. This seems, by all accounts, to be parallel with Maslow's hypothesis of need chain of command.

The hypothesis proposes that to enhance work states of mind and efficiency, managers must perceive that expanded fulfillment prompts to occupation fulfillment and resulting maintenance of representatives (Wall, & Stephenson, 2007). Dissatisfaction can also stem

from disapproving valuation of work connected aspects as company policies, supervision, technical problem, interpersonal relations, lack of career opportunities, and work conditions (Armstrong, 2001). These factors do not only lead to dissatisfaction, but also serve a reason for employees to leave.

### **2.2.2 Social Exchange Theory**

Curry et al (2006) hypothesizes that the idea worker duty is best characterized through the sending of the social trade hypothesis. The social trade hypothesis is grounded in a monetary model of human conduct whereby interactional procedures between people are convinced by a longing to build rewards and lessening misfortunes (Curry et al, 2006). The social trade hypothesis' purpose of takeoff is that the connections that give more rewards and decrease costs win continuing equal trust and fascination. For example, if workers are more proficient and successful in executing allocated obligations they cut expenses of not being profitable and managers that are liberal in fulfilling and supporting their representatives dispose of poor execution as an aftereffect of disappointment of representatives. Along these lines, the social trade handle involves both material advantages and mental advantages that incorporate status, steadfastness, and endorsement.

From the point of view of the representative manager relationship, social trade hypothesis proposes that representatives react to saw positive working conditions by carrying on in ways that advantage the association or potentially different workers. Similarly, representatives counter against disappointing conditions by taking part in negative work states of mind, for example, truancy, delay, lateness or planning to stop the association (Crede et al., 2007). It is thusly, expected that representatives who see their working

conditions to be negative and upsetting, would respond with negative work states of mind such as occupation disappointment, low spirit and lessened hierarchical duty, while the individuals who see the work environment conditions as positive and testing would respond with positive work mentalities, for example, high responsibility, work fulfillment, and low turnover (Crede et al., 2007). For associations to be compelling they rely on upon the workers efficiency which is a variable that is additionally influenced by the eagerness and level of engagement in the undertaking doled out to them and past the required part.

## **2.3 Career Development Programs**

Career development programs are functions of human resource management that develop the work life and identify competencies required by individual staff to manage their career objective which should be in line with organization objective. They include organizational career planning, employee coaching and mentoring, career counselling, talent management and training programs (Prince, 2005).

### **2.3.1 Organizational Career Planning**

Leibowitz (1986) claims that career planning is a constant procedure of self-appraisal and objective setting planned by representative and business keeping in mind the end goal to work in accordance with hierarchical target. Career planning includes both representative and business interfacing together to recognize objectives, furthermore create techniques required to satisfy distinguished objective. Leibowitz (1986) keeps up that representatives ought to distinguish their capacities through projects, for example, drilling, tutoring and directing, with the goal that administration will choose the what preparing needs that

ought to be produced, furthermore decide the undertaking that ought to be relegated to them. The procedure help an association to increase upper hand furthermore guarantees aptitudes and capacities are coordinated with errand, accordingly efficiency is improved. Associations that desire to successfully structure it positions with respects characterize parts and obligations, must embrace the procedure of profession wanting to guarantee viability in yield, furthermore upgrade profitability.

### **2.3.2 Employee Coaching and Mentoring**

Employee coaching and mentoring are two self-improvement strategies that support a man's own capacities so as to enhance conduct and execution. The procedures of drilling and coaching are comparative seeing that they are both a progression of discussions (talked or composed) between two people. Furthermore Phillip (2005) conflict that such instructing would increase the value of the association by helping its workers develop and create and consequently improve general generation and gainfulness was likewise underscored. They can just serve to facilitate the pressures concerning the consequences for primary concern benefit. Honing and tutoring is neither shabby nor a substitute for different types of learning and expert improvement. Guiding and coaching is about empowering and advancing proficient advancement in view of existing limits and the potential for development (Shin, 2011). Associations may have the capacity to advance in connection to their current capacities with regards to collegiality and administration, and their capacity to source and organize the essential interest as far as time and money.

It is critical to prepare for over-aspiration and over-enthusiasm where the absence of essential assets can regularly prompt to poor usage. Honing and tutoring has turned into an imperative part of building up workers' states of mind and conduct for association



viability. Training and tutoring can bolster these people, as it has the versatility and adaptability to bolster a scope of people with various learning styles. The improvement needs of people are assorted and the 'one size fits all' model of advancement is frequently unseemly. Subsequently, drilling and tutoring can possibly give an adaptable responsive advancement approach that can use to bolster an expanding number of people inside the association than conventional types of preparing consequently vocation development (Morgan, 2008).

### **2.3.3 Career Counseling**

Career counseling is also a career development program in which career education awareness is delivered in edification organizations, workplaces, and occasionally, in the community by organizations career counselors. The career development practice help workers comprehend their thought processes, their qualities, and how they may add to the association general technique objective. It furnishes them with information of the work advertise; abilities to make instruction preparing, life and work decisions; chances to experience group administration and work life; and the devices to arrange a profession (Morgan, 2008). Proficient vocation instructors can bolster individuals with profession related difficulties. Through their aptitude in profession advancement, they can put a man's capabilities, experience, qualities, and shortcomings in an expansive point of view while likewise considering their sought compensation, individual leisure activities and premiums, area, work advertise and instructive potential outcomes (McAuley, 2011). Work advising hone helps representative illuminate their quick business objectives, comprehend and get to occupation and ability preparing openings, and take in the

aptitudes expected to search for and keep up work and Job arrangement which incorporates masterminding or alluding individuals to employment opportunities.

This is regularly both a legislature and a private commercial center action; moreover, career development practice is done by human resource management career counselor at colleges' workplace, and universities for job placement services for current and future employees (Arulmani and Arulmani, 2004). A career issue interlaces with different issues and circumstances in an individual's life; it is difficult to question a profession issue without investigating issues and conditions in one's general life setting (Young and Collin, 1992), which is done through vocation guiding. These social and individual issues interaction with vocation advancement issues, making the profession investigation a rich yet entangled and testing assignment. Best case scenario, this circumstance encourages an indispensable view toward the conjunction of individual and work life. Profession issues can be distinguished and understood inside a bigger and more all-encompassing setting of between related individual encounters.

### **2.3.4 Training and Development**

Hurwitz (1990) claims that advancement is a wide continuous plenty set of exercises intended to convey somebody or an association up to another limit of execution, regularly to play out a few occupations or new parts later on. As indicated by Hurwitz (1990) representatives must be prepared and created where conceivable to meet their own particular profession needs and the requirements of the association. Preparing is employment or assignment situated, while advancement is vocation arranged. Advancement go for get ready individuals for higher obligations. Preparing and advancement help representatives ace the information aptitudes.

Explore think about finds that, bigger organizations, elite foundation and those associations which spend more physical assets were generally more most likely to hold their ability (Bratton and Gold, 2003). Firms in market with incite specialized headway and yield advance prepared increasingly and those organizations which have not faced any rival in a decade ago. As per Frazis et al, (1998), firms that offer more advantages when contrasted with others and prepare their specialists by receiving creative occupation rehearse. Association's HR ought to give sufficient preparing, support of staff advancement, and open doors for development. Encourage they ought to, work with staff to: survey and give criticism on their abilities and interests; select preparing and improvement exercises that match their vocation advancement destinations and employment needs.

