

**THE RELATIONSHIP BETWEEN CAREER PROGRESSION AND PERCEIVED  
ORGANIZATIONAL SUPPORT AMONG PRISON OFFICERS IN KAMITI  
COMMAND, NAIROBI COUNTY**

**BY**

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**NOVEMBER, 2020**

## DECLARATION

I declare that this research work presented hereon is my original work and has not been presented to any other examiner for other awards.

Signed \_\_\_\_\_

Date \_\_\_\_\_

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This project is presented for examination purpose with my knowledge and approval as the university supervisor.

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## **DEDICATION**

To my family, for the immense support; this is for you.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BI</b>	-	Borstal Institution
<b>CGP</b>	-	Commissioner General of Prisons
<b>C.P</b>	-	Career Progression
<b>G.K</b>	-	Government of Kenya
<b>KPS</b>	-	Kenya Prisons Service
<b>NACOSTI</b>	-	National Council of Science and Technology
<b>POS</b>	-	Perceived Organizational support
<b>P.C</b>	-	Prison Constable
<b>PSC</b>	-	Public Service Commission
<b>SPSS</b>	-	Statistical Package for Social Sciences
<b>SRC</b>	-	The Salaries and Remuneration Commission
<b>Y.C.T.C</b>	-	Youth Corrective Training Centre

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## ABSTRACT

Career progression is the process of climbing up the ladder during one's career life. Career progression or promotions among other expected rewards such as favorable working conditions, pay rise, recognitions, respect, approvals, emotional support is an aspect of enhancing Perceived organizational support. This is especially if the employees or workers in a particular organization understand that their company is giving it to them in a more voluntary manner. Perceived Organizational support is how employee's beliefs and perceive that their organization is mindful of their well-being and acknowledges their efforts and contributions. If Perceived Organizational support is high in an organization, it breeds organization commitment, organization attachment, reduces rate of voluntary turnover among other benefits. Wellbeing of employees as stated in theory of exchange can among others be seen in aspects like good remuneration and promotions (career progression). The purpose of the study was to establish the relationship between career progression and perceived organizational support among prison officers in a case of Kamiti Command. The study specifically sought to find out the relationship between career progression and perceived organizational support in various categories of prisons, in regards to gender, among officers who had served in different years of service and officers in different entry ranks. The study used correlational study design where it sought to find out the relationship between career progression and perceived organizational support among prison officers. The researcher adopted the mixed method approach. The target population in study was 1531 prison officers stationed in the four different categories of prisons within Kamiti Command. The researcher selected 307 participants according to modified Cochran formula for the quantitative data using stratified proportionate random sampling technique and 10 key informants who were selected through judgmental sampling to give in-depth response on the study for the qualitative data. The researcher collected primary data for quantitative analysis using drop and pick self-administered questionnaires. Quantitative data was coded using Statistical Package for Social Sciences (SPSS Version 25.0). Quantitative data was analyzed using descriptive statistics such as frequencies, percentages, variance and standard deviation. Chi square and Pearson Moment Correlation was used to test the hypotheses. Tables and figures were used in presentation of analyzed data. using statistics Themes from qualitative data were analyzed through written narrative analysis. The study found that employees disagreed that Kenya Prison was keen on supporting career progression for the employees. The study found that employees disagreed that Kenya prisons service has put emphasis on support of employee's psychological, emotional and general wellbeing neither does the organization value their commitment and contribution to the organization which has adversely affected their perceptions about the organization. The study concluded that career progression has a statistical significant effect on perceived organizational support with correlation of 0.641 at 95% significance level. Finally, there was a significant relationship between entry rank, category of station, gender, length of service, career progression and perceived organizational support significant at 95 CI.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

In any set up of a given organization, the relationship between the organization and employees goes beyond money, services rendered, knowledge and information exchanged. This mutual relationship also involves, socio-emotional and psychological resources such as respect, acknowledgement appreciation, acceptance, affiliation, and emotional support that lead to organizational identification. Perceived organizational support (POS) is the understanding of workers on the degree over how the company they work for cares for their well-being and values their commitment and contribution (Eisenberger & Stinglhamber, 2011). According to Rhoades & Eisenberger (2002), fairness in treatment of employees, perceived supervisor support, organizational rewards like recognition, pay and promotions, job security, autonomy for employees in their sections of work, trainings are antecedents of perceived organizational support.

As argued by Rhoades & Eisenberger (2002), organizational support theory in social exchange, on the bases of reciprocity the norm, employees who have higher levels of perceived organizational support have a higher likelihood of feeling obligated to reciprocate it with positive attitudes and commendable work behaviors in relation to employees with lower levels of perceived organizational support. In the reciprocity norm, employees also expect that their improved success and performance on behalf of the organization will be acknowledged and compensated. Employees experience increased levels of Perceived Organizational support when their opinions are respected by the organization and provided with opportunities for professional development. Employees in an organization who experience or perceive high levels of support have a high likelihood to engage in positive work behaviors, whereas workers perceiving lower levels of support have a less likelihood to fully engage in the work, as they feel less obligated and attached to the organizations (Eisenberger & Stinglhamber, 2011) .

When companies and organizations willingly provide workers with services instead of offering them requirements, employees can view that assistance as being sincerely appreciated and supported by the company. If workers view their organizational incentives and advantageous working conditions such as pay increase, promotions, career advancement

as voluntary activities and as evolving more in a non-strained manner, Perceived Organizational support can be improved to a greater magnitude (Eisenberger et al., 1986).

The theory of organizational support describes how Perceived Organizational support evolves and creates positive outcomes for workers and the organizations the work for. The theory further notes that workers perceive their employer through the prism of how favorably or unfavorably the company treats them (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The theory of organizational support describes how POS for workers and organizations evolves and creates positive outcomes. In addition, the theory notes that workers interpret their organization through the lenses of how favorably or unfavorably the organization treats them.

Career progression is the process of climbing up the ladder during one's career life (Bossu et al., 2018; Twalib, 2017). Promotion or career growth is a mechanism in which an employee of an organization is presented with a larger proportion of duties and responsibilities, a higher pay-scale, higher job group and privileges, or status compared with the old or all at the same time. (Islam et al., 2013 ; Zeb, 2010). Promotions are not only advantageous to workers, but also extremely valuable to the company. It raises the morale of promoted workers, boosts their efficiency and thereby enhances the organization's overall income (Bossu et al., 2018). Career progression or promotions among other expected rewards such as favorable working conditions, pay rise, recognitions, respect, approvals, emotional support is an aspect of enhancing POS if the employees interpret that the organization is giving it to them in a more voluntary manner. A selection of rewards can be used by organizations to inspire their workers. Demotivated workers are disappointed and dissatisfied which may cause them to be unable to participate to the best of their ability (Elorza et al., 2016). Employees who perform extemporarily great in their organizations expect their organization to reward them with of extra incentives, such as promotion. When employees gain extra skills, expertise, competence and knowledge, the organization ought to assign them with additional authority and responsibility (Belyh, 2015).

When there is Perceived Organizational support within an organization, it breeds organization commitment, job-related affect, job involvement, increases performance, reduces psychological and emotional strains at work place, increases desire to remain with the organization and also reduces employee's withdrawal behavior and voluntary turnover. Wellbeing of employees as stated in theory of exchange can among others be seen in aspects

like good remuneration and promotions (career progression). Employees worldwide have global views on the degree of magnitude to which the employer values its effort and worries for its well-being (Kurtessis et al., 2017).

The findings of Bossu et al., (2018) noted that working within academic standards-dominated institutions (Especially if the same standards are unpredictable) can generate a sense of institutional indifference, confusion, and even animosity that can have a major effect on employee performance and retention. Most universities in Australia provide guidelines that support promotion for academic personnel at various progressive steps of their careers (Graham, 2009). As argued by Amin (2019), among the initiatives rolled out to look in the welfare of public servants as a basic goal of institutional reforms, career advancement was essential in the international context of work grading in the Egyptian administrative structure. He also claims that this is one of the ways in which public servants are motivated in the direction of self-development which is seen as motivation to work and efficiency that contributes to stabilizing workers in their workplaces. Job grading should increase the output level of the administrative system efficiently, satisfy the workers and inspire them. On the other hand, the neutrality-based job structure motivates workers for self-development, contributes to workforce stability as well as administrative processes, and enhances public service.

In Kenya, vacancies for promotions for government employees are provided for by public service commission where prisons officers fall under this category. The vacancies for promotions are in accordance to The Commission on Salaries and Remuneration (SRC) which, pursuant to Article 230 of the Kenya 2010 Constitution, is required to create and periodically review the remuneration and benefits of all State officers and to advise the national and county governments on the remuneration and benefits of all other government officials. (Kenya Ministry of Justice and Constitution Affairs & -, 2010). This therefore may affect the career progression in Kenya Prisons. Kenya Prisons Service is a Department currently under the Ministry of Interior and Coordination of National Government. Kenya Prisons Department is categorized as a uniformed government agency and a disciplined entity whose establishment is under the Prisons Act Cap 90 and Borstal Institutions Act Cap 92 Laws of Kenya. The Commissioner General of Prisons (CGP) is the chief head of Kenya Prisons Service. The department's primary responsibility is to contain offenders in safe custody, rehabilitate and reform offenders, facilitate administration of justice and promote



prisoner's opportunities for social reintegration. This contributes to public safety and protection by ensuring that all individuals who are legitimately confined to detention facilities are in safe custody, as well as by promoting the rehabilitation of custodial convicted criminals for reintegration into the community. Today, Kenya has 119 prisons, 1 Youth Corrective training Centre and 3 Borstal Institutions- for young offenders where two (2) are for boys and one (1) for girls. The staff population has grown tremendously from 319 in 1911 to 52,000 (Kenya Prison Service Strategic plan 2008-2011). Today 24441 officers are in service, 19667 being male officers and 4474 being female officers (Economic survey, 2019). According to the survey, officers in adult prisons are 19619 male officers and 4385 being female officers. 348 male officers and 89 female officers are deployed in juvenile prisons working closely with the 824 probation officers. Kamiti Command consists of four different categories of prisons. Kamiti Maximum has about three thousand inmates with staff strength of seven hundred and eighty (780), Kamiti Medium prison with a capacity of about eight hundred inmates and four hundred and ninety-three staffs (493), Y.C.T.C and Juvenile remand has about two hundred inmates (200) with staff strength of 145 and Kamae B.I with about 80 inmates and 113 staffs.

Upward mobility in one's career at Kenya prisons would involve moving from the lowest rank in prison which is the prison constable (P.C) up to the highest rank in prisons service which is the commissioner general of prisons (CGP). The upward mobility may also be moving from an entry rank which may be as either professionals/technicians (corporal to Sergeant), cadets at inspectorate levels (inspectors and chief inspectors) or cadet as a commissioned officer (superintendent and above) and any vertical movement up from a particular junior rank to a higher rank. The moving up from one rank to another or through the ranks is termed as promotion. However, the issue of promotions in Kenya prisons service has led to several cases in industrial court by discontented officers in efforts to lobby the employer to offer better terms on career progressions and promotions citing challenges in career progression among prison officers. Upward mobility and salary increments in the Prison Service are elusive. Officers with qualifications like long service, clean records and academic qualifications expressed hopes of moving up the rank as becoming slimmer by the day. Despite the growth in staff population, the contribution of the prisons department to improve the well-being and measure to cater for prison officer's social emotional needs through development of social infrastructure like housing, better remuneration, and career progression through promotions, trainings of officers in areas like dynamic security, much

more needs to be done as witnessed in the current prison setup (Madoka et al., 2008). It is against this background that the researcher will investigate the relationship between career progression and Perceived Organizational support among prison officers from officers attached within Kamiti Command.

## **1.2 Statement of the Problem**

The Kenya Prisons Service contributes to the public safety and security by ensuring safe custody and social rehabilitation of inmates for community reintegration. It provides this through the 119 institution County wide with a population of about fifty-five thousand (55,000) inmates which is quite large number of citizens(Kenya Prisons Services, 2007). However, for this important role to run smoothly, employees of Kenya prisons service need to have a positive perception that prisons department values their contribution and their commitment to the department Job versatility is an essential part of life both to the organizations and to workers (McGinley & Martinez, 2018). Lack of career progression may be in the form of that the opportunities for career upward mobility are either limited or nonexistent (Twalib, 2017). Career advancement increases motivation & efficiency and as a result, workers become more involved and productive when they feel valued at their workplace. This is because they are willing to invest in an organization that invests in them. Sicherman & Galor (1990) stated that, if employees are not promoted, they are likely to leave the organization. According to The Prisons Services (2009), the rate of desertion of duties is high among constables. Again, there have been cases in industrial court by discontented officers on career progressions in Kenya prisons service in efforts to lobby the employer in better terms of progressions and promotions. This is despite Kenya prisons service having a scheme of service approved by public service commission in 2015. The findings by the industrial court confirmed with the complaints from the prisons officers that upward mobility and salary increments in the Prison Service are elusive.

Several studies that have been done in the past have shown that there is positive effect of perceived organizational support in terms of growing the positive attitudes of workers towards the organization and function (Kurtessis et al., 2015). Previous studies have also found that perceived organizational support lead to organization commitment, reduces voluntary turnover intentions and breeds affective attachment among employees (Rhoades & Eisenberger, 2002). On the contrary, Prisons department has lost several employees who have transferred services to other ministries, parastatals and to the private sector upon

advancement in their studies and attainment of experience in their profession as prison officers citing frustrations from the prisons department in their career development and advancement. According to Adams & Freedman (1976), employees are in constant comparison with their colleagues within the same organization, they also compare the rewards from their organization versus the effort they put in their work and employees will also compare their rewards versus the rewards of other employees in other organizations whom they perceive they are in same category. If they detect inequity, they may try to bring equity by withdrawing or downgrading their commitment to the organization. The issue of unfair remuneration and rewards of Prison officers comparing themselves with the National Police Service and other government employees have been raised in several instances have been raised. Consequently, this inequity contributed to a go slow in 2008 and that led to an investigations led by H. Madoka (a former minister for Foreign Affairs and Internal Security in Kenya) which was documented on Report of the High Level Committee on the Prisons Crisis. In the report, among the recommendations was how to solve the raised issue of equity in remuneration with the counterparts to Prisons and advised the prisons department to establish criteria/procedures of promotion as provided for in the prisons standing orders that should be followed (Madoka et al., 2008).

Despite the implementation of the Madoka report recommendations by Kenya prisons service together with public service commission through approving a scheme of service to guide promotions of uniformed prisons officers as partial fulfillment of recommendations made in Madoka (2008) report, issues of promotions in Kenya Prisons are still facing turbulence. Ideally, based on the scheme of service, 3 years in the same rank is stipulated as one of the minimum requirements for progression to a higher rank. However, officers who have petitioned prisons department in industrial court of Kenya on issues of unfairness in promotions cited to have more than 10 years in the same rank. This turbulence may have an impact on Perceived Organizational support and therefore the researcher will investigate the relationship between career progression and perceived organizational support. On the other hand, previous studies have been carried out on the relationship between perceived organizational support and other variables but no available study that looked at the relationship between career progression and perceived organizational support. It is indeed a concern that there have been few or no studies attempting to investigate career advancement in Kenya prisons service, considering the importance of career progression in organizations.

### **1.3 Purpose of the Study**

The purpose of this study was to find out the relationship between career progression and perceived organizational support among prison officers in Kenya prisons service.