### **2.3.5 Talent Management**

Talent management is about getting the right individuals in the right occupations making the best choice. This requires foreseeing how representatives will act later on and motivating them to act uniquely in contrast to how they acted previously. To be viable, ability administration handle must consider the fundamental elements that impact representatives' choices and activities. They should be founded on how business pioneers and supervisors need them to carry on. Ability administration builds the likelihood that representatives will show conduct than adjust to association's general key course. The capacity to impact worker conduct makes ability administration an exceptionally viable technique for driving business result (Perrin, 2003).

Little changes in worker conduct can have huge effect on business execution. Ability administration alludes to the suspicion of required human capital for an association and

the wanting to address those issues (Perrin, 2003). In today's focused market, fruitful association paying limited attention to size need representatives who have the important learning and aptitudes to make a compelling commitment as drivers towards accomplishing an aggressive edge in the association. In this manner, expanding on representative's ability administration will help the worker's profession development as well as association execution. Organizations evaluate the qualities and shortcomings of their kin in addition to the best utilization of their available ability. They have to pull in, hold, retrain, and perceive the ability that is best adjusted to the work and brand of the association. Great organizations furnish representatives with devices to deal with their profession consequently vocation advancement.

## **2.4 Influence of Career Development on Employee Retention**

Retention of employees is imperative in all associations and in this way having set up worker maintenance techniques builds the odds of long haul representatives. By having development practices put in place will enhance the company's profitability as the productivity level will increase due to having satisfied employees who are happy to work in such an organization. An increment in employee retention bring about a reduction in recruitment thus saving the organization time and costs in recruitment and training. Company investors have a high respect for human capital and accordingly associations ought to guarantee that their skilled individuals are held in the association, as they are an upper hand to the contenders (Philips and Edwards, 2008). O'Donnell (2007) places that profession advancement hones in business banks, for example, preparing and vocation arranging can possibly enhance and manage authoritative execution.

These practices incorporate accentuation on representative profession arranging in light of fit with the organization's way of life, accentuation on conduct, state of mind, and essential specialized aptitudes required by the occupation, remuneration dependent upon execution, and worker strengthening to cultivate collaboration, among others. The choice for representatives to stay or leave an association may rely on upon whether the work is testing, whether they pick up support at work and self-awareness. This obliges managers to give assets, devices, and the fitting environment to guarantee proceeded with self-improvement. The workforce will be better fulfilled if administration furnishes them with chances to satisfy their physiological and mental needs. The laborers will coordinate deliberately with administration and will contribute their most extreme towards the objectives of the venture. (Morgan, 2010).

A report by Global workforce index demonstrates that 66% of the workers are motivated to learn new abilities or look for extra preparing as an open door for advancement with their present business. Moreover, about half (47 percent) of overview respondents in the U.S. are either effectively looking for or thinking of some as type of extra instruction or preparing to seek after another field of work. Profession advancement is essential for both the workers and bosses.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter explicates the techniques and implements that were used in collecting the available data. It included the research design, sampling design, data collection methods and instruments, data processing and analysis.

### **3.2 Research Design**

Descriptive survey applied in conducting this research. Kothari (2004) explains that a descriptive study gives a clear explanation of the characteristics of the population or situation being studied. In this study, the focus was to define the influence of career development programs on employee retention of international Non-governmental organizations in Kenya.

According to Mugenda & Mugenda (2003) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. Borg & Gall (2006) noted that descriptive survey research is intended to produce statistical information about aspects of a study that interest policy makers. In this study, the focus was to determine the effect of career development programs on employee retention of international Non-governmental organizations in Kenya.

### **3.3 Population**

According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of people or households that are being investigated. The

target population also refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population. The target population of this study was all the 92 International NGOs in Nairobi Kenya registered with the National Council of (NGOs Registering Board; appendix ii). Since the population is small, the study used a census survey.

### **3.4 Data Collection**

Data collection is gathering empirical evidence in order to gain new insight about a situation answer questions that prompted the undertaking of the research. It involves operationalizing the research design into instruments of data collection in order to meet the research objectives (Bryman, 2001). The study collected data using both primary methods. Primary data was collected using a structured questionnaire. A questionnaire is a group or sequence of questions prepared to gather information from an informant or respondent.

The structured questionnaire was used for purposes of data collection. The study utilized purposive sampling technique in selecting one HR manager from each organization. These respondents were mainly Human Resource or their representatives of the selected organization. The questionnaire consisted of three parts; section A, probing general information, section B entailing information on career development programs while section C on employee retention. The questionnaires was administered using a drop and pick later method.

### **3.4.1 Validity**

The study embraced content legitimacy to demonstrate whether the test things spoke to the substance that the test was intended to quantify. The pilot think about supported in deciding exactness, clarity and reasonableness of the instruments. It helped to arrange rare and uncertain things with the end goal that those that did not assess the factors planned, were altered. To guarantee legitimacy, the boss inspected the instruments utilized as a part of the study.

### **3.4.2 Reliability**

Reliability means measuring at which degree a specific measuring method gives reliable results or information after a rehashed trial (Gay 1992). To gage test-retest dependability, the test was regulated twice at two divergent focuses in time (a distinction of two weeks the following test) with an adjustment in the arrangement of the inquiries. This kind of dependability accepted that there is no adjustment in the quality or develop being measured. Cronbach's Coefficient alpha was utilized to register the relationship co-productive to decide how much there is consistency in giving comparative reaction each time the instrument is controlled.

### **3.7 Data Analysis**

Mugenda and Mugenda (2003) declare that information got from the field in crude shape is hard to translate unless it is cleaned, coded and dissected. The gathered information was broke down utilizing quantitative information investigation techniques. Information from survey was coded and signed in the computer utilizing Statistical Package for Social



Science (SPSS). Elucidating insights includes the utilization of supreme and relative (rates) frequencies, mean and standard deviation individually. To decide the impact of profession advancement programs on worker maintenance, the study embraced the accompanying regression model;

$$ER = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 ER_5 + e \text{ Where;}$$

ER = Employee retention

X<sub>1</sub>= Organizational Career planning

X<sub>2</sub>= Employee coaching and mentoring

X<sub>3</sub>= Career counseling

X<sub>4</sub>= Training

X<sub>5</sub>=Talent Management

a = constant

$\beta_1$ .  $\beta_5$ = beta coefficients  $e$ = error term

Frequency tables and graphs were used to present the data for easy comparison.

## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION**

### **4.1. Introduction**

This chapter entails analysis and findings of the study as set in the research objectives and methodology. The study findings are presented on the effect of career development programs on employee retention in international non-governmental organizations in Kenya.

### **4.2. Response Rate**

The data collection instruments, questionnaires were sent to 92 staff at the International NGOs in Nairobi Kenya. Out of the 92 questionnaires sent, only 85 questionnaires were sent back fully completed making a response rate of 92%. This was in line with Mugenda and Mugenda (2003) who suggested that for generalization a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. This response rate was accredited to the data collection procedure, where the researcher in person administered questionnaires and reminds the respondents to fill in the questionnaires and picked the filled questionnaires later on.