### **1.4 Objectives of the Study**

1. To find out the extent of career progression among Prison officers based at Kamiti Command.
2. To determine on Perceived Organizational support among prison officers stationed at Kamiti Command.
3. To find out the relationship between career progression and perceived organizational support among Prison officers in Kamiti Command.
4. To determine how category of Prison, gender, length of service and entry rank of an officer to the service influences career progression and Perceived Organizational support among officers in Kamiti Command.

### **1.5 Research Questions**

1. What is the extent of career progression among Prison officers based at Kamiti Command?
2. What is the level of Perceived Organizational support among prison officers stationed at Kamiti Command?
3. What is the relationship between career progression and Perceived Organizational support among Prison officers in Kamiti Command?
4. How does category of Prison, gender, length of service and entry rank of an officer influence the relationship between career progression and Perceived Organizational support among prison officers in Kamiti Command?

### **1.6 Hypotheses**

**H<sub>01</sub>** There is no significant relationship between Career Progression and Perceived Organizational support among prison officers in Kamiti Command.

**H<sub>02</sub>** There is no significant influence of category of Prison, gender, length of service and entry rank of an officer on the relationship between career progression and Perceived Organizational support among officers in Kamiti Command.

## **1.7 Justification of the Study**

Organizational support theory claims based on the viewpoint of social exchange and the reciprocity standard that workers feel obliged to return a favor of compassionate treatment obtained from their company through fostering positive attitudes towards the company as well as supporting the company achieve its objectives (Eisenberger & Stinglhamber, 2011; Gouldner, 1960). Higher levels of Perceived Organizational support is correlated with optimistic attitudes and activities at work, such as the affective involvement of workers organizational identity, work dedication and job performance (Caesens et al., 2018); Tang et al., 2017a).

Organizations that are complacent when it comes to training their staff and providing career progression result in a poor brand reputation and are not regarded to be an employer of choice (McGinley & Martinez, 2018). Perceived Organizational support is positively linked to many measures of the well-being of workers, such as work satisfaction and general wellbeing, reduced turnover intentions reduced absenteeism of workers as well as decrease in burnout (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002 ; Caesens et al., 2018). Career progression gives a sense of purpose to the employees and makes them perceive that they're advancing with the company's vision which in turn fosters loyalty. This also offers workers something more to look forward to, as it raises satisfaction rates (Rhoades & Eisenberger, 2002; Caesens et al., 2018).

Career progression therefore and perceived organizational support are important aspects that organizations need treat as crucial. However, even though previous studies have explicitly presented the benefits of career progression in organizations as well as positive consequences of Perceived Organizational support, the relationship between career progression and Perceived Organizational support in organizations has not been given much attention particularly in Kenya Prisons. Therefore, the researcher will seek to establish the relationship between career progression and perceived organizational support among officers in Kamiti Command.

## **1.8 Significance of the Study**

The study aimed to investigate the relationship between career progression and perceived organizational support among officers in Kenya Prisons Service. The study may be significant to a number of stakeholders who include employees of Kenya Prison Service,

policy makers and the general public. The findings of this study could be useful to the academic field where researchers aspiring to carry out a similar research in future or to further the research may use the knowledge from this study. Stakeholders, policy maker's decision makers and leaders in Kenya prison service may also benefit from the study if findings could be used in as a reference in implementing, evaluating, improving or maintaining the relationship between career progression and perceived organization among officers in Kenya Prisons Service for the purpose of productivity in prisons department.

### **1.9 Scope of the Study**

This study was carried out within Kamiti Command which has four different stations operating independently within the command. The respondents were officers working in the four different stations within the Kamiti Command. The research focused on finding out the relationship between career progression and perceived organizational support. The study also sought to establish if the relationship between career progression and perceived organizational support was influenced by entry ranks, gender, and category of prison and length of service among officers working within Kamiti Command. The study looked at two variables; career progression and perceived organizational support.

### **1.10 Limitations of the Study**

The researcher experienced some resistance while gathering the data for the study due to the security bureaucracy, classified information and the laid out prisons act and rules. The study also encountered limitations as there was little or no available literature documented about Kenya Prisons Service especially on areas of career progression and perceived organizational support in Kenya Prisons Service. Reflexivity was an upper arm to the researcher. The researcher created rapport with the officers by explaining the purpose of information to be purely academic.

### **1.11 Delimitation of the Study**

The respondents of the study were located within close proximity which made collection of data possible with higher success levels. Since Kamiti command has all representation of different categories of prisons in Kenya, generalization of the study findings was more accurate.

### **1.12 Assumptions of the Study**

The study was based on the assumption that there is a relationship between career progression and perceived organizational support among officers in Kenya prisons. The study also assumed that the relationship is influenced by different years of service, gender, different entry ranks and category of station.

### **1.13 Operational definition of significant terms as used in the study**

#### **Kamiti Command**

A command in the setting of prisons refers to more than one prison within the same location but operating independently except otherwise as new directives may be issued. In this case; Kamiti command has four different stations (Kamiti Maximum, Kamiti Medium, Kamiti YCTC, and Kamae Girls Borstal Institution)

#### **Career progression**

In this study, career progression referred to upward mobility from the rank of prisons constable to the highest rank which is commissioner general of prisons. It will also refer to career development in the sense of trainings, allocation of new responsibilities based on skills developed.

#### **Perceived Organizational support**

In this study, perceived organizational support was adopted from Eisenberger & Stinglhamber (2011) where he defines Perceived organizational support (POS) as Employees' understanding of the magnitude of care and concern from the organization they work towards their well-being and also appreciating and valuing their commitment and contributions to it.

#### **Organizational Commitment**

This is the long term willingness and desire of workers to stay with the company they work for, often based on corporate membership, association and loyalty. (Rhoades & Eisenberger, 2002).

#### **Organization's Commitment**

This is the organization's devotion to improving its workers not just focusing to achieving its required level of output but also focusing on developing a long-term influence on the career path of its employees.

**Turnover**

In this study turnover was used to refer to when employees in an organization decide to leave the organization on their own will due to frustration and dissatisfaction or for an organization offering better terms than their current organization.

**Desertion of duties**

In this study, this is when employees decide to just leave or abandon the organization due to frustration and without proper official procedures like resignations or retirements.

**Career progression**

In this study career progression was used to refer to the vertical climbing of employees from their entry rank to the senior most rank in Kenya Prisons Service. Some prison officers join Kenya Prisons as constables, others as professional/technicians (corporal-senior sergeant), cadets at inspectorate levels and cadets as commissioned officers. Regardless of the entry rank, these officers expect that they will progress to other ranks up to the top most rank.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter, the researcher reviewed literature on perceived organizational support and career progression. The chapter has also sections like the theoretical grounding and the conceptual framework in the study, other previous work done on areas of career progression and perceived organizational support and also established a research gap.

#### 2.1 Perceived Organizational Support

Perceived organizational support is the degree to which workers interpret the magnitude on how their company values their commitment and cares for their well-being. The understanding of organizational support by workers depends on the readiness of their company to reward their participation in the job and satisfy their need for praise and approval. POS implies that workers who assume that they obtain a greater degree of help from the company would take actions or behave within the principles of reciprocity standard (Eisenberger et al., 1986). It is the wholesome extent to which workers agree that their firm appreciates their commitment and cares for their well-being and that it adds to the sense of responsibility to workers to support their company reach its objectives (Rhoades & Eisenberger, 2002). According to Arshadi (2011), the reciprocity rule requires reverting back of advantageous consideration to the individual who treated the other well and the cycle should remain. To the degree that the reciprocity standard is extended by both the employee and the employer for their partnership, favorable treatment obtained by each party is reciprocated, resulting in beneficial results for both the employee and the organization.

Research shows that workers with elevated POS levels tend to have increased levels of commitment to their companies for which they work for as they're more pleased with their work or employment (Rhoades & Eisenberger, 2002). These workers have a low likelihood of lateness, absenteeism, or resignations instead, they are more inclined to doing well in the role and delivering in their positions (Allen et al., 2003; Armeli et al., 1998; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The requirement to exchange care for care can strengthen the affective devotion of workers to the they assimilate with. Perceived organizational support should also improve affective involvement by addressing socio-emotional needs such as emotional support and affiliation (Armeli et al., 1998; Eisenberger et

al., 1986). Such need fulfillment creates a deep feeling of organizational connectedness, including the integration into their social identification of the membership of workers and position status. Perceived Organizational support should reinforce the expectations of workers that their organization values and rewards improved efficiency (performance-reward expectancies). Rewards in form of benefits like promotions should have favorable outcomes like increased job satisfaction, enhanced organizational citizenship behavior (affective commitment) and efficiency in delivery of results and heightened positive favorable attitudes of employees. To the organization, it benefits because there is reduced voluntary turnover rate and withdrawal behaviors patterns like tardiness, absenteeism (Eisenberger et al., 1990).

Organizations that emphasize employee investment, participatory decision-making and the creation of growth opportunities through human resource management techniques contribute to employees perceive that they are respected by their employer and to regard themselves as part of a partnership of social exchange (Allen et al., 2003). A stable psychological state where individuals feel a sense of resilience as well as awareness is development and growth at work. Perceived organizational support changes individual's psychological states (Abid et al., 2015; Choi, 2020; Rhoades & Eisenberger, 2002). Employees will apply their expertise, knowledge and information throughout the organization when they perceive support or obtain help from their organizations according to Ahmed et al. (2013), which creates a learning atmosphere in the company, thereby fostering a learning culture throughout the organization. Organizations that wish to encourage learning need to establish qualities that enable the whole organization's learning activities (Jo & Joo, 2011).

Providing comprehensive training is a form of employee investment and the ability to engage in decision-making communicates to workers that their company values their feedback, leading to greater perceptions of organizational support (Tang et al., 2017b). Past researchers have demonstrated that workers who consider their organizations to be incredibly helpful have a high likelihood to exhibit trust and confidence and build innovative thoughts and participate in creative pursuits (Teddlie & Yu, 2007). In comparison to this, employees who regard their organizations to be somewhat not supportive, tend to think that their organizations do not value their innovative input and therefore spend less time and effort in helping or supporting the organization (Choi, 2020; Rhoades & Eisenberger, 2002). Aspects such as budget engagement have a knowledge purpose in that it motivates workers to collect, share, disseminate and communicate to the stakeholders in the company information that is important to the process of decision-making. If workers are involved in their organization's

budgets, it increases the impression that their commitment and involvement and engagement is respected (Nguyen et al., 2019 ; Islam et al., 2013) argues that, each company strives to be competitive in today's age by providing the best human resources to support their employees. This has helped organizations enhance a sense of belonging to its employees hence reducing turnover rates (Cocks & Torgerson, 2013). The view of reciprocation is also supported by Altunoğlu & Bulgurcu Gürel ( 2015) and Thabane et al. (2010) in their findings where they argue that employees in more than often seek to repay favorable treatment with loyalty to the organization.

### **2.1.1 Antecedent Factors of Perceived Organizational Support**

The theory of organizational support Eisenberger et al.,(1986), argues that perceived favorable treatment (fairness, supervisor support, organizational rewards and job conditions) from the organization to employees should raise the degree levels of perceived organizational support and the absence lowers the levels of Perceived Organizational Support.

#### **i) Organizational Rewards and Job Conditions.**

Human resource management functions and practices in organizations that are directed at demonstrating appreciation of employees contribution to the organization have been found to positively correlating with perceived organizational support (Rhoades & Eisenberger, 2002; Allen et al., 2003). These rewards and job conditions could be in form of:

- a) **Recognition, pay rise and promotions** which signal to employees that their contributions are valued has been linked Perceived Organizational support.
- b) **Job autonomy** on the other hand is how workers understand that the company that has hired them trusts them in their sections of work and that they can reschedule and decide wisely on work decisions. This has been found to raise levels of Perceived Organizational support.
- c) **Trainings** offered and facilitated by organizations to their employees communicates that the organization is ready to spend on workers and therefore fostering and increasing perceived organizational support. Size of organization has an impact on perceived Organizational support where employees feel less valued in large organizations since there could be high levels of procedures and bureaucracy which may be accompanied by rigidity and non-flexibility.
- d) **Job related role stressors** have been linked to reduce Perceived Organizational support. This is where stressors can be controlled by the organization as opposed to

natural ones. Aspects like unreasonable demands, work overload, role ambiguity, role of conflict like when an employee is tasked with mutually incompatible tasks have all been linked to negatively correlate with Perceived Organizational support.

- e) **Job security.** Perceived organizational support is enhanced when employees feel assured that the organization they work for is considering to retain them even thought out their career life. When employees live with uncertainties of layoffs either through downsizing or retrenchments, it impacts on the way these employees perceive the organization.

#### **ii) Supervisor support.**

Supervisor's actions are viewed as directives from the top most management of organizations as they are the agents of the organization to mediate between the lower levels of employees and the senior management. Treatment of supervisors to junior employees, either favorably or unfavorably affects the way employees perceive the organization (Rhoades & Eisenberger, 2002).

#### **iii) Fairness.**

Employees are keen to notice how the organization they work for equitably distributes resources to them as it indicates a concern for their welfare and wellbeing (Cropanzano & Greenberg, 1997). Procedural justice systems and decisions affecting workers, including appropriate warnings and notices prior to the implementation of decisions affect Perceived Organizational Support. When employees feel treated with fairness by their employer, they tend to feel more valued hence increasing the levels of Perceived organizational support.

### **2.1.2 Outcomes of Perceived Organizational Support in Organizations.**

According to Mowday et al. (1979), perceived organizational support is one of the positive important aspects in an organization as it has a strong impact on employee's organizational commitment, attachment, felt obligation ,job-related affect, job involvement, performance, strains , employees withdrawal behavior, the wish to continue to stay with the company and turnover intentions.

#### **i) Organization Attachment**

Employees who are committed to the company emotionally and feel compelled to continue to work for the organization and have a low like hood to dessert the organization. However, the

desire to remain is different from the emotional helplessness of feelings of being trapped in the organization because of high risk of quitting (Rhoades & Eisenberger, 2002)

### **ii) Organization Commitment**

When employees feel obligated to be commitment to the organization, it refers to the relative strength of employees' identification with the organization and involvement in organizations mission and vision (Mowday et al., 1979);(Eisenberger et al., 2011). Organization commitment is considered to have different facets ; affective commitment which is the employees emotional attachment and commitment to the company, normative attachment is the employees felt obligation to stay with the organization and continuance commitment which is associated with the cost of leaving the organization by also considering aspects like leaving the current employer their specialized skills acquired in their present job may not have application elsewhere creating fear of leaving (Amason & Allen, 1997); (Eisenberger et al., 2002).

### **iii) Performance**

Organizational commitment fosters organizational high performance. Indicators of high performance could be identified through a prism of where employees are willing to relentlessly invest their efforts at work (Ahmad et al., 2015 ; Rhoades & Eisenberger,2002). This implies that each employee works hard according to organizational expectations to achieve desired objectives, thereby adding value to his work and ultimately increasing organizational efficiency. Perceived organizational support should enhance the ordinary work tasks efficiency and behavior beneficial to the organization that goes over and above delegated duties (Eisenberger et al., 2002).

### **iv) Job-Related Affect and Job Involvement**

Previous studies on job related affect have hypothesized perceived organizational support has an influence on general affective responses to their jobs, such as job satisfaction and positive mood and responses at their work environments and sections. On the other hand, job involvement is the attribution and interest of relating to a particular job that an employee performs (Randall et al., 1999). Where competence has been greatly associated with interest in a specific work an employee performs (Eisenberger et al., 1990). Organizations where their employees perceive support from them portrays high levels of job involvement.