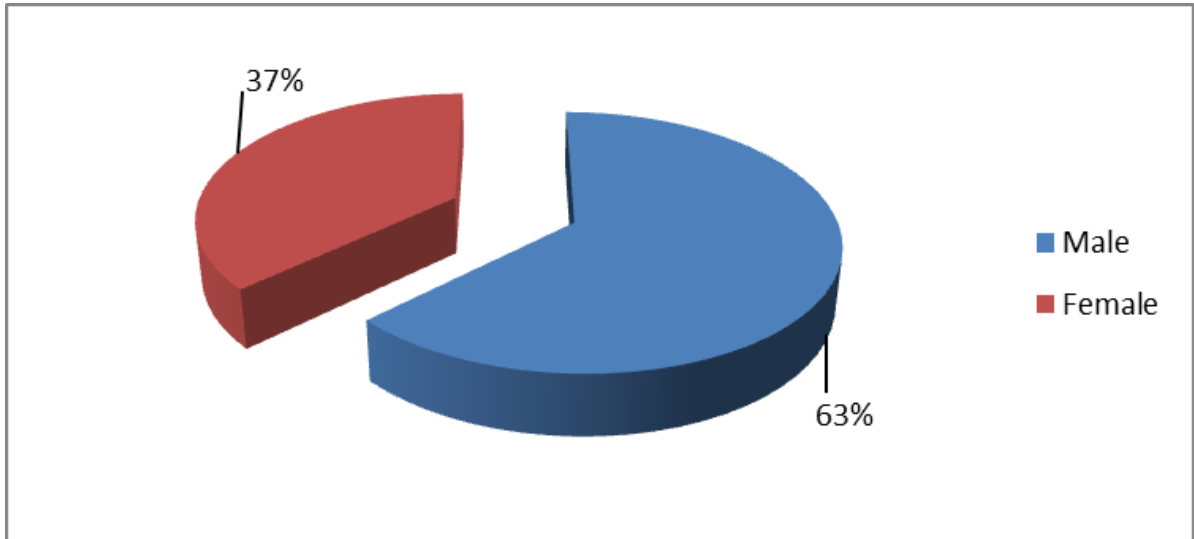
### **4.3. Demographic information**

The study sought to ascertain the background information of the respondents involved in the study. The background information points at the respondents' suitability in answering the questions.

### 4.3.1 Gender of the Respondents

The respondents were requested to indicate their gender. The findings were as shown in the figure 4.1. below.

**Figure 4.1: Gender of the Respondent**



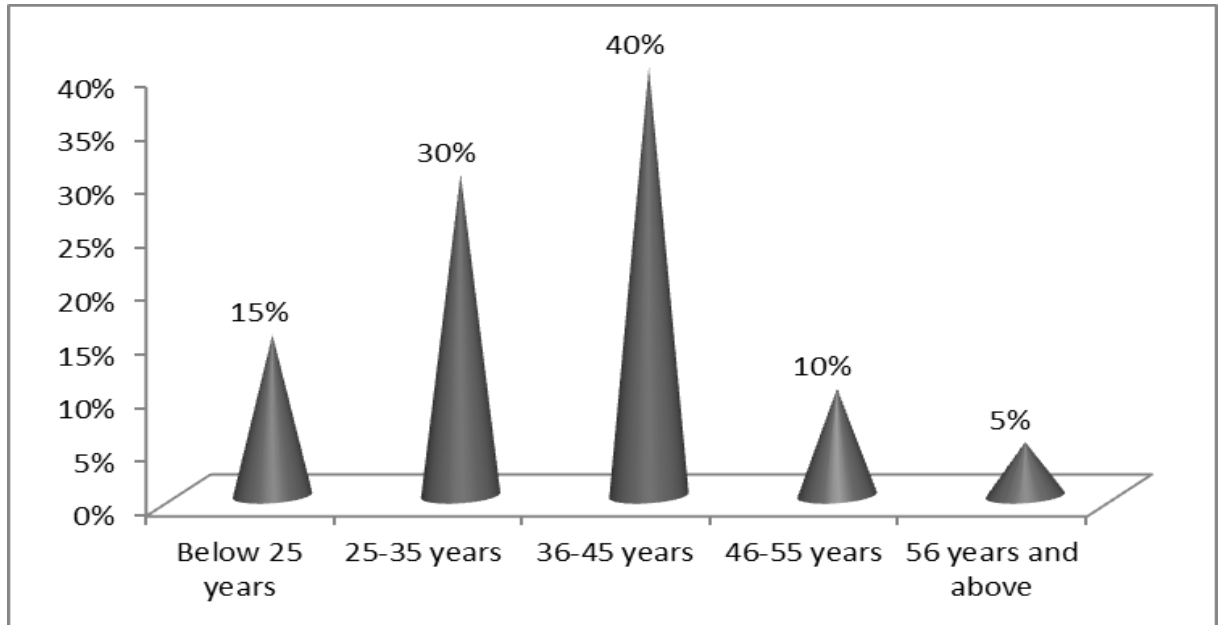
**Source: Author (2016)**

From the discoveries above 63% of the respondents were male while 37% were females. This portrays greater part of the respondents were men. This is normal in NGOs in many nations, women are more improbable compared to men to take part in the advancement of profession, that is, less inclined to be utilized or searching effectively for an occupation.

### 4.3.2 Age of the Respondents

The respondents were requested to indicate their age. The findings were as shown in the figure 4.2 below.

**Figure 4.2. Age of the Respondents**



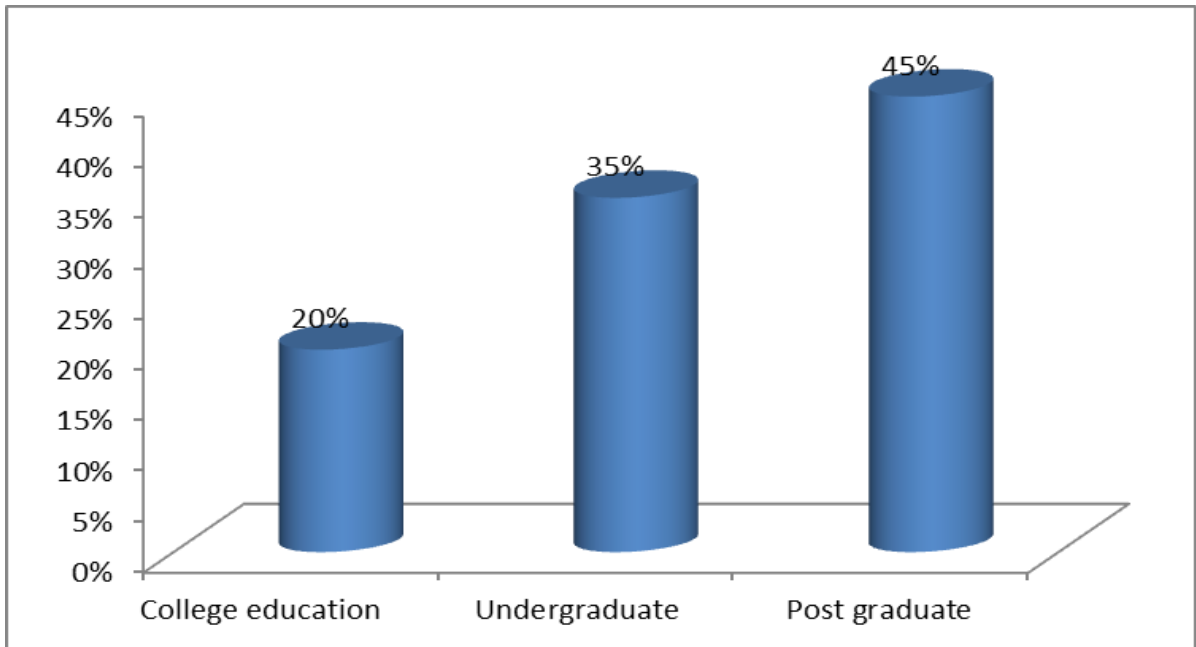
**Source: Author (2016)**

The study established that most of the respondents (40%) were between the age of 36-45 years, 30% were between the age of 25-35 years, 15% indicated they were below 25 years, 10% indicated they were between 46-55 years, while only 5% were above 56 years and above. This implies that most of the respondents were between the ages of 36-45 years. With this age we expect that respondents are young and energetic and thus there is a higher chance of cooperation with the researcher

### **4.3.3 Level of Education**

The respondents were requested to indicate their highest level of education. The findings were as shown in the figure 4.3 below.

**Figure 4.3. Level of education**



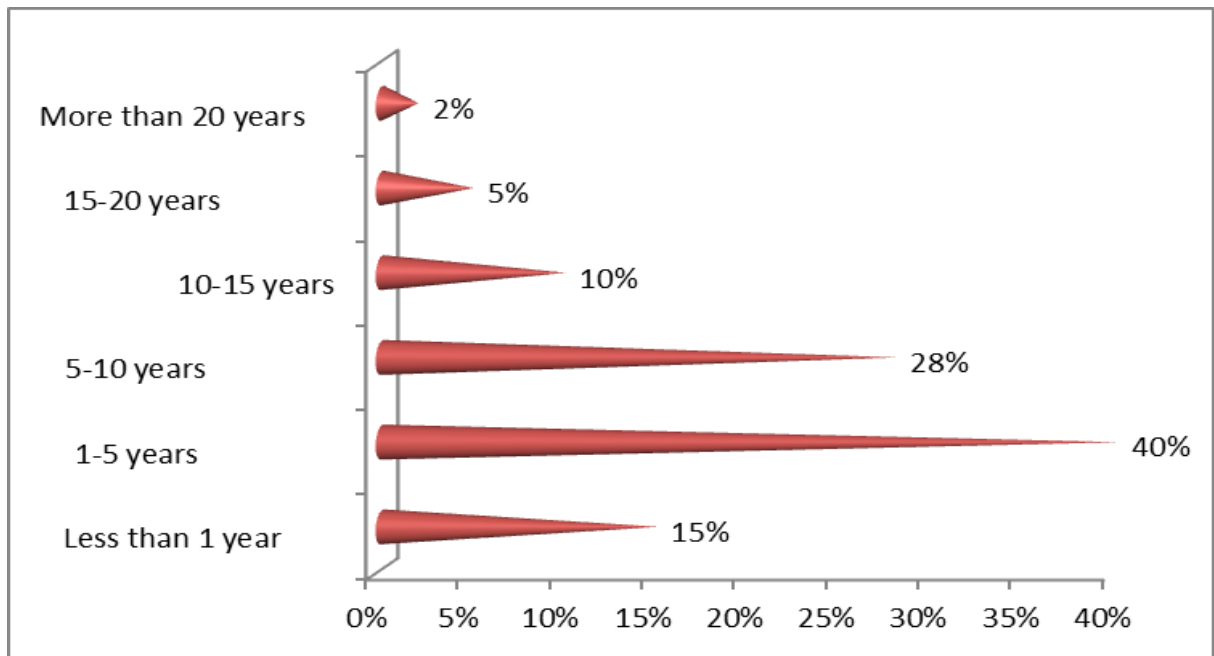
**Source: Author (2016)**

From the findings most (45%) of the respondents had a postgraduate level of education, 35% had undergraduate level, while 20% had college level of education. This infers that majority of the respondents in the NGOs were well trained thus had rich information and knowledge on nexus between career development programs and employee retention in international Non-Governmental Organizations and therefore there was higher chances that they would offer reliable information.

#### **4.3.4. Duration of Working in the Current Position**

The respondents were requested to indicate the duration of working in the Current Position within the organization. The findings are presented in the figure below

**Figure 4.4. Duration of Working in the Current Position**



**Source: Author (2016)**

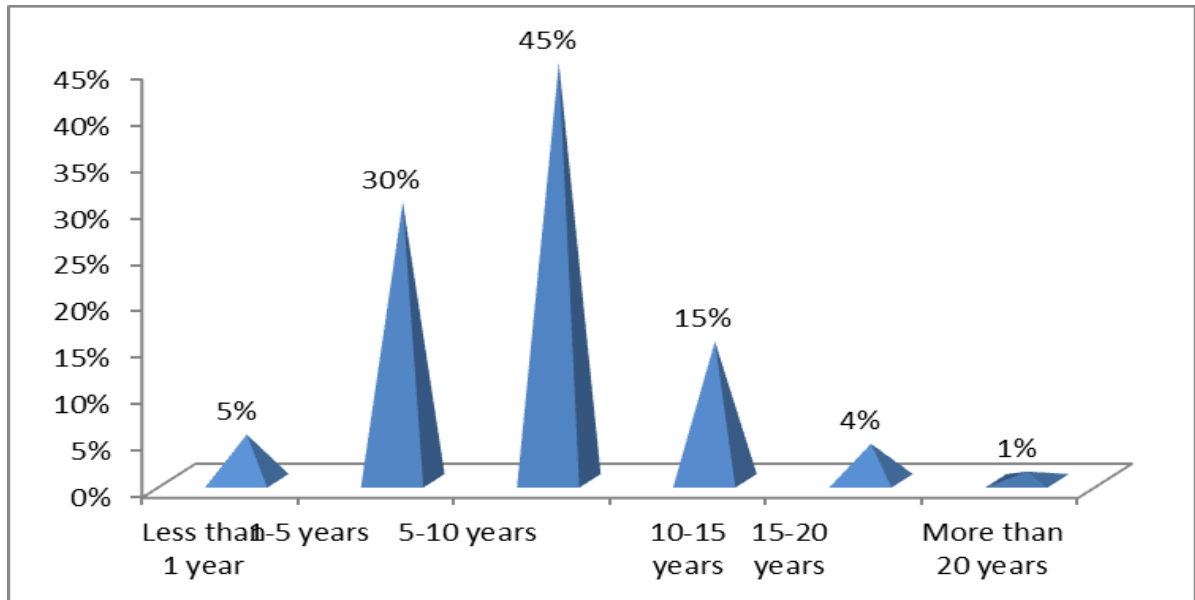
From the findings above most (40%) of the respondents had worked in their current position within the organization between 1-5 years, 28% indicated 5-10 years, 15% indicated less than 1 year, 10% indicated 10-15 years, 5% indicated 15-20 years, while 2% indicated more than 20 years. This depicts that majority of the respondents had worked in the NGO for at least a longer duration to gain experience in how career development and employee retention works.

#### **4.3.5. Duration of Working in the Organization**

The respondents were requested to indicate the duration of working in the organization.

The findings are presented in the figure below

**Figure 4.5. Duration of Working in the Organization**



**Source: Author (2016)**

From the findings above most (45%) of the respondents had worked in the organization between 5-10 years, 30% indicated 1-5 years, 15% indicated less than 10-15, 5% indicated less than 1 year, 4% indicated 15-20 years, while 1% indicated more than 20 years. This depicts that majority of the respondents had worked in the NGO for at least a longer duration to gain experience in how career development and employee retention works.