#### **v) Strains, withdrawal behavior and turnover intentions**

Perceived Organizational support is expected to minimize aversive psychological and psychosomatic reactions such as strains to stressors because emotional support from the organization is available. Withdrawal behavior is when employees become less active in participating on organizations activities. This is seen in desertion of duties, absenteeism, go slows, tardiness behavior and even voluntary turnover which is more likely to found in organizations where employees have low levels of POS (Rhoades & Eisenberger, 2002).

### **2.2 Career Progression**

According to Weer & Greenhaus (2006) viewpoint, Career growth is an ongoing process in which people advance through a series of processes, each of which is distinguished by a relatively specific collection of aspects, themes and tasks.

According to Feldman & Ng, (2007) , career advancement has two distinct viewpoints which are either organizational and individual point of view. Organizations should be concerned with controlling career pathways and creating career ladders (the operational component of career development) from an organizational point of view with regard to Human Recourse Management. Organizations that do not take career and succession planning into account make it impossible for their staff or people to follow their career plans. From the viewpoint of the individual, career growth is the achievement of stability and fulfillment as they climb up the ladder of one's career life. Profession improvement is calculated in most research in terms of work-related outcomes such as number of promotions(Whitely et al., 1991; Whitely & Coetsier, 1993), overall salary (Pfeffer & Davis-Blake, 1987), present pay grade(Daley, 1992), scale of the most recent increase in merit (Lobel & Clair, 1992), as well as profession and general increase in merit and work satisfaction ( Whitely & Coetsier, 1993).

Career progression also brings about considerable changes in work tasks and ranked level of titles and responsibility within a given organization (Feldman & Ng, 2007). Career progression or career ladder from the Cambridge Business English Dictionary is a sequence of positions within a corporation or individual occupation, from the lower paying with less responsibilities to the highest paid with the most responsibilities. It is the process of climbing the ladder during an employee's working life while receiving greater responsibility, satisfaction and success. Career progression entails receiving a pay rise, being given additional responsibilities, moving upwards in organizations job categorizations. Sicherman & Galor (1990), basing their argument on the theory of career mobility suggests that if

employees receive high rewards for their contribution to the organization they work for, they respond by demonstrating positive feelings towards the organization. The study also found that, furthering education escalates the likelihood of occupational progression and employees who are not promoted are more likely to quit. Progressing in one's career can be achieved through, professional networking in which an organization creates a platform for their employees to networking receptions, seminars, conferences, or even trade shows. Mentoring & Coaching is also a way to career progression where those that have progressed already mentor and coach those that are aspiring to progress through helping them to navigate their career progression path through the challenges of the professional world by offering advice and guidance on certain aspects of that particular career. Career progression is important in one's career life. One of the reasons given for leaving an organization is lack of career progression opportunities.

Career progression gives a sense of purpose to employees working in an organization which improves their perception about their organization. As workers are given opportunities for career advancement, it makes them feel like they are developing with the organization and offers a sense of purpose that encourages loyalty in turn (London & Stumpf, 1982; Tang et al., 2017a). Career progression has been found to increase satisfaction rates for employees by meeting their socio emotional needs when they have a goal to focus on. This also feeds the desire to learn and advance in life and at workplace. This makes them feel appreciated by the organization they work for and are happy to work in that organization therefore boosting their perceived organizational support (Eisenberger et al., 2016). Career progression also may decrease stress levels among employees. Giving workers something to aspire for helps them feel more positive and confident in themselves while in their career hence decreasing the stress that leads to unhappy and unhealthy employees at long run. This in return makes employees feel valued by their organization hence improving their perceptions about how their organization cares for them.

Career progression in organizations also creates new opportunities by cultivating a knowledge-sharing culture that encourages workers to explore new interests within the company, facilitating internal filling of position gaps. On the reciprocal rule, this benefits the organization as well as the employees. It is also an improvement on how the organization treats its employees and also on how employees perceive their organization values their contribution. This also increases motivation & efficiency because employees become more

involved and efficient when they feel supported in their workplace. This is because they are pleased to invest in an organization that invests in them. Work discontent in terms of pay, inappropriate work atmosphere, lack of career advancement opportunities, job instability is cited as being among the factors in companies where there is a voluntary form of turnover in which the workers leave the company on their own will.

Jan (1996) argues that improper reward strategy causes voluntary turnover. When company's reward plan is unable to appreciate successes or fails to take into account its workers' talents and their experience, it pushes the employee to leave the organization in search of a better career. Prison officers have for a long time engaged in industrial court battles with its employer over reward strategies. This has also seen other officers either desert the service or leave to work for other organizations. If the reward scheme is not fair and consistent, the workers get disappointed. In cases argued in court on career progression in Kenya Prisons Service, nepotism, lack of growth and development opportunities, stagnation has been cited as a hindrance to fair promotions strategies.

### **2.2.1 Factors linked to Career Progression**

If the company does not consider providing employees with resources to advance their careers, this generates a sense of dissatisfaction and frustration consequently affecting the way they perceive their organization. Organizations are working hard to retain their employees through promotions, rewards and incentives like bonuses, overtimes, per diem as noted by Perryer et al. (2010) while other organizations are offering an atmosphere for learning for their employees (Talat Islam et al., 2013). For organizations to offer its employees career progression in an equitable and fair manner, some structures need to voluntarily emanate from the management of the organization. Career advancement is correlated with improvements in the job position that result in excellent outputs that are psychological or work-related (London & Stumpf, 1982). This involves not just vertical progression along the hierarchical structure of organizations or growing compensation, but also improvements that result in "higher satisfaction with work, job and life like psychological feelings of accomplishment and Self-worth, perceived competence, proficiency and accomplishment, and also from organizational incentives like income, power, reputation, respectability, as well as social standing achieved (London & Stumpf, 1982). For many individuals who spend at least 30 percent of their time at work, career advancement has become a significant expectation. Ideally, career development programs should be a shared



responsibility between the individual and the company. (Supangco, 2001). There are some aspects that are likely to influence career growth of an employee at individual level and organization or both.

#### **i) Trainings & Development**

Having the right skills while working for a particular organization is important to an employee even as they look forward to progress in their career (Ituma & Simpson, 2007) ; Perryer et al. 2010). This offers a better platform for the employees as they deliver in their work due to the expertise. This expertise may be drawn from right trainings. It is imperative for organizations to offer trainings programs that may get their employees to the next level in their career. Training encourages employees in an organization realize their potential in their career. Today, the decision or a choice to go to back to college or university and advance academics or take to the next stage their vocational training and earn more skills is taken by many individuals. It is important to be educated irrespective of what type of career one is in as it increases confidence, trust in their sections of work, increase an employee's value and raises their earning potential and career progression. (Davis, 2018).

#### **ii) Level of Education**

Additional education can help employees reach their career goals, such as making more money, progressing in their current employment, or beginning another one. Pursuing higher levels of education gives one the ability to become more marketable and gain considerably more within the job market. Different individuals have different career paths, and for career growth, education is crucial. Career progression is more possible when an employee makes the right decisions and get educated to better opportunities. Education levels may influence the amount of resources and opportunities that will be open. For example, if an employee has the academic level that the employer wants, then they would be in a stronger position to apply for that opportunity (Davis, 2018). Education helps in career growth by increasing the chances of one being promoted or rising to higher levels though the job grades or ranks. Career development and advancement may require some career changes to be made. Education makes it easy to fit in those adjustments because one has been trained and qualified to perform a variety of profession's demands and tasks.

### iii) **Organization Structure**

An organizational structure explains how such operations are assigned to accomplish the objective of an organization. It outlines the position and different responsibilities of an employee within the organization. Organization structures are linked with career progression. The more power workers in an organization have, the higher they are placed within the organizational structure. Moreover, the better structured a system is, the more effectively and efficiently the organization operates (Yousefi et al., 2016). Consequently, different organizational structures will have unique Scheme of Service which is an accepted and approved declaration describing a particular sector of profession or structure and setting out its specific characteristics as pertained to that career. The scheme of service will therefore contain cadre and salaries linked to each grade; cadre duties; methods of entry into the cadre; and progress from entry to the highest level within and outside the cadre. Career progression therefore will be linked to the scheme of service designed for that particular organization. These schemes of service there will be guidelines on availability of vacancies for career progression and therefore dictating the modalities of career progression in different organizations. According to Ituma & Simpson (2007), limited opportunities for promotions, presence of rigid rules, laws and regulations, centralized structures which may be shaped by the organization structure, lead to employees viewing the organization they work for in unfavorable manner. Organization structures and scheme of service will there in describe entry level and recruitments of new employees and how they are expected to progress.

### iv) **Deployment**

Tuman (2007) defines deployment as the practice or operation of the organization on transferring its human capital either inside different units / departments to new work stations and presenting them with improved roles and responsibilities (reappointment or redesignation). Deployment activities are aimed at fostering employee engagement, encouragement of workers an improved efficiency and growth of leadership as well as career growth across all levels of employees within the company across all levels of employees (Kitana & Karam, 2019; Mponda & Biwot, 2015).

### v) **Remunerations**

Salaries are often dependent on standards and procedures that are institutionalized. These activities may be widespread in the absence of competition, in the absence of difficulties in measuring the marginal revenue product, or in the absence of certain roles in the general

labor market (Supangco, 2001). It is imperative for organizations to create straightforward reward systems that connects career growth with salaries advancements. Deprivation of career development as well as the need for a better pay are among the two most common reasons why people go to the employment market and leave their present positions in their current organizations. According to 3R strategy (2019), career advancement contributes to better salaries, which implies they cannot be viewed in isolation in order to combat turnover. Rather, it makes sense to think about how we relate job advancement, salary and pay advancement when designing an incentive strategy. It is also important for employers to set up a compensation policy after they have established a pay structure and how the pay of workers will progress over time. Organizations should establish a pay structure that is connected with job systems within the organization. Again, after developing a pay structure that is consistent with organizations reward philosophy, strategy and career progression framework, it is crucial to communicate it clearly and transparently to employees (Kitana & Karam, 2019).

#### **vi) Coaching and Mentoring**

A mentor is an accomplished, effective manager who, for the good of the individual as well as the company, fosters a healthy relationship with the less experienced employee and encourages them towards their personal career growth (Kram,1985). More specifically, mentors are also described as people who are committed to helping junior members in an attempt to eliminate organizational obstacles and increase their mentees' upward mobility (Hunt & Michael, 1983; Kram, 1985). In order to help women crack the gender barriers in industry, mentoring has earned a large amount of credit ( Burke & McKeen, 1990; Ragins, 1989; Ragins et al., 1998). More professionals are consciously actively seeking mentoring to advance their careers these days. These types of relationships normally help in career progression, whether on the giving or receiving end. Relationship for mentoring purposes at places of work can be advantageous and rewarding to individuals at a personal level and to their professional glowing (Burke et al., 1994). A previous research on the relationship between career mentoring to promotions and compensations found that both the promotion rate and overall compensation were linked to job mentoring. The study also established that, for individuals from the highest socioeconomic backgrounds, career-oriented mentoring has a stronger association with the advancement rate than for those from lower-level backgrounds (Cooper & Starbuck, 2013). Job role assigned by the mentor to the mentee typically encourages and promotes the employees ' career development. This is also seen when the

mentee is mentored by sponsoring, coaching, security and protection, publicity and recognition and demanding tasks are offered (Bower et al., 2005).

### **2.2.2 Benefits of Career Progression in Organizations**

Career mobility in organization is very important aspect that need not to be ignored (Kitana & Karam, 2019; Kokemuller, 2013). Career progression or promotions is not just about adding responsibilities to employees, upper job ranks, increased pay but It is also a magnificent strategy of raising the enthusiasm and morale of employees. This leads increased efficiency and protects the organization from losing its critical and active workforce (Belyh, 2015; Okurame, 2012). In organizations, managers should consider that, owing to the lack of length of service , the appropriate number of accomplishments, and perhaps even the absence of the essential qualifications and competence in the position provided, not every employee can be prepared for an assessment or promotion (Perryer et al., 2010).

According to Datta et al.(2005), organizations that practice reward systems and career growth to its employees are considered to take crucial steps since it entails not just a changing ranks for their workers but also bestowing more duties and responsibilities. It is therefore important to make such decisions after a careful review and assessment of the delivery, efficiency and performance of an employee for a given period of time, the duration of service (seniority) or the experience and expertise should be used to assess the promotion criterion. Merit and ability of the individual (like personality and the potential of an employee), Educational/technical qualifications should be considered in decision-making as far as the promotion is concerned.

Equitably spacing of the promotions in a career span of employees is important and shows that the organization is constantly minding their employees(Weer & Greenhaus, 2006) This means that the time since the last promotion and aspects like when organizations offer trainings to its employees to groom them for higher responsibilities need not to be ignored (Belyh, 2015; Lepak et al., 2006). Human Resource Management practices like training and development, employee participation, appraisals, rewards like promotion to higher ranks, job security, staffing results to organizational performance outputs as observed by Datta et al., 2005), including, but not limited to, employee talents, encouragement, dedication, quality of work, performance, as noted by Lepak & Ying (2009) and opportunities to participate.

Research shows that work effectiveness, reduced absenteeism, desire to stay in the organization and reduced unrest are improved career growth opportunities (Mugo, 2011; Okurame, 2012; Serhiy, 2020). There are many benefits associated with career progression and promoting employees regularly for their efforts in organizations. The following are some of the main ones, both for the organization and for the employee.

**i) Employee Retention and Reduced Rates of Voluntary Turnover**

Organizations that practice timely promotion is after identifying talents, skills and hard work from the deserving employees may not lose those employees. Timely promotion activity increases the retention of professional and qualified workers and thus this is to the advantage of the organization operations (Perryer et al., 2010). This also saves the organization from the need of recruiting new talents and then training them all over again. By maintaining qualified employees and top-level staff will thereby save the organization time and money since it takes time and finances to polish new employees (Belyh, 2015).

**ii) Employee's Motivation & Increased loyalty to the Organization.**

Career progression and promotions are so important such that, organizations that promote its employee, they appear to be more motivated and encouraged to continue working for the company and to improve their work efforts. This rise in motivation contributes to increased efficiency and performance, which in turn works in the organization's favor. As workers earn promotions, it strengthens and increases their commitment to their jobs and company since they start to feel a sense of belonging in the workplace and begin to think in a manner to favor the organization (Barman, 2020).

**iii) Increased Performance.**

By offering career progression and promotions, it demonstrates to the employees that the organization acknowledges their performance, ambitions and hard work thus makes them feel valued. As the contributions of workers are respected, they appear to work harder and further boost their efficiency, which in turn works for the organization's benefit. Promotions will also strengthen workers' expectations and increase their enthusiasm for achieving their objectives and organizational goals(Rosenbaum, 1979).

**iv) Development of competitive spirit at the workplace**

When career progression in organizations is practiced in equity and in fairness, it creates room for healthy completion among employees. If other employees observe fairness in

promotions to those that deserve other employees, they will be charged and encouraged to perform better and this helps to build a healthy competitive spirit at work. This kind of spirit is good for a company because it offers good results all over and therefore increases efficiency overall (Njiraine, 2019).

**v) Nurtures skills and ability.**

When an organization's management makes a decision to promote its workers for their hard work, they ultimately recognize talent and identify potential leaders. This recognition of potential leaders helps them to train workers for the potential and helps them to further discover their abilities and talent. Grooming potential leaders is helpful to the organizations and helps to increase overall efficiency (Amason & Allen, 1997; Ruderman & Ohlott, 1994).

**vi) Employee Resistance, Discontent and Unrest**

A feeling of frustration and dissatisfaction arise among employees if they work hard without any recognition, praise or appraisals and this is unhealthy for the organization's operations. This is associated with decreased morale and this has an impact on their performance. Recognitions and promotion can help to reduce employee resistance and discontent (Barman, 2020; Belyh, 2015).

### **2.3 Career Progression and Perceived Organizational support**

The basic principle of the social exchange theory is cost and incentives. This therefore implies that comparisons of cost versus reward influence how humans make decisions and choose particular actions. Persons in a relationship are motivated by the goodness of the outcomes they receive. In the rule of reciprocity, it's like a reference on how to appreciate workplace conduct. Costs such as time, money and energy need to be rewarded as positive balancing of social exchanges. Equally, employees expect their contributions and hard work towards the organization be rewarded through promotions and career progression (Lunenburg, 2011; Mello, 2010; O'Reilly & Chatman, 1986). Stagnation in one's career is an inequitable social exchange. Fair social exchange enhances perceived organizational support (Njiraine, 2019; Rhoades & Eisenberger, 2002). On evaluating career mobility theory Twalib (2017) suggests that if employees receive worth rewards from the organization they work for, they will respond by demonstrating positive feelings towards the organization. Employees constantly evaluate the rewards they get from their organization and workers who feel that their efforts are not compensated are more likely to leave.

Career progression is also seen in multiple dimensions for both workers and employers. Although workers see career growth opportunities as an opportunity to find inspiration and motivation to improve their financial stability in their workplace, employers view it in the prism of a capital source pressure as well as competitive mechanism for workers (Hall & And Others, 1996; Okurame, 2012). This impacts the reciprocal partnership between the employee and the company (Muchanje et al., 2016). In either way, career advancement is an important source of motivation for employees, regardless of how it is looked at, such as rising up an organizational hierarchy by promotion. This increases the desire of an employee to have a strong interest in organizational and career activities (Ballout, 2009; Pfeffer & Blake, 1987; Smollin, 2011).

### **2.3.1 Career Progression and Perceived Organizational Support in Regards to Gender in Organizations**

A factors such as gender is correlated with career progression and the percentage of women in the organization influences career success(Daley, 1992; Lobel & Clair, 1992; Shenhav, 1992; Ragins, 1989). Compared to men in different capacities, fewer women enter top management positions globally; policy, profession, or smaller groupings of committees. For example, in the United States of America and the United Kingdom, countries in which gender balance is believed as having been achieved, women make up just 40 percent of the cumulative workforce and just 2 percent of these women occupy top positions in management roles ( Ragins, 1989 ;Cole, 1997). A research was carried out in a university in two engineering companies on gender disparities in the relationship between perceived organizational support and employee perceptions of their contact with top leadership, middle level managers, and colleagues. The results showed that the relationship between perceived organizational support and two communication variables (coworker communication relationship and quality of coworker knowledge quality) was moderated by gender (Amason & Allen, 1997).

Women are more likely to have diverse 'non-standard' occupations and to undergo delayed career growth. Career paths look different for men and females. The linear route matches those who do not have to step off the ladder for periods of time, who can deliver a similar degree of commitment throughout their career and are eligible to work for long hours of work(Lobel & Clair, 1992, Tang et al., 2017; Thomas et al., 1994). However, there is need for organization to ensure that all employees have equal access to promotion and

development opportunities and that assessment for promotion are fair and equitable across all gender. Research from science and technology fields indicates that when performance standards are vague, regardless of actual performance, individuals appear to perceive women as less qualified than men. Women have made considerable strides in corporate upward mobility, but they still face slow career advancement. The role of minorities and women in every form of leadership and planning positions is low; and in upper-level, even lower to non-existent positions for administrators (Daley, 1992; Lobel & Clair, 1992; Shenhav, 1992). Homosocial reproduction tends to arise and perpetuate the perception that the minorities groups and women are less suitable for leadership responsibilities (Pfeffer & Blake, 1987; Ragins et al., 1998 ; Ragins, 1989). It has been discovered that gender influences career advancement. In particular, at the organizational level, male workers receive greater pay and other work-related results that suggest gender discrimination (Daley, 1992; Lobel & Clair, 1992). Experts have given many reasons for these gender variations, with women being discriminated against in workplaces at the top of the list (Ragins et al., 1998). In our African societies in particular, cultural factors have also been adversely reported, which are just a few among other causes. The importance of women is attached to becoming homemakers and child bearers in African communities where the society is largely patriarchal; this leaves little room if any for career growth (Njiru, 2013).

### **2.3.2 Career Progression and Perceived Organizational Support in Different Categories of Organizations**

Research on specific occupations and organizations has traditionally focused on job status, organizational form, organizational hierarchy size and category, improvements in work and incentives (Allen et al., 2003). The difference in size of an organization may affect career mobility for its employees. Employees working in large organizations need to first understand how to provide value to the organization within the department they are working from. This may be different with other departments in the same organization. Career progression in large organizations may depend on the immediate boss one reports to and department of work as compared to a small organization (Twalib, 2017). Rosenbaum (1979) found that the size of the company positively affects the number of promotions, but affects job satisfaction negatively. Larger organizations are believed to have a better willingness to pay and provide more opportunities for promotion (Datta & Wright, 2005).



### **2.3.3 Career Progression and Perceived Organizational Support Among Employees at Different Levels in an Organization.**

Considering an employee's current role and position while searching for individuals to promote happens in many organizations (Ruderman & Ohlott, 1994). Organizational structure for job hierarchy is also a guide to promote those already at middle level verse those at management level as many organizations have got structures where the triangle for career mobility is peached-many employees at the bottom and a few on top (Abele et al. 2016; Belyh (2015).

### **2.3.4 Career Progression and Perceived Organizational Support Among Employees of Different length of Service in an Organization.**

In recent years there have been attempts to research the direction of careers given the heterogeneity of career lines and the significant role that age, or length of service, plays in shaping career lines after an employee joins the organization. Mobility not only decreases sharply with age, but job changes that occur later in the work life of a person appear to requiring skills that are more similar than those that occur earlier in the work life (Barman, 2020). There is also proof that early career experiences have a major influence on later career performance (Belyh, 2015). This evidence suggests that not only do those who enter different career lines, who earn different incentives at career entry, expect different career results, but also that early career experiences do influence subsequent advancement and the degree of reward earned compared to those who enter the same career line (Barman, 2020) .

Seniority-Based Job Promotion denotes that, on the basis of the relative length of service or the period of service in the same level of job group may be the most appropriate for promotions (Rosenbaum, 1979). The reason is that there is a positive link between operation, talent, and the information acquired by the workers. It is founded on the convention that in all rights, the first should be granted the first chance (Barman, 2020). Non-competitive promotional model implies that promotion of the time scale (based only on seniority) takes place after the employee has spent a regular or set number of years working for the company or working in a specific role in the organization. The benefit of seniority promotions is that years of service are relatively easy to calculate, minimizing labor turnover and providing senior workers with a sense of satisfaction (Barman, 2020; Belyh, 2015).

## 2.4 Empirical Review

Njiru (2013) observed that the Standard Chartered leadership has a positive view of the women employees and as a result, this belief impacts the job development of women workers to a significant degree. The research found that the administration of human resources policies covers female workers and the Bank's Human Resource Management policies encourage a healthy work life for workers and to a large degree influence the career development of female employees.

A research conducted by Muchanje et al. (2016) concluded that gender was not substantially connected to the career advancement of tutors. More research found that exposure to professional development had a favorable impact on career progression for tutors. The study also concluded that gender of tutors had no important relationship with career advancement. Exposure to practitioners, however, TSC's implementation and adherence to policy directives positively impacted career growth, which was a positive outcome for this report.

Njiraine (2019) showed that practices of internal promotion and employee trainings by human resource management improve employee efficiency and increase the competitiveness of the company. The need to consolidate and integrate internal promotion and training as incentives for employees to achieve better output was a major recommendation from the study.

In their study, Aubé et al. (2007) found that the mediating impact of locus of control and job autonomy concluded that Perceived Organizational support is substantially associated with affective and normative devolution to the organization.

A research by Salehzadeh *et al.* (2014) revealed that perceived organizational support had a good influence on educational institution. In addition, continuous learning and improving, discussions and investigations, team building, integrated framework, empowerment, partnership with the process and strategic management were influenced by perceived organizational support.

According to Tang et al. (2017b), the function of perceived organizational support and decentralized governance showed that high-performance work system (HPWS) increases perceived organizational support, which stimulates the innovation of employees in turn. Moreover, the findings also suggested that the relationship between perceived organizational support and employee innovation was favorably moderated by devolved management.

Arshadi, (2011) observed that that Perceived Organizational support was significantly correlated to the perceived responsibility of employees and also constructively associated with organizational engagement and success in their position and sections of deployment. On the other hand, Perceived Organizational support was found to be negatively correlated to turnover intention.

The study by Islam et al. ( 2013) concluded that Perceived Organizational support and Organization Learning Culture were positively related with Job satisfaction. When employees receive assistance from their organizations, they respond to it with increased job satisfaction.

## **2.5 Theoretical Framework**

This study was supported by expectancy theory by Victor Vroom (1964) and Equity theory by John Stacy Adams (1963).

### **2.5.1 Expectancy theory by Victor Vroom (1964)**

Vroom (1964) observed that employees can be motivated If they see a significant correlation between their contributions and output, that their significant performance will lead to an acceptable reward, that a significant need will be fulfilled by the reward, and that the wish to satisfy the need is substantial enough to make the investment worthwhile. Expectation theory forecasts that workers in a given organization are inspired when they perceive that: their extra input will generate increased job efficiency and this increased job efficiency would then contribute to the organizational incentives or rewards, like salaries or wages rise, promotions or other benefits(Young, 2018).

According to the theory of expectations by Vroom (1964) is comprised of four assumptions; First, this theory holds the assumption that employees accept organization's recruitment offer based on their own expectations about their needs, interests, and past experiences, individuals enter organizations. This affects people's behaviors towards the organization. A second assumption actions people take are as a consequence of their deliberate decisions. That is, individuals are at free will to select certain behaviors based on their own estimates of expectation. Thirdly, it holds the assumption that individuals desire for numerous things from their employer or organization (e.g., reasonable pay, job security, career growth, and challenge). Individuals can select between alternatives in order to individually maximize results for them is the fourth assumption. There are three key elements in the assumptions of expectancy theory: expectancy, instrumentality, and valence. People are motivated to the

extent that they assume that (a) commitment will lead to appropriate results (expectancy), (b) their results will be rewarded (instrumentality), and (c) the significance of the incentives or the rewards is extremely positive (valence).

Expectancy is the estimation of a person's likelihood that work-related effort will result in a certain level of results. Instrumentality is an individual's estimation of the likelihood that a given degree of accomplished task performance will result to various work outcomes. Valence is the intensity of the preference of an employee for a specific incentive or rewards. Different rewards like wage rises, promotion, peer approval, supervisor appreciation/recognition or some other incentive may also have more or less significance for individual workers. In order to enhance perceived organization, support as well as the performance-outcome tie, leadership in organizations or the management ought to adopt to use systems that tie compensations closer to efficiency. Organizational management should also make sure that the benefits given are in tandem with what the recipients who are the employees of their organization want or desire. Effective leaders not only make it understandable to the employees what is demanded of them, but also empower them to reach their anticipated desires for success (Performance-to-Reward Expectation). It is paramount for leaders to increase the expectation that efficiency will lead positive rewards. This can be achieved through objectively assessing job performance; incentives that will emerge from good results need to be clearly described; illustrating how the incentives of the employee are dependent on previous performance and even presenting examples of other employees whose good work has resulted in higher rewards.

### **2.5.2 Equity theory by John Stacy Adams (1963).**

Adam's Equity theory is also related to Vroom's expectancy theory of motivation because after people expect rewards as illustrated by Vroom's theory, they will also compare outcomes for themselves with other people. Employees in an organization will compare their rewards to their efforts. They also do comparisons to employees' rewards in other organizations. Equity theory suggests that people can adjust or alter the amount of effort they put forward to make it fair or equal according to their expectations relative to others.

Tang et al. (2017b) suggest that even though comparisons may be unhealthy, it's almost impossible to avoid contrasting our friends, families, and, most importantly, colleagues with each other and equity theory was developed to explain how we interpret our inputs and outputs at work relative to the people we work with. Equity Theory of employee motivation

addresses employee's tendency to compare themselves with their workmates or peers. The theory further says that employees' understanding of how they're handled at work is influenced by their interpretation of the benefits of coworkers. This theory has a social comparison concept in which workers measure their own input / output ratios on the basis of their comparison with input / outcome ratios and other workers (Belton, 2018). Employees that experience injustice can attempt to minimize it, either through distorting inputs and/or outcomes ('cognitive distortion') in their own heads, altering inputs and/or outcomes directly, or quitting the company. Thus, the theory has large implications for morale, performance, productivity, and turnover of employees (Choi, 2020).

First, the equity theory of Adams operates on two core principles; an equilibrium must be reached between inputs (effort) and outputs (reward). Secondly, in contrast to their bosses and other employees, workers deserve to feel reasonably handled and adequately paid. Employee inputs may be in the form of effort, knowledge, abilities and dedication, loyalty, hard work, capacity, adaptability, acceptance from others, trust in peer support supervisors, personal contribution provided by an employee to their organization. Output is what employees receive in return, including and not limited to remuneration, appreciation, credibility, accountability, sense of accomplishment, acknowledgement, sense of progress / growth, safety at work, job security. Equity Theory addresses the proportion between the two by comparing whether the compensation adds up to the input.

The second factor is that workers equate and also compare themselves with their peers to whom they believe they should be in the same stratification. If workers in an organization interpret that they are not adequately rewarded, they exhibit natural impulses to restore their understanding and perception of equity by reducing their input (withdrawal behavior) or may ask for an increase of their outputs, in form of and not limited to pay rise request or promotions (Choi, 2020). The value of Management Support is also stressed by Equity Theory. Employees will feel even more assured that their feedback and voice are respected when senior leaders are willing to speak about any equity concerns. These concerns could well be about wage scales and pay structures, the mechanism for improved rewards, promotions or benefits such as flexible hours ((Belton, 2018).