#### **4.4. Career Development Programs**

The objective of this study was to determine the effect of career development programs on employee retention in international nongovernmental organizations in Kenya. This section presents the findings on Career Development Programs. Career development programs are functions of human resource management that develop the work life and identify competencies required by individual staff to manage their career objective which

should be in line with organization objective. For analysis purposes the findings were presented in a scale of 1-5, where  $\leq 1.5$ =strongly disagree,  $1.5 \leq 2.5$ =disagree,  $2.5 \leq 3.5$ =moderately agree,  $3.5 \leq 4.5$ =agree, and  $4.5 \leq 5$ =strongly agree. The findings are presented in subsequent sections.

#### 4.4.1. Organizational Career Planning

The respondents were requested to indicate the level of agreement concerning Organizational Career Planning. The findings were as shown below.

**Table 4.1. Organizational Career Planning**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Organizational Career planning is a fundamental human resource policy in the NGO	3.85	0.8120
There are fellow employees in the firm to help when called upon or volunteer to help with career challenges	3.70	0.9623
There is room for individual assessments of abilities, interests, career needs, and goals	3.62	0.7556
There are organizational assessments of employee abilities and potential	3.98	0.6543
I have set my career goals	3.52	0.8897

**Source: Author (2016)**



From the findings the respondents agreed that organizational career planning is a fundamental human resource policy in the NGO (mean=3.85), and there is room for individual assessments of abilities, interests, career needs, and goals (mean=3.62), there are organizational assessments of employee abilities and potential (mean=3.98). The respondents also agreed that there are fellow employees in the firm to help when called upon or volunteer to help with career challenges (mean=3.70), and I have set my career goals (mean=3.52). This analysis implies that organizational Career planning is a fundamental human resource policy in the NGO. Career planning is a nonstop procedure of self-appraisal and objective setting outlined by representative and manager keeping in mind the end goal to work in accordance with authoritative target. It helps the workers to hold each other and be able to assess the challenges and know how to deal with them.

#### **4.4.2. Employee Coaching and Mentoring**

The respondents were requested to indicate the level of agreement concerning Employee Coaching and Mentoring. The findings were as shown below.

**Table 4.2. Employee Coaching and Mentoring**

<b>Statements</b>	<b>Mean</b>	<b>Std.</b>
Employee coaching and mentoring is a fundamental human resource policy in the NGO	3.81	0.0218
Coaches and mentors indulge employees in case of job challenges	3.39	0.1236
Coaches and mentors guide employees to discover career solutions on their own	3.68	0.1023

Coaches and mentors are influential to the employees	3.48	0.3456
Coaches and mentors are always around when needed	3.55	0.2215

**Source: Author (2016)**

From the findings the respondents strongly agreed that employee coaching and mentoring is a fundamental human resource policy in the NGO (mean=3.81), and by Coaches and mentors guide employees to discover career solutions on their own (mean=3.68). The respondents also agreed that Coaches and mentors are always around when needed (mean=3.55). In addition the respondents agreed to a moderate extent that coaches and mentors are influential to the employees (mean=3.48), and that coaches and mentors indulge employees in case of job challenges (mean=3.39). This analysis depicts that employee coaching and mentoring is a fundamental human resource policy in INGOs. Coaching enhance the association by helping its representatives develop and create and along these lines improve general generation and benefit. Training and tutoring is neither modest nor a substitute for different types of learning and expert improvement. Drilling and coaching is about empowering and advancing proficient advancement in light of existing limits and the potential for development.

#### **4.4.3. Career Counselling**

The participants were requested to specify the level of agreement concerning Career counselling. The findings were as shown below.

**Table 4.3. Career Counselling**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Career counseling is a fundamental human resource policy in the NGO	3.68	0.2178
The organization has experienced and seasoned counselors that provide counseling and support to employees facing challenging	3.51	0.3245
Employees are frequently given counseling to give them sense of direction in their career path.	3.50	0.1867
Employees are given support and counseling before they are retire	3.56	0.2365

**Source: Author (2016)**

From the findings the respondents agreed that career counselling is a fundamental human resource policy in the NGO (mean=3.68), followed by employees are frequently given counselling to give them sense of direction in their career path (Mean=3.50), employees are given support and counselling before they are retire (mean=3.56), and the organization has experienced and seasoned counsellors that provide counselling and support to employees facing challenging task (mean=3.51). This analysis depicts that career counselling is a fundamental human resource policy in INGOs. Career development practice helps representatives comprehend their intentions, their qualities, and how they may add to the association general technique objective. It furnishes them with learning of the work showcase; abilities to make instruction preparing, life and work

decisions; chances to experience group administration and work life; and the apparatuses to arrange a vocation.

#### 4.4.4. Training

The respondents were requested to indicate the level of agreement concerning Training.

The findings were as shown below.

**Table 4.4. Training**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Training is a fundamental human resource policy in the NGO	3.67	0.1321
There is a well-designed and widely shared training policy in the organization	3.82	0.1973
Employees clearly understand what training programs can speed up their career progress in their desired direction	3.56	0.2564
The organization recognizes completion of training as incentives for successful outcomes	3.39	0.2389
Training programs are in line with employees' learning culture	3.20	0.1575

**Source: Author (2016)**

From the findings the respondents strongly agreed that there is a well-designed and widely shared training policy in the organization (mean=3.82), followed by the training is a fundamental human resource policy in the NGO (Mean=3.67), and that employees

clearly understand what training programs can speed up their career progress in their desired direction (mean=3.56). The respondents further agreed to a moderate extent that the organization recognizes completion of training as incentives for successful outcomes (mean=3.39), and that training programs are in line with employees' learning culture (mean=3.20). This shows that there is a well-designed and widely shared training policy in INGOs.

#### **4.4.5. Talent Management**

The respondents were requested to indicate the level of agreement concerning Talent Management. The findings were as shown below.

**Table 4.5. Talent Management**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Talent Management is a fundamental human resource policy in the NGO	3.20	0.1321
Employees are objectively evaluated based on individual skills	3.11	0.1972
There is a clear and objective promotion policy	2.89	0.2562
The Organization keeps track of employee talent development	2.99	0.3244
The right people are recruited and deployed at the right place	2.66	0.1571