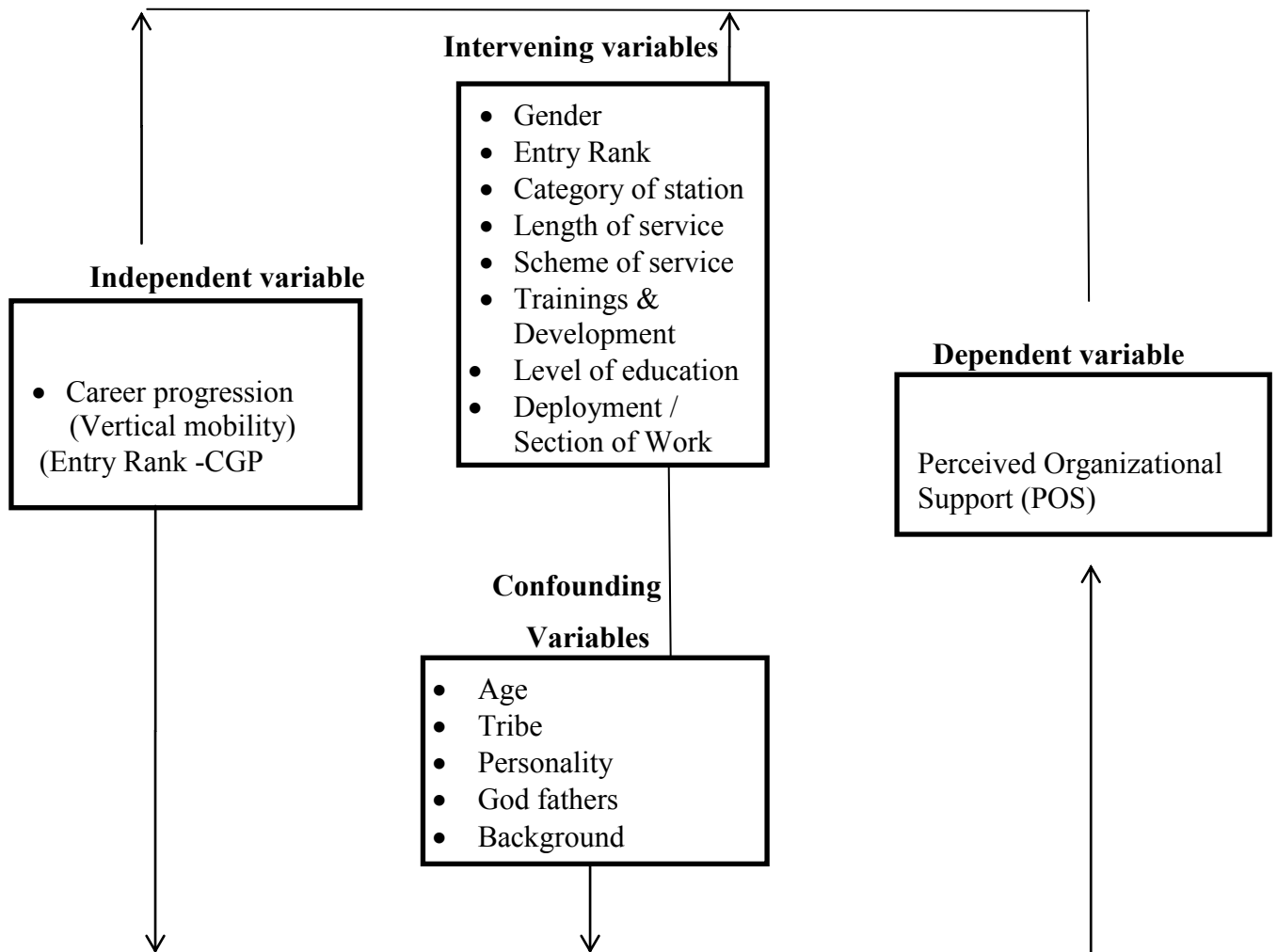
**Equity theory operates on assumptions that:**

1. Employees within the organization expect a fair and reasonable reciprocal of their contribution through their work, a principle known as the "equity norm/rule".

2. Employees often settle on what their equal return ought to be after comparing after cross referencing their contributions with the outcomes of their coworkers (social comparison).
3. Employees who consider themselves to be in an unequal position will attempt to minimize the injustice either through the distortion of inputs and/or outcomes ('cognitive distortion') in their own heads, or by explicitly or directly modifying and altering inputs and/or outputs, or by leaving the organization.

## 2.6 Conceptual Framework

Figure 2.1 below shows the relationship between the study variables replete with indicators to show measurable variables that will guide the study. The arrows show the direction of influence. The study assumes that career progression has an influence on perceived organizational support among prisons officers in Kamiti Command.



**Figure 2.1: Conceptual Framework**

**Source: Researcher (2020)**

## **2.7 Research Gap**

Among the antecedents of perceived organizational support is organizational rewards like recognitions, pay and promotions. When employees in an organization have high levels of Perceived Organizational support, they get attached to the organization, reduces withdrawal behavior, promotes desire to stay with the company and increases employee's devotion to the organization. Career progression does not necessarily sustain employees in an organization or guarantee to the organization that employees will definitely stay. However, it can cause employees feel attached to the organization thus, the need to look at the relationship between career progression and perceived organizational support. Other Previous studies have been carried out on the relationship between perceived organizational support and other variables but no available study that looked at the relationship between career progression and perceived organizational support.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter of study contains the description of the method applied in order to realize the objectives of the study. The sections presented are, research design, research site/study area, target population, sampling procedure, sample size, research instruments, data collection procedures, reliability of the instruments, validity of the instruments, and piloting of the study, data analysis, and ethical considerations.

#### **3.1 Research Design**

Research design is the conceptual structure within which research is conducted (Kothari, 2017). In this study, the researcher adopted the correlational design to enable the researcher to assess the relationship between career progression and perceived organizational support among prison officers at Kamiti Command. The researcher used mixed methods research approach where both qualitative and quantitative data was used.

#### **3.2 Research Site/Study area**

According to Kombo & Tromp, ( 2006), the concept of identifying a research site involves first understanding the larger population and through progressive elimination, the researcher ended up with the actual site where the data will be collected. The larger population in this study is Kenya prison officers spread in the 119 prisons in the republic of Kenya. The researcher, after progressive elimination, carried out the research at Kamiti Command. Kamiti which is located on a 1200 acres piece of land along Kamiti road, seven (7) kilometers off Thika Super highway, twenty-seven (27) kilometers from Kenya's capital city Nairobi. Kamiti Command consists of four different categories of prisons (Kamiti Max, Kamiti Medium, Y.C.T.C and Kamae BI).

#### **3.3 Target Population**

The target population was 1531 officers working at various prisons within the Kamiti Command. Kamiti maximum had seven hundred and eighty officers (780) where seven hundred and twenty-one (721) were male and 59 were female, Kamiti Medium had four hundred and ninety-three (493) officers where four hundred and fourteen (414) were male and 79 were female, Y.C.T.C and Juvenile Remand had a hundred and forty-five officers



(145) where 90 were male and 55 were female and Kamae Girls Borstal had one hundred and thirteen officers (113) where 23 were male and 90 were female.

### **3.4 Sampling Techniques /Procedure**

Sampling is a strategy by which a number of persons or entities or elements from the population are chosen in such a way that the selected group includes items that are representative or that are descriptive of the characteristics contained in the whole group. In this research, the researcher combined probability sampling for quantitative and non-probability sampling for qualitative purpose.

#### **3.4.1 Quantitative Sampling**

When collecting the quantitative data, the researcher used probability sampling where proportionate stratified random sampling was applied. The researcher used strata of the four stations and select proportionate samples from each strata using proportionate stratified random sampling.

#### **3.4.2 Qualitative Sampling**

Here the researcher used Non probability approach and purposive/ deliberate sampling was applied to choose the respondents. The researcher purposively selected key informants and used interview schedules to interview them.

### **3.5 Sample Size**

A sample size is the smaller group obtained from the target population where the researcher gathered information relevant to the study to help in answering to the research problem.

#### **3.5.1 Sample Size for Quantitative Purposes**

Sample size for quantitative purposes was arrived at using the Cochran formula (1963) where he addresses of 385 respondents when the population is large. The formula is also modifiable when the target population is finite and smaller (Cochran, 1999). A sample size of 307 respondents was selected from the 1531 officers based in various categories of prisons within the Kamiti command. This was arrived at using modified Cochran 1963 formula for a smaller population. The respondents were proportionately sampled as; (Kamiti Maximum 50.94% translating to 156 respondents, Kamiti Medium 32.13% to make 99 respondents, YCTC

&Juvenile Remand 9.47% making 29 respondents and Kamae Girls Borstal 7.38% making 22 respondents).

**Modification of Cochran formula when the target population is smaller.**

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where

$n_0$  is Cochran's sample size recommendation (385)

$N$  is the known population size

$n$  is the new adjusted sample size.

$$\begin{aligned} n &= \frac{385}{1 + \frac{(385-1)}{1531}} \\ &= \frac{385}{1 + \frac{384}{1531}} \\ &= \frac{385}{1 + 0.250081} \end{aligned}$$

$$n = 307.001$$

=307 respondents.

**3.5.2 Sample size for qualitative purpose**

Sample size for qualitative purpose was arrived at using purposive sampling or the judgmental sampling where key informants were picked up on the basis of the researcher's knowledge and judgment. This enabled the researcher to target respondents with knowledge on the phenomenon under investigation for the purposes of in-depth and detailed findings of the study on the relationship between career progression and perceived organizational support among officers in Kenya prisons service. The interviewees consisted of prison management

and officers who were at a position to give an in-depth information about the subject of study. The researcher interviewed 10 key informants using interview guide.

### **3.6 Research Instruments**

Data collection instruments refer to devices used to collect data in a given study. The tools depend on the kind of data being collected by the researcher.

#### **3.6.1 Quantitative**

##### **Questionnaires**

The researcher used drop and pick Self-administered questionnaires as main data collection tool for the quantitative data for the study. A questionnaire was developed based on the research objectives. The questionnaire contained Likert scale questions and a few closed ended and open ended questions. Section A consisted of questions to collect demographic data. Section B had questions to collect information on Career Progression which in this study referred to moving up from the lowest rank which is prisons constable and other entry ranks for professionals and cadet officers up the ladder to the highest rank which is commissioner general of prisons. Respondents responded to a Likert scale with strongly disagree as 1 and strongly agree as 5. A few open ended and closed ended questions were also used. The researcher then found the Cronbach's alpha to test the reliability of the instrument as above 0.7 indicating the tool was reliable. Section C had questions on Perceived Organizational support. borrowed from survey of perceived organizational support by Eisenberger et al. (1986) and modified to suit the current study where respondents responded to a Likert scale with strongly disagree as 1 and strongly agree as 5 so as to evaluate their perceptions on how much they perceive their organizational supports them. The researcher was then find the Cronbach's alpha. In their study, Eisenberger et al. (1986) reported a Cronbach's alpha of .97 for this scale where the researcher has borrowed questions.

#### **3.6.2 Qualitative**

##### **Interview Schedule/Interview Guide**

Here the researcher used interview schedules to reach key informants and gather information. On this instrument, the interview questions were developed by the researcher to provide in-depth perspective to supplement the quantitative data that was collected from the questionnaires.

### **3.7 Data Collection Procedures**

The researcher was cleared by the department of psychology then sought permission from prisons administration and also from the National Commission for Science Technology and Innovation (NACOSTI) before proceeding to collect both qualitative and quantitative data.

#### **3.7.1 Quantitative data**

The researcher was assisted by research assistants to drop questionnaires to the 307 officers who were perfectly willing to take part in the research. The willing officers were briefed on the study and the expected time the response was to be picked. The questionnaires were then collected back when the agreed time lapsed.

#### **3.7.2 Qualitative data**

Here, the researcher scheduled for interviews with key informants where structured interview questions was administered using interview guide. This enabled the researcher get detailed information on the relationship between career progression and perceived organizational support among prison officers in Kamiti Command.

### **3.8 Reliability of the instruments**

Reliability refers to the degree of consistency or reproducibility of the measurement. If different researchers would repeat the measurement using the same method or even a different approach, they would still arrive at the same results each time, then there is consistency or reliability of the instrument (Mugenda & Mugenda, 2003). In this study, the researcher did a Pre Test and Cronbach alpha was used to measure the reliability of the study instrument. The findings of Cronbach's Alpha are as shown below in table 3.1.

**Table 3.1: Test of Reliability**

	<b>Cronbach's Alpha</b>	<b>Mean</b>	<b>Std. Deviation</b>
Promotion	.894	4.9500	1.77004
Emotional Wellbeing	.875	6.5167	2.06251
Qualifications	.717	5.2833	1.73783
Sufficient staff trainings and new responsibilities	.843	7.0833	2.85403

The results indicated that the Cronbach's alpha value was above 0.7 for the variables examined, as per the table mentioned. The results in Table further indicates that Promotion had 0.894, sufficient staff trainings and new responsibilities had 0.843, Qualifications had 0.717 and emotional wellbeing was .875. This shows that there was a strong internal consistency among measures of variable items. This suggested that respondents who appeared to pick high scores for one item were likely to accept high scores for the others. Similarly, those who choose low scores for one object were likely to accept low scores for others. Therefore, the survey instrument was reliable and appropriate for the objectives of the research. This improves the ability to predict results using ratings.

### **3.9 Validity of the Instruments**

During the pilot of the study, the researcher checked if the responses given were in tandem with what the researcher was intending to measure by analyzing the answers supplied to see if they had appropriate information. Questions that seemed to be misunderstood, misinterpreted, were edited to eliminate the production of unreliable measurements.

### **3.10 Pilot of the Study**

This research attempted to unravel the relationship between career progression and perceived organizational support among prison officers in Kamiti Command. The researcher conducted a pilot study with a different group of officers within Kamiti Command who were not be selected for the final study.

### **3.11 Data Analysis**

Quantitative data and qualitative data was analyzed and information in the interpretation was integrated for the overall results of the study.

#### **3.11.1 Quantitative Data**

Statistical Package for Social Sciences (SPSS) software for windows was used to help the researcher in analyzing the quantitative data. The researcher then used descriptive statistics like mean, variance and standard deviation to demonstrate the extent of career progression and perceived organizational support. Chi square was used to analyze the hypothesis on how length of service, category of prison, gender and entry rank affects career progression and perceived organizational support and Pearson Product-Moment Correlation Coefficient formula to analyze the relationship between career progression and perceived organizational support among prison officers in Kamiti Command.

#### **3.11.2 Qualitative Data**

The researcher analyzed data obtained for qualitative purposes as the study progressed and progressively refined and reorganized in the light of the evolving findings. After each interview had taken place, the researcher prepared an interview review form that was completed as soon as possible. This included realistic specifics of venue of interview, the key informants, the duration of the interview and also the content given and all the emerging themes/topics, which was attached to the transcripts to act as a reminder to the researcher on the interaction and was helpful when reviewing the information at the point of analyzing the data. The researcher then analyzed the themes that emerged from the qualitative data in regards to relationship between career progression and perceived organizational support and the analysis and presented using written narratives.

### **3.12 Ethical Considerations**

When researchers are conceptualizing the writing process for a study, they should anticipate on ethical issues that may arise during their studies (Cresswell & Clark, 2007). The researcher ensured that the study was carried out within the guidelines of ethical considerations in research. Source of information in this study was acknowledged as much as possible. The research ensured not to use language or words that were biased against any category of persons. The researcher established a rapport with the respondents and briefed them on the purpose of the study by including that their confidentiality and anonymity was

guarded in that; their identity will be protected and the data collected was meant for academic purposes only. The researcher was also asked for consent from the respondents and only collected data from those respondents who were willing to participate in the research. The researcher was cleared to take research by university of Nairobi through the department of psychology. The researcher also sought permission from prisons administration and also from the National Commission for Science Technology and Innovation (NACOSTI).

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

#### 4.1 Introduction

This section shows the analysis of data, interpretation and presentation of research findings. Specifically, the standard deviation, mean, variance, Chi square and Pearson product moment correlation statistics were used for data analysis. The first section contains analyzed data of the demographic information of the respondents, second section presents data analyzed on Career Progression, third section contains information on analyzed data on Perceived Organizational support and the last section presents the testing of hypotheses. According to Wang et al. (2018), data analysis minimizes extensive information sets of data to user friendly data that that can be understood.

#### 4.2 Data Analysis and Presentation

With the aid of SPSS (version 25), data collected was then tabulated and analyzed in order to provide clarification. This was so because while collecting data from participants, the was no sorting of the primary data as obtained from the field. However, all types of discrepancies were eliminated. As such, relevant data was encrypted and entered into the SPSS software. This is a computer application that uses statistical analysis and can use different formulas to deal with a statistical presentation to make understanding and the interpretation simple. The analyzed data was then presented in the form of tables and charts to make it user-friendly.

#### 4.3 Response Rate

According to (Mugenda & Mugenda, 2003) when there is a response rate of 50%,it is considered adequate; a response rate of 60% is considered to be good and a 70% and above response rate is regarded as excellent for analysis and making conclusions of the study. Therefore, in this particular study, a response rate of 79.8% was excellent and more so sufficient to make the study conclusive.

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Filled in questionnaires	245	79.8%
Unreturned questionnaires	62	20.2%
<b>Total</b>	<b>307</b>	<b>100%</b>



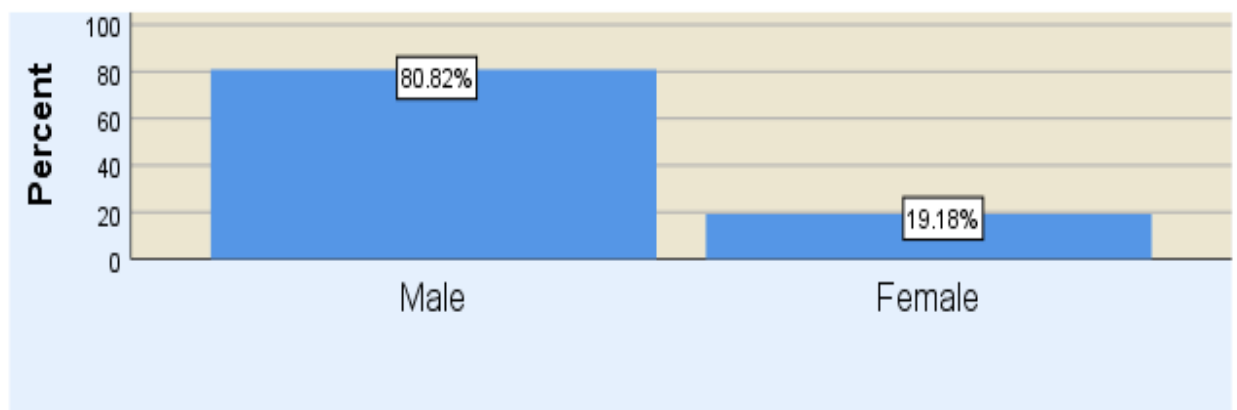
Table 4.1 presents the study's rate of response. The study had a target sample size of 307 respondents spread in the four stations within Kamiti Command. Out of the distributed questionnaires, 245 respondents gave their response while 62 did not give their response. This implies that the study garnered a 79.8% response rate

#### 4.4 Demographic Characteristics

The researcher sought to determine the general characteristics from the participants. In this section, respondents were asked to indicate their gender, education level, current station, when employed, entry rank, experience, promotion, current rank, years worked in the present rank and feeling about the current rank.

##### 4.4.1 Gender

The study sought to determine the gender of the respondents. As argued by Tannenbaum et al. (2016), gender is an important factor in career progression and organizational support hence there is need to consider it in research studies. The findings on gender of the respondents is presented in the figure below;



**Figure 4.1: Gender**

From the findings presented in Figure 4.2, 80.82 % of the respondents covered in this study were male while 19.18% were female. This indicates that majority of the respondents were male.

#### 4.4.2 Education Level

The researcher also sought to determine the respondent's education level; the findings are presented below;

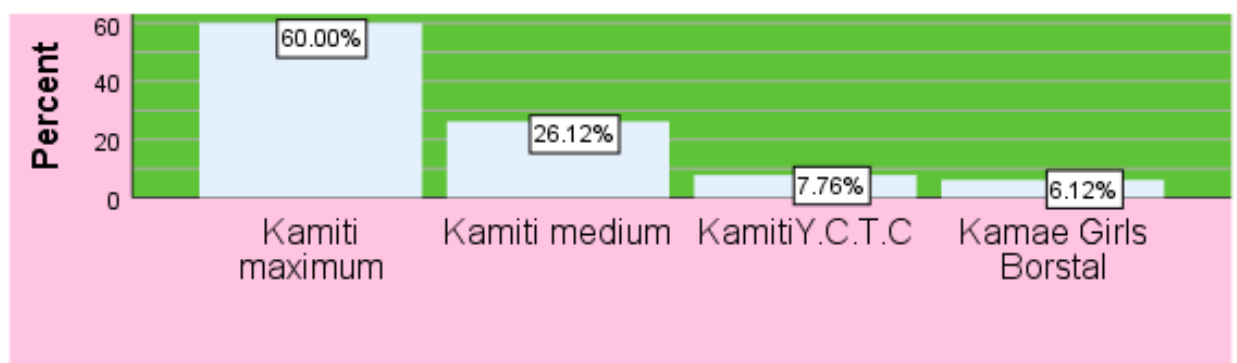
**Table 4.2: Education Level**

Education Level	Frequency	Percent
Primary	1	.004%
Secondary	129	52.7%
College	91	36.5%
University	22	9%
Post Graduate	2	0.82%
Total	245	100.0%

The Table above shows the education level of participants, majority (52.7%) were secondary school leavers, 36.5% indicated that they went to college, 9% undergraduate degree holders, and 0.82% had master's degree. This indicates that the majority of respondents are educated at least up to O levels. This therefore means that information provided was reliable. Respondents also supported that education level has a significant effect on career progression and perceived organizational support. In this case also, employees have education capacity and ability to apply the skills. Considering this education levels, Kenya Prisons institution could therefore adopt to effective career progression.

#### 4.4.3 Current Station

The participants were asked to indicate their current work station within Kamiti Command; the findings were as presented in the diagram below;



**Figure 4.2: Current Work Station**

Figure 4.2 indicates the employees current work station whereby the majority of the respondents (60%) worked at Kamiti Maximum, 26.12% Kamiti Medium, 7.76% Kamiti Y.C.T.C while 6.12% Kamae Girls Borstal. The findings indicated that participants were well distributed in terms of work stations, implying that their divergent views were important in meeting the research objectives.

#### 4.4.4 Employment Period

The study sought to determine when the targeted employees when they were employed. The responses are as shown in the Table below;

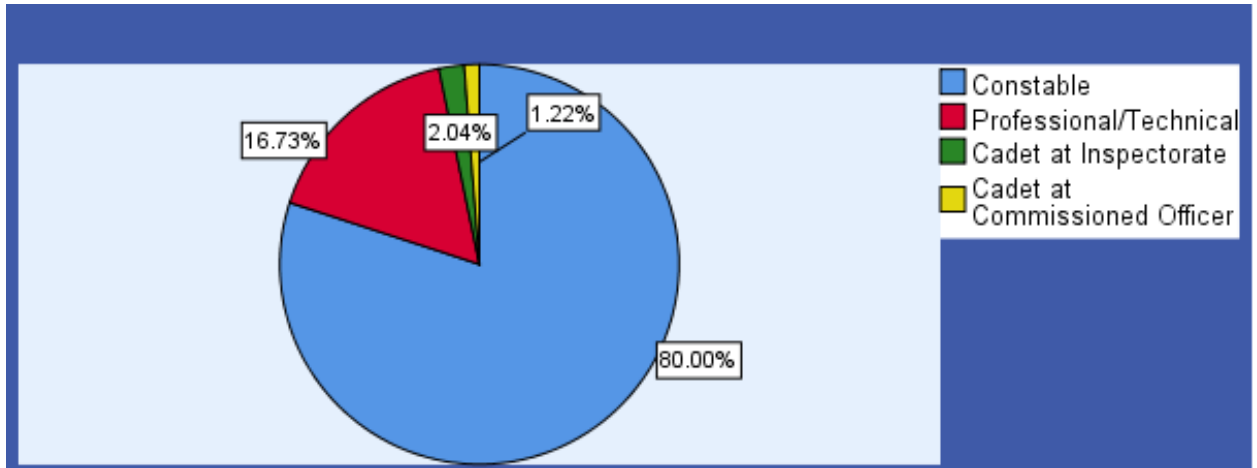
**Table 4.3: Employment Period**

	<b>Frequency</b>	<b>Percent</b>
1 to 5 years	58	24%
6 to 10 years	25	10%
11 to 15 years	123	50%
15 years and above	39	16%
<b>Total</b>	<b>245</b>	<b>100.0%</b>

Majority (50%) of the respondents were employed for a period between 11 and 15 years, (24%) were employed between 1 and 5 years, 10% were employed between 6 and 10 years while minority (16%) between for 15 years and above as presented in the Table above. The findings imply that most employees have been employed for more than 10 years. Moreover, the findings suggest that the employees understand all the activities in the institution particularly in career progression and organizational support.

#### 4.4.5 Entry Rank

The study sought to assess the entry rank that the participants joined the Kenya Prisons Service, the findings are as presented in the Figure below;

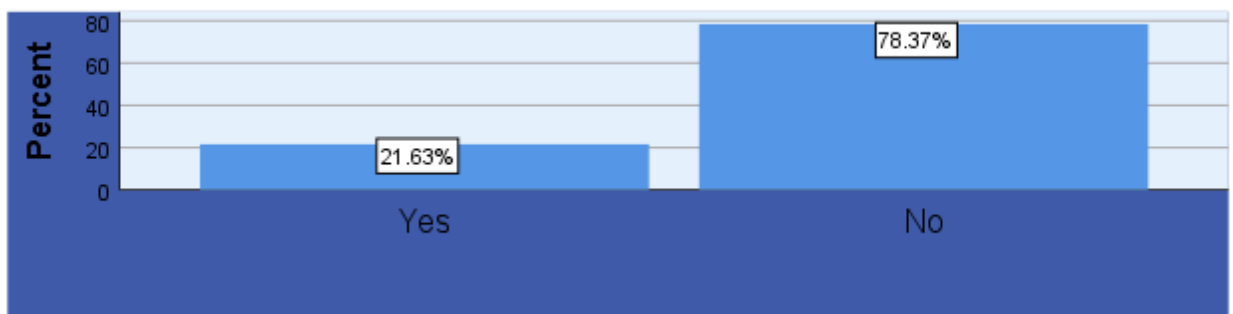


**Figure 4.3: Entry Rank**

Figure 4.3 indicates that majority (80%) of participants were enlisted in Kenya Prisons as constables, 16.73% as professional/technical (Corporal-Senior Sergeant), 2.45% Cadet at Inspectorate while 0.82% Cadet as commissioned officers. The findings imply that the participants were well distributed in terms of entry rank, hence the information was divergent and reliable.

#### 4.4.6 Promotion

The study sought to determine if the participants were promoted yet since they joined Kenya Prisons- Progressing from their entry rank to upper ranks. Their responses are as presented below;



**Figure 4.4: Promotion**

Figure 4.4 presents the participants responses on promotion, majority (78.37%) have never been promoted while 21.63% were promoted. The findings indicate that the institution has failed to achieve 50% promotion rate as most employees are still working at their first position. Promotion is one element of employees' motivation; in this case, the organization has failed to motivate the staff members.

#### 4.4.7 Current Rank

The study sought to determine the current rank of the respondents, those who have been promoted will be in a different rank as compared to the rank at which they joined Kenya Prisons. The findings are as shown below;

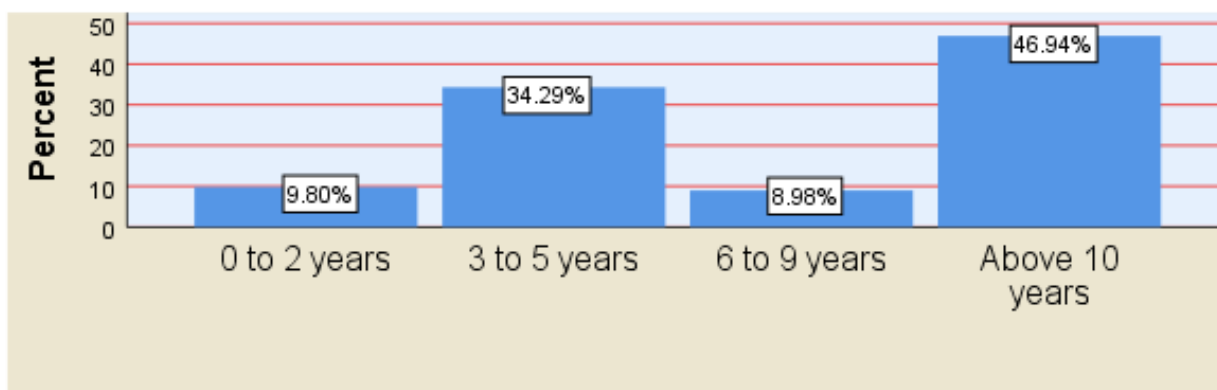
**Table 4.4: Current Rank**

	<b>Frequency</b>	<b>Percent</b>
Constable	143	57.2%
Corporal	46	18.8%
Sergeant	30	12.2%
Senior Sergeant	14	5.7%
Inspectors	7	2.8%
Chief inspectors	2	0.8
Superintended and above	3	1.2%
<b>Total</b>	<b>245</b>	<b>100.0%</b>

Table 4.5 shows that majority (57.2%) were constables, 18.8% corporal, 12.2%, were Sergeant 5.7% were Senior Sergeants, 2.8% inspectors, 0.8% were chief Inspectors and 1.2% stated that they were superintended and above. The findings are in line with section 4.4.6 whereby the majority of employees have not progressed from their entry rank. According to section 4.4.5 the findings shows that most employees started working as constables, and in the findings of their current rank, they are still working at the same position.

#### 4.4.8 Years Served in the Current Rank

In this section of the questionnaire, respondents were requested to indicate the number of years that they have worked in their current rank, the findings are as shown below;

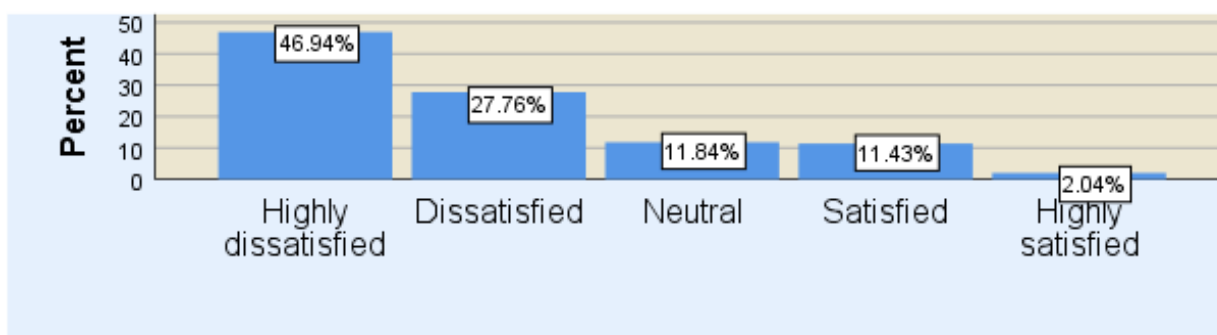


**Figure 4.5: Years Served in the Current Rank**

Majority (46.94%) noted that they have worked in the current position for more than 10 years, 34.29% have worked between 3 and 5 years, 8.98% worked between 6 and 9 years while 9.8% have worked between 1 and 2 years. The findings imply that most employees have worked in their current rank for more 10 years. This also shows that employees have to work for years to get promotion. The findings are supported by previous sections whereby promotion was not granted.