**Source: Author (2016)**

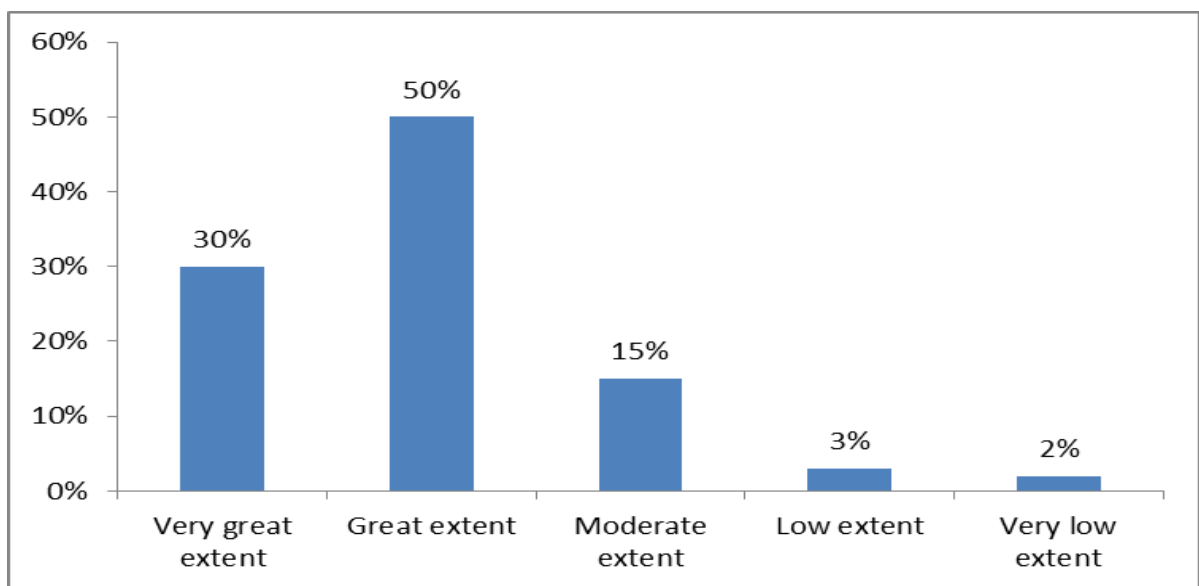
From the findings the respondents agreed to a moderate extent that talent management is a fundamental human resource policy in the NGO (mean=3.20), followed by employees are objectively evaluated based on individual skills (Mean=3.11), the organization keeps

track of employee talent development (mean=2.99), there is a clear and objective promotion policy (mean=2.89), and the right people are recruited and deployed at the right place (mean=2.66). This analysis implies that talent management is not a very useful human resource policy in INGOs.

#### 4.4.6. Career Development Programs and Employee Retention

The respondents were requested to indicate the extent to which career development programs affect employee retention in their organizations. The findings were as shown below.

**Figure 4.6. Career Development Programs and employee retention**



**Source: Author (2016)**

From the findings majority (50%) of the respondents indicated that to a great extent that career development programs affect employee retention, 30% indicated to a very great extent, 15% indicated to a moderate extent, 3% indicated low extent, while 2% indicated

very low extent. This analysis depicts that career development programs affect employee retention in INGOs.

#### 4.5. Employee Retention

The respondents were requested to indicate the level of agreement Employee Retention. The responses were placed on a five Likert scale ranging from 1-5 where  $\leq 1.5$ =strongly disagree,  $1.5 \leq 2.5$ =disagree,  $2.5 \leq 3.5$ = moderately agree,  $3.5 \leq 4.5$ =agree, and  $4.5 \leq 5$ =strongly agree. The findings were as shown below.

**Table 4.6. Employee Retention**

<b>Statements</b>	<b>Mean</b>	<b>Std.Dev.</b>
Compensation plays significant role in attracting and retaining good employees	3.40	0.1375
A good work environment enhance employee retention	3.75	0.3181
A good corporate culture and communication is a key in employee retention in the organization	3.32	0.2222
There is low labour turnover in the organization	3.35	0.3195
Employees tend to remain with the organization when they feel their capabilities, efforts and performance contributions are recognized and appreciated	3.64	0.2138
Investment on employee Training and career development is considered important factor by the organization	3.54	0.1246

Employees are satisfied with their wages	3.27	0.4322
Organization desire to strengthen their bond with employees must thus spends on their development	3.49	0.2345
The Organization determine the interests and needs of employees enhancing employee retention	2.89	0.1008

**Source: Author (2016)**

From the findings the respondents agreed that a good work environment enhance employee retention (mean=3.75), and by employees tend to remain with the organisation when they feel their capabilities, efforts and performance contributions are recognized and appreciated (mean=3.64), and that Investment on employee Training and career development is considered important factor by the organization (Mean=3.54). The respondents further agreed moderately that Organization desire to strengthen their bond with employees must thus spends on their development (mean=3.49), compensation plays significant role in attracting and retaining good employees (mean=3.40), there is low labour turnover in the organization (mean=3.35), and a good corporate culture and communication is a key in employee retention in the organization (mean=3.32), employees are satisfied with their wages (mean=3.27), and the organization determine the interests and needs of employees enhancing employee retention (mean=2.89). This analysis depicts that a good work environment enhance employee retention in INGOs. This is because the employees will feel appreciated and that their welfare is catered for.



## **4.6. The effect of Career Development Programs on Employees**

### **Retention in INGOs in Kenya**

The study further applied multiple regressions to determine the predictive power of the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

The researcher led a different regression examination in order to test relationship among factors (autonomous) on the impact of profession advancement programs on representative maintenance in worldwide nongovernmental associations in Kenya. The scientist connected the factual bundle for sociologies (SPSS) to code, enter, and register the estimations of the various relapses for the study.

Co-efficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (effect of career development programs on employee retention in international nongovernmental organizations in Kenya) that is explained by all the five independent variables (Organizational Career planning, Talent Management, Career counseling, Training, and Employee coaching and mentoring).

## Model Summary

**Table 4.7. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.797	0.635	0.592	0.043

The five independent variables that were studied, explain 63.5% of the effect of career development programs on employee retention in international nongovernmental organizations in Kenya as represented by the R<sup>2</sup>. This depicts that career development Programmes influences employee retention significantly ( $P \leq 0.05$ ).

## ANOVA Results

**Table 4.8. ANOVA of the Regression**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.24	5	22.048	9.475	.0031
	Residual	200.12	86	2.327		
	<b>Total</b>	<b>310.36</b>	<b>91</b>			

The significance value is 0.031 which is less than 0.05 thus the model is statistically significance in predicting how the career development factors (Organizational Career planning, Talent Management, Career counseling, Training, and Employee coaching and mentoring) affect employee retention in international nongovernmental organizations in Kenya. The F critical at 5% level of significance was 2.368. Since F calculated is greater than the F critical (value = 9.475), this shows that the overall model was significant. This infers that career development Programmes influences employee retention significantly.

**Table 4.9. Coefficient of Determination**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.127	0.2235		5.132	0.000
	Organizational Career planning	0.652	0.1032	0.1032	7.287	.000
	Talent Management	0.587	0.3425	0.1425	3.418	.000
	Career counseling	0.445	0.2178	0.1178	4.626	.000
	Training	0.339	0.1937	0.0937	4.685	.000
	Employee coaching and mentoring	0.319	0.1675	0.0567	3.998	.000

Multiple regression analysis was conducted as to determine the effect of career development programs on employee retention in international nongovernmental

organizations in Kenya and the five variables. As per the SPSS generated table below, regression equation

$(Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon)$  becomes:

$$(Y = 1.127 + 0.652X_1 + 0.587X_2 + 0.445X_3 + 0.339X_4 + 0.319X_5 + \epsilon)$$

According to the regression equation established, taking all factors into account (Organizational Career planning, Talent Management, Career counseling, Training, and Employee coaching and mentoring) constant at zero, the effect of career development programs on employee retention in international nongovernmental organizations in Kenya will be 1.127. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in Organizational Career planning will lead to a 0.652 increase in the effect of career development programs on employee retention in international nongovernmental organizations in Kenya; a unit increase in Talent Management will lead to a 0.587 increase in the effect of effect of career development programs on employee retention in international nongovernmental organizations in Kenya, a unit increase in Career counseling will lead to a 0.445 increase in the effect of career development programs on employee retention in international nongovernmental organizations in Kenya, a unit increase in Training will lead to a 0.339 increase in the effect of career development programs on employee retention in international nongovernmental organizations in Kenya while a unit increase in Employee coaching and mentoring will lead to a 0.319 increase in the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

This infers that Organizational Career planning contributes the most to the effect of career development programs on employee retention in international nongovernmental organizations in Kenya. At 5% level of significance and 95% level of confidence, Organizational Career planning, Talent Management, Career counseling, Training, and Employee coaching and mentoring focus were all significant, factors on the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

#### **4.7. Discussion of Findings**

The study found that career development programs affect employee retention. This agrees with a study by Prince, (2005), who asserted that career development programs are functions of human resource management that develop the work life and identify competencies required by individual staff to manage their career objective to remain in the employment sector. The study also established that organizational Career planning is a fundamental human resource policy INGOs in Kenya. A study by Leibowitz, (1986), agrees with the findings in that he states that the significant center of vocation arranging is on helping the workers accomplish a superior match between individual objectives and the open doors that are reasonably accessible in the association henceforth it regards to be an imperative necessity for the association (Leibowitz, 1986). Associations that desire to viably structure it positions with respects characterize parts and duties, must attempt the procedure of vocation wanting to guarantee adequacy in yield, furthermore upgrade profitability.

The study found that employee coaching and mentoring is a fundamental human resource policy INGOs in Kenya. This agrees with a study by Phillip (2005), who contends that

employee coaching and mentoring are two self-improvement techniques that sustain a man's own particular capacities keeping in mind the end goal to enhance conduct and execution. It has turned into an essential part of building up representatives' states of mind and conduct for association viability. The study further established that career counseling is a fundamental human resource policy INGOs in Kenya. This agrees with the findings of a study by Morgan, (2008), who argues that career counseling practice help employees understand their motives, their values and how they might contribute to the organization overall strategy objective. It gives them learning of the work showcase; aptitudes to make instruction preparing, life and work decisions; chances to experience group administration and work life; and the devices to arrange a vocation.

The study found that a well-designed and widely shared training policy in the organization. This agrees with a study by Bishop (1998), who asserted that most organizations have well defined training policy for their employee, which enhances retention. Inquiry about study finds that, bigger organizations, elite foundation and those associations, which spend more physical assets, were generally more likely to hold their ability (Bratton and Gold, 2003). The study also established that talent management is a fundamental human resource policy in INGOs in Kenya. In today's competitive market, successful organization regardless of size need employees who have the necessary knowledge and skills to make an effective contribution as drivers towards achieving a competitive edge in the organization (Perrin, 2003). The study found that a good work environment enhances employee retention. This agrees with a study by Morgan, (2010), who asserts that the workforce in an organization will be better fulfilled if administration gives them openings and proper environment to satisfy their physiological and mental

needs. The laborers will collaborate deliberately with administration and will contribute their greatest towards the objectives of the undertaking and this will help in them staying as representatives of such associations.

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

### **5.1 Introduction**

This chapter presents summary of study findings, conclusion and recommendations on the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

### **5.2 Summary of Findings**

The study established that majority of the respondents were males. This is expected in NGOs in most countries, women are less likely than men to participate in the development of career, that is, less likely to be employed or looking actively for a job.

The study also established that most of the respondents were between the ages of 36-45 years. With this age we expect that respondents are young and energetic and thus there is a higher chance of cooperation with the researcher. The study also established that majority of the respondents in the NGOs were well trained thus had rich information and knowledge on nexus between career development programs and employee retention in international Non-Governmental Organizations and therefore there was higher chances that they would offer reliable information.

The study also established that majority of the respondents had worked in the NGO for at least a longer duration to gain experience in how career development and employee retention works. Further the study found that majority of the respondents had worked in the NGO for at least a longer duration to gain experience in how career development and employee retention works. The study found that career development programs affect



employee retention. In addition, it was established that organizational Career planning is a fundamental human resource policy INGOs in Kenya. Additionally, the study found that employee coaching and mentoring is a fundamental human resource policy in INGOs in Kenya. Further the study established that Career counselling is a fundamental human resource policy in the NGO. The study found that training is a fundamental human resource policy in INGOs in Kenya. It was also established that Talent Management is not a useful human resource policy in INGOs in Kenya. Further, the study established a good work environment enhances employee retention in INGOs in Kenya.

The study finally established that organizational career planning contributed the most to the effect of career development programs on employee retention in international nongovernmental organizations in Kenya. At 5% level of significance and 95% level of confidence, organizational career planning, talent management, career counselling, training, and Employee coaching and mentoring focus were all significant, factors on the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

### **5.3. Conclusion**

The study concluded that Career planning is a fundamental human resource policy in INGOs in Kenya. Additionally, the study concluded that employee coaching and mentoring is a fundamental human resource policy in INGOs in Kenya. The study concluded that Career counselling is a fundamental human resource policy in INGOs in Kenya. The study also concluded that training is a fundamental human resource policy in INGOs in Kenya.

The study also concluded that organizational career planning contributed the most to the effect of career development programs on employee retention in international nongovernmental organizations in Kenya. Finally, the study concluded that at 5% level of significance, 95% level of confidence, organizational career planning, talent management, career counselling, training, and Employee coaching, and mentoring focus were all significant, factors on the effect of career development programs on employee retention in international nongovernmental organizations in Kenya.

#### **5.4 Recommendations**

The study recommends that:

International nongovernmental organizations in Kenya must put measures in place to make such they become employer of choice. This can be achieved by adopting best practices that facilities the growth and development of employees, which in turn reduces turnover as employees would become increasingly attached, engaged and satisfied. The ensuing paragraphs cover the best practices that should be adopted to facilitate the development of employee and their eventual retention to achieve organizational objective.

INGOs in Kenya must ensure that their recruitment policy should be based on getting the best people who have the suitably competencies and capabilities to match tasks. This helps in the development of talents to take over future roles within the organization, and also serve as a way of preventing shortages of competent people in the organization.

INGOs in Kenya ought to likewise have an organized profession advancement arrange. This can help workers to get a superior long term view regarding their advancement inside the organization. This will also permit the employer to prove its commitment to empower its capacity, and it will profit both the employer and the workers.

INGOs in Kenya should also make such that their performance evaluation system procedures is done objectively and fairly. Both employer and workers gain on being conscious of position in respect with each other's waiting. By making in place performance appraisal and communicating findings, it will be clearly understand which worker are in line with results expectations.

INGOs in Kenya 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.

INGOs in Kenya 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.

INGOs in Kenya should have an effective coaching and mentoring program aimed at supporting employees as they undertake their duties and responsibilities. This system helps management to develop good relationship with employees, and also help identify talents that need to be developed.

### **5.5 Suggestions for Further Studies**

The present study sought to determine the effect of career development programs on employee retention in international non-governmental organizations in Kenya. Further studies can be conducted with a focus on other organizations with different lines of practice in order to establish any significant patterns or difference.

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## APPENDICES

### Appendix 1: Research Questionnaire

Dear Respondent,

I am Khadijetou Wane , a postgraduate student at The University Of Nairobi carrying a research on effect of career development programs on employee retention of international nongovernmental organizations in Kenya. The research is for academic purpose and all the information provided will be treated with utmost confidentiality.