#### **4.4.9 Employees Perception on their Current Rank**

The targeted prison employees were asked to present their feelings on their current rank. The findings are presented in the Figure below;



**Figure 4.6: Employees Perception on Current Rank**

Figure 4.6 shows that majority (46.94%) of employees were highly dissatisfied with their current position, 27.76% were dissatisfied, 11.43% satisfied and 2.04% highly satisfied. The findings indicate that most employees were not satisfied with the present rank because they have not progressed yet even with their length of service.

#### 4.5 Career Progression

Objective one of this study sought to assess the extent of career progression among Prison officers based at Kamiti Command. The employees sampled were therefore presented with statements on career progression where they were expected to express their opinion and a few questions which were also in regards to career progression. Organized structured questions were used to investigate on career progression and the potential answers were structured as follows: 1 reflected strongly disagree, 2 - disagree, 3 -Uncertain, 4 - agree and 5 – strongly agree, the findings are presented in the Tables below;

**Table 4.5: Statements on Career Progression Among Prison Officers**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Kenya Prisons Service is keen on supporting career progression for its employees.	245	2.4653	1.27227
Staffs are promoted whenever they are due for promotions.	245	2.1510	1.05468
I have stayed over 3 years in my current rank without promotion.	245	4.6694	1.30921
Kenya prisons service provides staff with coaching and mentoring programs towards career progression.	245	2.5061	1.46718
Staffs are offered with new responsibilities upon gaining new experiences and expertise	245	2.9469	1.11309
I meet the qualifications required for promotion according to scheme of service for prison officers.	245	4.6816	1.31693
I am confident that I will progress in my career as a prison officer based on the way promotions have been carried out in the past.	245	2.4327	1.53929
There is stagnation in the same rank among prison officers.	245	4.3265	1.54161
There is sufficient staff trainings in Kenya prisons service geared toward career progression.	245	2.3143	1.59507
Kenya Prisons Service has a clear functional approach for providing promotion opportunities to its staff.	245	2.3755	1.55428
Interviews for promotions are structured and fair as	245	2.1061	1.50850

questions asked are job related and offer equal chance for all interviewees.			
I support that Kenya prisons service should strictly adapt to formal career progression as provided for in the scheme of service.	245	4.2000	1.52197
I support the inclusion of clear career progression guidelines in appointment letters.	245	4.4694	1.35050
There is support from the organization to help officers to develop in their career as well as progress upwards.	245	2.5102	1.37188
Kenya prisons service together with public service commission agreed on and approved a scheme of service for uniformed prison officers to guide in career progression in 2014. In my own opinion, I believe the guidelines stipulated there in therefore have been helpful in career progression procedures in Kenya prisons service since its approval.	245	2.7143	1.16998
I am satisfied with the way promotions have been carried out in the past Kenya prisons service and am confident with my chances of promotion.	245	2.2653	1.23434
I am satisfied with the salary I receive in my rank compared to other employees in other government organizations within my rank.	245	2.3878	1.34616
Officers who join the service at a higher rank are more likely to progress than those who join as constables.	245	4.4531	1.23923
There is equal chance for promotion for officers with additional academic qualifications and those with the initial course training	245	2.3796	1.26701
The more years of service an officer has in Kenya prisons service the more likely it is be promoted to a deserved rank in a fair way	245	2.2776	1.43882
Kenya prisons service has different categories of prisons (Maximum, Medium, Y.CT.C, and B.I) working at different category of prisons is likely to	245	4.2163	1.28601



affect career progression.			
Gender factor is likely to affect the process of career progression in in KPS.	245	4.1755	1.23715
By the look of the job group's structure of Kenya prisons (PC-CGP), I am confident that I will progress in my career and climb up through the ranks up to the highest level while working for Kenya prisons service.	245	2.3020	1.26045
Supervisors in Kenya prison service deploy staffs in sections of work by considering staff's competence, ability and interest so as to nurture career progression	245	2.3020	1.30069
Academic qualification and skills obtained by officers always points to a defined career progression in Kenya prisons service considers. E.g a master's degree holder will automatically be eligible to a certain rank.	245	2.3878	1.25477

The Table above presents respondent's views about the career progression among Prison officers. The findings show that on Kenya Prison supporting career progression for the employees the study exhibited a mean of 2.4653 showing that the participants disagreed on the statement. The staff also disagreed that Kenya prisons service provides staff with coaching and mentoring programs towards career progression with the mean of 2.5061. The employees agreed (4.6816) that they possess the qualifications required for promotion according to scheme of service for prison officers. From the Table, it is indicated that respondents disagreed that they are confident that they will progress in their career as a prison officer based on the way promotions have been carried out in the past with a mean of 2.4327. They on the other hand agreed that there is stagnation in the same rank among prison officers with means of 4.3265. The Table also shows that the majority of employees agreed that the officers who join the service at a higher rank are more likely to progress than those who join as constables at the mean of 4.4531.

The study also indicated that the employees disagreed that there was equal chance for promotion for officers with additional academic qualifications and those with the initial course training and the more years of service an officer has in Kenya prisons service the more likely it is to be promoted to a deserved rank in a fair way at the mean of 2.3796. Also, the employees agreed that they support that Kenya prisons service should strictly adapt to formal

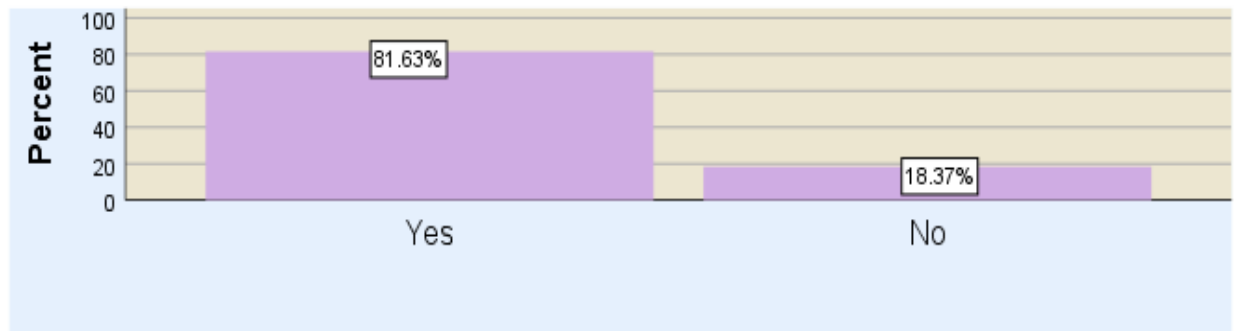
career progression as provided for in the scheme of service and the inclusion of clear career progression guidelines in appointment letters at the mean of 4.2 and 4.4 respectively.

The study shows that some participants were neutral that academic qualification and skills obtained by officers always points to a defined career progression in Kenya prisons service for example master's degree holder will be automatically eligible to a certain rank. The table indicates that the employees disagreed that Kenya prisons service together with public service commission agreed on and approved a scheme of service for uniformed prison officers to guide in career progression in 2014. In their views, they believe the guidelines stipulated there in therefore have been helpful in career progression procedures in Kenya prisons service since its approval with the mean of 2.7143. The findings also show that the standard deviation is 1.37909 meaning that there is less variation in participant's responses. Their responses were almost the same and evolved around agree, neutral and disagree.

The respondents agreed that Kenya prisons service has different categories of prisons (Maximum, Medium, Y.C.T.C, and B.I) and that working at different category of prisons is likely to affect career progression, they also agreed that gender factor is likely to affect the process of career progression in in KPS with the mean of 4.2163. Moreover, the employees disagreed that by the look of job group structure of Kenya prisons (PC-CGP), they expected to progress in their career and climb up through the ranks up to the highest level (mean 2.3020). Employees also disagreed that academic qualification and skills obtained by officers always points to a defined career progression in Kenya prisons service for instance master's degree holder will be automatically eligible to a certain rank with means of 2.3878. The respondents disagreed that supervisors in Kenya prison service deploy staffs in sections of work by considering staff's competence, ability and interest so as to nurture career progression at the mean of 2.3020.

#### 4.5.1 Promotion Step taken

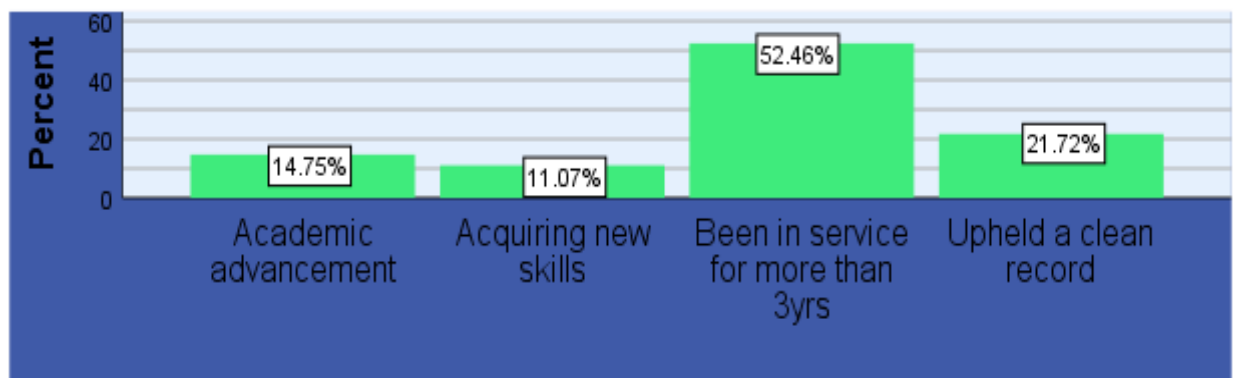
The participants were asked to indicate if they had taken any step/s towards promotion in their career progression. The findings were as presented below;



**Figure 4.7: Promotional Steps taken**

#### 4.5.2 Steps Taken Towards Career Progression

Majority (81.63%) have taken steps towards promotion while 18.37% have not taken any step as presented in Figure 4.8. From the findings it's unfortunate that employees have taken steps towards promotion but they are not promoted as indicated by section 4.4.5. Those who reported that they have taken steps towards promotion were asked to state which steps they have taken. The findings are as shown;



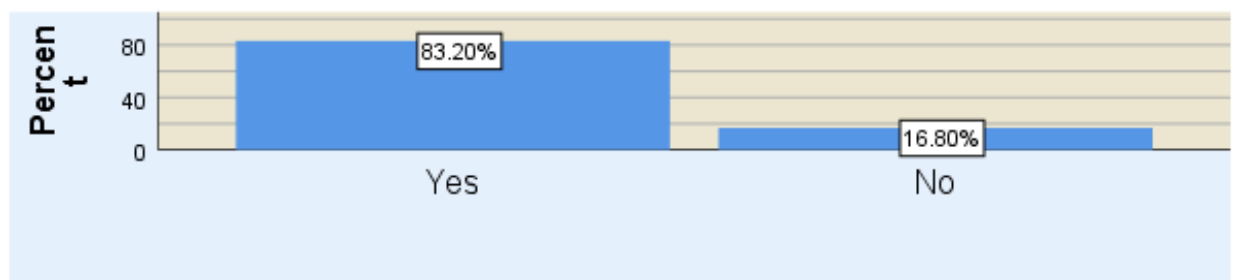
**Figure 4.8: Steps Taken Towards Career Progression**

Figure 4.8 findings reported that majority (52.46%) indicated that they had taken necessary steps towards promotion by being committed in the service for more than three years, 21.72 indicated that they had upheld a clean record, 14.75% had taken an initiative for academic

advancement and 11.07% in acquiring new skills. The findings show that most employees from the Prison institution are passionate about promotion hence ended up acquiring new skills and advancing their academics but it's unfortunate they don't end up getting promoted.

#### 4.5.3 Stagnation in Current Rank

The study aimed at assessing participant's views on their current rank and whether they feel that they had stagnated on their current rank, the responses were as presented below;

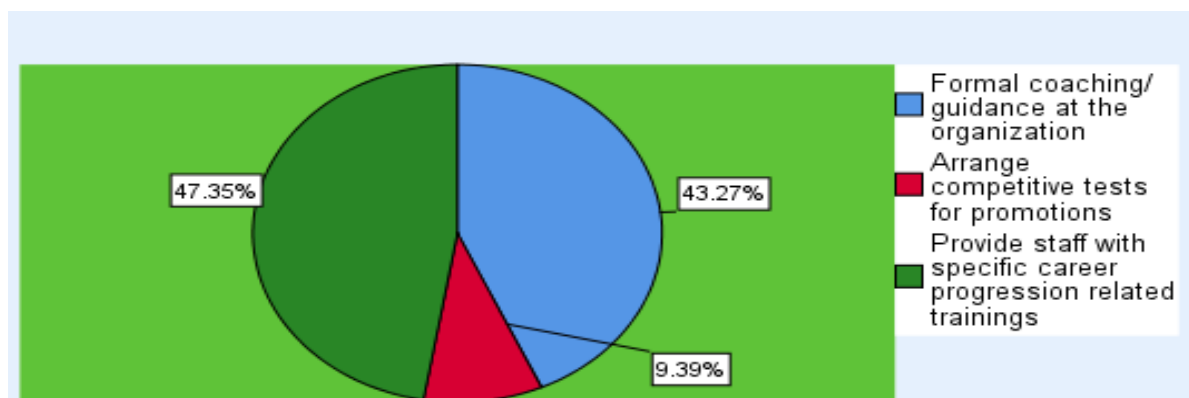


**Figure 4.9: Stagnation in Current Rank**

Figure 4.9 shows that majority (83.2%) of sampled employees felt that they had stagnated in the same position for a long time, while 16.8% did not feel like they had stagnated in their Rank. The findings imply that majority of the participants had stagnated in their ranks without any progression.

#### 4.5.4 Suggestions on Career Progression

The participants were asked to state or suggest what the organization should do to improve career progression in Kenya Prisons Service, the findings are shown below;



**Figure 4.10: Suggestions on Career Progression**

Figure 4.10 presents the participants suggestion to improve the service or enhance the employee’s promotion. Majority (47.35%) said that the organization should introduce specific career progression related training, 43.27% formal coaching or guidance at the organization while 9.39% suggested that the company should arrange competition tests for promotion.