**Instructions:** Place a tick (/) in the bracket in front of the most appropriate response. Where explanation is required, use the space provided. **DO NOT WRITE YOUR NAMES ANYWHERE IN THIS DOCUMENT.**

#### SECTION A: GENERAL INFORMATION

##### 1. Gender

Male

Female

##### 2. Please indicate your age bracket

Below 25 years

25-35 years

36-45 years [ ]

46-55 years [ ]

56 years and above [ ]

3. What is your highest level of education?

College education [ ]

Undergraduate [ ]

Post graduate [ ]

4. What is your designation?

.....

5. How long 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 [ ]

6. How long you worked in the organization?

Less than 1 year [ ]

1-5 years [ ]

5-10 years [ ]

10-15 years, [ ]

15-20 years [ ]

More than 20 years [ ]

## **SECTION B; CAREER DEVELOPMENT PROGRAMS**

7. To what extent do career development programs affect employee retention in your organizations?

5. Very great extent [ ]

4. Great extent [ ]

3. Moderate extent [ ]

2. Low extent [ ]

1. No extent [ ]

8. Kindly indicate your level of agreement with the following Career Development programs and their influence on employee retention in your organization. Use the scale:

1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree

	1	2	3	4	5
<b>Organizational Career Planning</b>					
Organizational Career planning is a fundamental human resource policy in the INGO					
There are fellow employees in the firm to help when called upon or volunteer to help with career challenges					
There is room for individual assessments of abilities, interests, career needs, and goals					
There are organizational assessments of employee abilities and potential					
I have set my career goals					

	1	2	3	4	5
<b>Employee Coaching and Mentoring</b>					
Employee coaching and mentoring is a fundamental human resource policy in the INGO					
Coaches and mentors indulge employees in case of job challenges					

Coaches and mentors guide employees to discover career solutions on their own					
Coaches and mentors are influential to the employees					
Coaches and mentors are always around when needed					

	1	2	3	4	5
<b>Career counseling</b>					
Career counseling is a fundamental human resource policy in the INGO					
The organization has experienced and seasoned counselors that provide counseling and support to employees facing challenging task					
Employees are frequented given counseling to give them sense of direction in their career path.					
Employees are given support and counseling before they are retire.					

	1	2	3	4	5
<b>Training</b>					
Training is a fundamental human resource policy in the INGO					
There is a well-designed and widely shared training policy in the organization					
Employees clearly understand what training programs can speed up their career progress in their desired direction					
The organization recognizes completion of training as incentives for successful outcomes  Training programs are in line with employees' learning culture					



	1	2	3	4	5
<b>Talent Management</b>					
Talent Management is a fundamental human resource policy in the INGO					
Employees are objectively evaluated based on individual skills					
There is a clear and objective promotion policy					
The Organization keeps track of employee talent development					
The right people are recruited and deployed at the right place					

**Section C; Employee Retention**

7. Kindly indicate your level of agreement with the following statements. Use the scale:

1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree

	1	2	3	4	5
<b>Employee retention</b>					
Compensation plays significant role in attracting and retaining good employees					
A good work environment enhance employee retention					
A good corporate culture and communication is a key in employee retention in the organization					
There is low labour turnover in the organization					
Employees tend to remain with the organisation when they feel their capabilities, efforts and performance contributions are recognized and appreciated					
Investment on employee Training and career development is considered important factor by the organization					
Employees are satisfied with their wages					
Organization desire to strengthen their bond with employees must thus spends on their development					
The Organization determine the interests and needs of employees enhancing employee retention					

8. In your opinion, what other things would you consider important and can retain employees but are currently not in place at your work place.....

## **Appendix II: List of INGOs**

1. The Ford Foundation
2. The Aga Khan Foundation
3. CARE Kenya
4. Save the Children
5. World Vision
6. Catholic Relief Services
7. Christian Children's Fund
8. SOS-Kinderdorf International
9. Oxfam
10. World Concern
11. Medecins Sans Frontiers
12. Concern Worldwide
13. Pact Kenya
14. Mellempfolkeligt Samvirke (MS) Kenya (Danish Association for International Cooperation)
15. Merlin (Medical Emergency Relief International)
16. International Rescue Committee
17. Pathfinder International
18. Winrock International Institute for Agricultural Development
19. Transparency International
20. Plan
21. Population Services International

22. Action Aid
23. The Kenya Human Rights Commission
24. The Coalition on Violence Against Women-Kenya
25. The National Empowerment Network of People Living with HIV and AIDS in Kenya
26. Sight savers International
27. Help Age Kenya
28. Help A Child Africa (HACA)
29. Africa Inland Church, AIC Children Homes Organization
30. Land O'Lakes
31. Civil Society Democratic Governance Facility (CSDG) Amkeni Kenya
32. Kenya Africa Project
33. UNICEF
34. World Health Organization
35. Erdemann International LTD
36. CUTS International
37. Achoki Bitengo Foundation Africa Humanitarian Action
38. African Medical Research Foundation(AMREF)
39. Alliance On Child Protection In Kenya
40. Christ Hope International
41. Daughters of Africa foundation
42. Green Belt Movement
43. Karura community social Justice

44. Center For Minority Rights
45. International Planned Parenthood Federation, Africa Region
46. Kenya Alliance for the Advancement of Children
47. Widows and Orphans Welfare Society of Kenya
48. League of Kenya Women Voters.
49. International Planned Parenthood Federation, Africa Region
50. Association Of Former International Civil Servants Kenya,
51. Agricultural Technology And Information Programme Ambeka Resource Centre ,
52. Arise Community Development Centre arts For Better Development  
Communication African Christian In Development (Acid),
53. Kenya Africa Project,
54. Kenya Africa Foundation For Human Rights And Tolerance (East Africa)
55. Ark Of Social Development In Kenya (Asda) ,
56. Biological Safety Association (Af,Bsa)
57. Achoki Bitengo Foundation Africa Humanitarian Action
58. Awen Foundation Act Up Community ,
59. Development Programme Africa's Restoration And Development Alliance For  
African Assistance ,
60. Africa Peace And Development Organization
61. Alliance On Child Protection In Kenya
62. Better Care Women Programme
63. Community Health and Rescue Centre
64. Combined Effort for Development Awareness (Ceda)

65. Christ Hope International
66. Child Life Protection Initiative
67. Centre for Women Empowerment and Development
68. Fadhila Community Development Programme
69. Daughters Of Africa Foundation
70. Dove Foundation
71. Disabled Voice Organization (DIVO)
72. Environmental Youth Alliance Kenya
73. Education Enhancement Centre
74. East Pokot Pastoralist Development Project
75. International African Manpower Institute Intensified Farming For Arid And Semi Arid Resident (Ifarsar)
76. Jaribu Agents For Development Forum
77. Joint Rural Development Organization
78. Kaloleni Development Organization
79. Kenya Informal Traders Assembly
80. Karura Community Social Justice
81. Lake Victoria Environment And Development Organization
82. Kenya Alliance For The Advancement Of Children
83. Widows And Orphans Welfare Society Of Kenya
84. Education Centre For Women In Democracy (ECWD)
85. Environment Liaison Centre International
86. International Planned Parenthood Federation, Africa Region

87. African Women's Development & Communication Network (FEMNET)
88. Cohort For Research On Environment, Urban Management And Human Settlements
89. Forum For African Women Educationalists
90. League Of Kenya Women Voters,
91. Federation Of Women Lawyers In Kenya
92. Rural Enterprising As A Community Help

**Source:** *<http://www.internationalngo.co.ke>*