#### 4.6 Perceived Organizational Support

Objective two of this study sought to determine the extent of perceived organizational support. The employees sampled were therefore presented with statements on perceived organizational support and a few questions where they were expected to express their opinion. This was pursued by use of a structured question and the possible responses were structured as follows 1 represented strongly disagree, 2 - disagree, 3 - uncertain, 4 - agree and 5 – strongly agree, the findings were presented in the Table below;

**Table 4.6: Statements on Perceived Organizational Support**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I think Kenya prisons service cares about my emotional well-being, safety and health.	245	2.5102	1.26948
The organization is willing to extend itself in order to help me perform my job to the best of my ability and potential.	245	2.2204	1.11638
I feel emotionally attached with Kenya Prisons Service.	245	3.3469	1.21384
Kenya Prisons Service support my contribution and my opinion through two way feedback and even use the information to improve work delivery.	245	2.4122	1.14047
KPS does not care about my personal problems that would cause me to be absent from my duty and instead would take disciplinary action against me.	245	2.4367	1.17045
My organization would understand my long absence due to my poor health/illness.	245	3.4735	1.24314
If I would raise any complaint, my organization would help solve it.	245	2.1796	1.25139

I think Kenya prisons service disregards its employee's best interest when making decisions that would affect them.	245	1.3469	1.30496
Help is readily available from Kenya prisons whenever I have a problem.	245	2.3469	1.31434
If I commit an accidental mistake, Kenya prisons service would forgive me.	245	2.3796	1.26701
If my performance would decrease even in small bit, the organization would be quick to lay me off or replace me.	245	4.5306	1.19600
I feel Kenya prisons service provides little opportunity for its employees to move up the ranks.	245	4.5224	1.22663
KPS would provide me with enough reasons before transferring me.	245	2.4531	1.35306
KPS would heed to my reasonable request for a change from my working station.	245	3.5959	1.20279
KPS cares about my general satisfaction at my station of work.	245	2.2653	1.53878
Kenya Prisons Service would acknowledge my accomplishments while on duty and reward them.	245	2.0408	1.31447
Kenya Prisons Service shows concern about my presence and if I try to quit, the organization would try to convince me against the move by persuading me to stay.	245	2.9429	1.25972
Kenya prisons works hard on having salaries of its employees reviewed upwards.	245	2.8531	1.20910
Kenya prisons service cares about deploying its employees based on their qualifications.	245	2.8531	1.23260
My supervisors/bosses are proud of the work I do and always praises me for it.	245	2.9102	1.24799
I feel obligated to be commitment to Kenya Prisons Service on its accomplishment of its vision and mission.	245	4.2245	1.29731
My supervisors are supportive and this gives me a sense of pride as I work for Kenya prisons service.	245	2.0122	1.33822
If KPS would reward me with consistent career progression I will be more satisfied as a prison officer.	245	4.8204	1.23822

I don't feel the need to leave Kenya Prisons Service and look for a job in another organization for my entire career path.	245	2.7224	1.12557
Kenya prisons service cares about my opinion and suggestions.	245	2.5102	1.37487
Kenya Prisons Service is careful to make my working conditions and environment friendly to facilitate my work.	245	2.2694	1.40290
My organization cares about my salary and often work on salary harmonization and allowances.	245	2.1265	1.40415
I am with this organization because I don't have a better opportunity yet, if I would get one, I wouldn't hesitate to leave.	245	4.0612	1.39977
My organization cares that I have stagnated without career progression despite my commendable efforts.	245	2.0286	1.40374
I am happy at my section of work and enjoy discharging my duty.	245	3.0653	1.37148
I feel unappreciated by my organization when I think about what they pay me.	245	4.1673	1.43169
My supervisor shows concern with the feelings and psychological well-being of subordinates.	245	2.9755	1.36083
My leave days are freely given to me whenever am due for leave.	245	4.9388	1.22153
Staffs at General office charged with deploying others on rotational duty rosters are fair and free from bias.	245	2.9959	1.29785
My efforts to do exemplary good are blocked by lack of right tools, equipment and environment.	245	4.4429	1.34164

From the findings above, many of the participants disagreed that Kenya prisons service cares about their emotional well-being, safety and health and that the organization is willing to extend itself in order to help them perform their job to the best of their ability and potential. The study noted that most participants were uncertain (3.3469) that they are feel emotionally attached with Kenya Prisons Service. Further findings show that the employees disagreed that Kenya Prisons Service supports their contribution and their opinion through two-way feedback and even use their information to improve work delivery with the mean of 2.4122. Respondents agreed on the statement that KPS does not care about their personal problems that would cause them to be absent from their duty and instead would take disciplinary action against them. However, some respondents were uncertain if the organization would understand their long absence due to their poor health/illness with the mean of 3.4735. Most

employees also indicated that they agreed that Kenya prisons service provides little opportunity for its employees to move up the ranks with the mean of 4.5224.

The participants from the targeted population disagreed that KPS would provide them with enough reasons before transferring them and also, on the other hand, KPS would heed to their reasonable request for a change from their working station. The respondents strongly agreed that they think Kenya prisons service disregards its employee's best interest when making decisions that would affect them with the mean of 1.3469. The Table indicates that the participants agreed to the statement that if their performance would decrease even in small bit, the organization would be quick to lay them off or replace them. They also disagreed that Kenya Prisons Service would acknowledge their accomplishments while on duty and reward them.

The findings imply that most participants disagreed that Kenya Prisons Service shows concern about their presence and if they want to quit, the organization would try to convince them against the move by persuading them to stay with the mean of 2.9429. The staff members disagreed that Kenya prisons works hard on having salaries of its employees reviewed upwards (2.8531) and Kenya prisons service cares about deploying its employees based on their qualifications having the mean of 2.8531. Most of employees disagreed (2.5102 and 2.2694) that Kenya prisons service cares about their opinion and suggestions and Kenya Prisons Service is careful to make their working conditions and environment friendly to facilitate their work.

The employees strongly agreed (4.8204) that if KPS would reward me with consistent career progression will be more satisfied as a prison officer. The respondents agreed (4.0612) that they are with this organization because they don't have a better opportunity yet, if they would get one, they wouldn't hesitate to leave. The employees were also neutral (3.0653) that they are happy at their section of work and enjoy discharging the duty. Moreover, the employees agreed (4.1673) that they feel unappreciated by their organization when they think about what they payment. The findings also show that participants disagreed that supervisors/bosses are proud of the work they do and always praises them for it. Respondents disagreed that they don't feel the need to leave Kenya Prisons Service and look for a job in other organizations in their entire career path and supervisor shows concern with the feelings and psychological well-being of subordinates. Participants strongly agreed that if KPS would reward them with consistent career progression they will be more satisfied as prison officers.



The findings also demonstrate that the employees agreed that their leave days are freely given whenever it's due for leave with mean of 4.9388. Moreover, the workers agreed that their efforts to do exemplary well are blocked by lack of right tools, equipment and environment while some disagreed (2.9959) that staffs at general office charged with deploying others on rotational duty rosters are fair and free from bias. The findings show that the KPS employees agreed that they felt obligated to be commitment to Kenya Prisons Service on its accomplishment of its vision and mission, their supervisors are supportive. Respondents also disagreed (2.0286) that Kenya prisons service cares that they have stagnated without career progression despite their commendable efforts and Kenya Prisons Service is careful to make their working conditions and environment friendly to facilitate the work and organization cares about their salary and often work on salary harmonization and allowances (2.1265).

#### **4.7 Narrative Analysis**

This was the response that was gathered from the interviews conducted with section heads, senior management and officers with in-depth understanding of the study. Information was coded into themes and analyzed through written narrative. The study found that, in the interview sessions, two of the key informants (both at the rank of Senior Superintended) suggested that *“for the Prison institution to meet its objective on career progression, it has to promote the employees based on length of service, their qualifications, performance and skills. They also had a mutual concern that Prison department should adopt new methods to provide for career progression other than just the old ways of awarding ranks; specifically, they mentioned that moving officers to particular job groups even without the rank-borrowing a leaf from Kenya Police Service on Graduate Constables. They also raised the issue that promotions of ranks up to Senior Sergeant should be strictly handled and managed at station levels where the Officer in Charge is well conversant with the performance of the junior officers as compared to attending interviews at regional level. Additionally, they were for the opinion that matters to do with promotions be handled by external evaluators by incorporating them in interview committees. Again, they raised a concern that written exams for promotions should be adopted to encourage fairness and equity in promotions as compared to the current oral unstructured interviews that are commonly used. They also shared a view that prisons organizational structure triangle is highly pitched and suggested that flattening the triangle would be best for the department. Deployments of officers with qualifications in their sections of specialization were also highly recommended by these key informants”*.

A mutual observation from all the key informants also raised a concern that *“Kenya prisons service should concentrate on internal promotions and only recruit professions that are not found within internal manpower. They were all for a common view the institution should come up with proper recommendations approach and online record keeping of officers that should be updated regularly for easier retrieval of information in which it will guide in effective strategy to promote the employees. Additionally, there was a mutual concern as to why the department has so much concentrated only on prisoner’s Human Rights and psychological wellbeing and has ignored the psychological wellbeing of officers. On this; they suggested that counselling and Public Relations and Communication department should be fully functional and treated as important to cater for the officers and also for the functioning of the department. They all had a common view on issues of improvements of environments for officers by Kenya Prisons would boost the morale of officers-issues like colonial proceedings were raised to be a demotivating and intimidating procedure while officers are discharging their duties. An issue of handcuffing female prisoners was raised and they suggested that prisons department need to work closely with relevant bodies for policy making to formulate laws in regards to this issue”*.

Key informants (two sergeants who joined the service as technicians at the rank of sergeant over ten years ago and were yet to be promoted raised the issue that *“promotions should be fair and timely as a way of motivating employees to work hard to achieve both individual and organization’s goals, mission and vision. They raised it that promotions should be conducted every year as compared to the current practice where promotions take too long to be conducted”*.

On the issue of remunerations, all the key informants expressed that *“the salaries received and allowances ought to be revised upwards. It was also raised that Prisons department leadership should work with agility when it comes to negotiating issues of salaries and allowances for prison officers as compared to National Police Service”*. Informants from the maximum prison felt that *“they should be paid strenuous allowances due to their nature of work”*. Equally, In-Charges felt that *“there should be responsibility allowance so as to motivate those tasked with leadership positions. Particularly, Officer In Charges allowance, Deputy In Charge allowance, Duty Officer allowances and Senior Discipline allowance”*.

It was also raised by two section heads at the rank of superintended that *“selection and award of leadership positions should be guided by written structures unlike the current state where there is no structure to select leaders on these positions other than seniority in rank”*.

Suggestions were made by three key informants (Inspector, Chief Inspector and a Constable) *“that KPS should adopt a 3-year term for leadership positions (Officer in Charges, Deputy In-Charges, Directors and other management positions) which should be renewable once making a maximum of 6 years in a certain position so as to give room for new leadership”*.

On perceived organizational support, it was raised that by all the informants that *“employees would need support from the organization by improving their work environment”*. Among the support raised was that officers would want from the department were *“equipment like Ak47 guns and other short guns for patrols especially when escorting prisoners, improved transportation modes, improved housing for staff, issuance of uniforms, building of modern watch towers powered with binoculars and CCTVs, Digital admission process of inmates was also raised as part of expectations employees would like to be addressed so as to feel supported by KPS”*.

There was the fear from one of the key informant (a constable who holds post graduate degree) that *“Kenya Prisons will continually lose employees upon attaining skills and expertise because they are not appreciated and rewarded by the organization”*.

Two of the key informants (Superintended) raised it that *“prisons work is a complex and involving work which can be exhausting to officers. On this, they proposed that prisons department should review the issue of revising annual leave to 60 days and maternity leave to 5 months and paternity leave to 30days. This should be solved in partnership with other stakeholders and policy makers”*.

Two of the key informants (a Sergeant and an Inspector) raised an issue that *“KPS should update and revise the initial training course used for training at the Prisons Staff Training College for all new officers. Equally, they raised that, after completion of initial training course and posting of officers, coaching and mentorship programs should continue throughout the working period. They also said that continuous workshops and seminars also should be emphasized on throughout the career life of officers to improve on skills and knowledge. They also raised the issue that open communication and two-way feedback should be embraced. They said that many officers are sinking into depression because a platform for expression is not encouraged within the department. They said that the current system of reaching out to top management is hindered by adoption of chain of command and this causes junior officers not to express what could be hindering them to work and deliver their services in sober state”*.

## 4.8 Hypothesis Testing

This section presents a summary of inferential statistics and specifically correlation and three-way Chi-square model. The study aimed at determining the relationship between career progression and Perceived Organizational support among officers as objective three. Also, the influence of category of prison, gender, length of service and entry rank of an officer to the relationship between career progression and Perceived Organizational Support. The findings were as presented below;

### 4.8.1 Correlation Analysis between career progression and perceived organizational support.

This section presents a summary of Correlation analysis between the independent variable which was career progression and a dependent variable namely perceived organizational support. The findings were as shown below;

**Table 4.72: Correlations**

		<b>Career progression</b>	<b>Perceived organizational support</b>
Career progression	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	N	245	245
**. Correlation is significant at the 0.01 level (2-tailed).			

The Table above presents the effects of career progression on perceived organizational support using the Pearson Correlation which was 0.641 at 95% significance level indicating a positive relationship. The Sig. (2-tailed) was  $0.001 < p\text{-value} (0.05)$ , we failed to accept the null hypothesis and a conclusion is made that there is a statistical significant relationship between career progression and perceived organizational support.

#### 4.8.2 Cross Tabulation on Gender, Category of Prison, Entry Rank and Length of Service in Relation to Career Progression and Perceived Organizational Support.

This section sought to find out the results from Cross tabulation between gender, category of Prison, entry rank and length of Service and their Influence on Career Progression and Perceived Organization Support. Pearson chi-square was done on the responses so as to test the significance in the findings.

#### 4.8.3 Gender and Career Progression & Perceived Organizational Support

This section of the study sought to find out the relationship between gender, career progression and Perceived Organization Support. Cross tabulation was calculated on the gender of the respondents in relation to career progression and perceived organization support. The findings are as shown below;

**Table 4.8: Cross Tabulation on Gender in Relation to Career Progression and Perceived Organizational Support**

Perceived Organizational Support	Total				Career Progression			Total
	Male	Female			Male	Female		
Strongly disagree	64	30	94		109	15	124	
Disagree	99	7	106	Pearson Chi-square	78	21	99	Pearson Chi-square
Uncertain	5	4	9	14.208 <sup>b</sup>	5	4	9	.494 <sup>b</sup>
Agree	2	4	6	P=(0.000)	4	4	8	P=(0.000)
Strongly Agree	8	2	10		2	3	5	
Total	198	47	245		198	47	245	

The findings show that 94 employees strongly disagreed to majority of the perceived organizational support statements whereby 64 were male while 30 were female. The table indicated that the Pearson Chi-square is 14.208<sup>b</sup> and  $p = (0.000) < \text{sig-value } (0.005)$ , the gender difference on perceived organizational support is significant. As such, there are

significant gender difference on perceived organizational support at 95% confidence interval. On the career progression, 124 strongly disagreed whereby 109 were male while 15 were female. The Pearson Chi-square is 494<sup>b</sup> and  $p = (0.000) < \text{sig-value } (0.005)$  hence there is a significant gender difference on career progression at 95% confidence interval.

#### 4.8.4 Category of Prison and Career Progression

The researcher sought to find out the relationship between categories of prison on career progression. Cross tabulation was calculated on the category of prison of the respondents in relation to career progression and the findings are as shown below;

**Table 4.9: Cross Tabulation of Category of Prison in Relation to Career Progression**

<b>Career Progression</b>	<b>Kamiti Maximum</b>	<b>Kamiti Medium</b>	<b>Kamiti Y.C.T.C</b>	<b>Kamae Girls Borstal</b>	<b>Total</b>	
Strongly disagree	74	34	12	7	127	
Disagree	39	22	5	2	68	Pearson Chi-square
Uncertain	23	4	0	6	33	18.137 <sup>a</sup>
Strongly agree	2	1	0	0	3	P=(0.000)
Agree	9	3	2	0	14	
Total	147	64	19	15	245	

From the table 127 of employees strongly disagreed to the most of the career progression statements whereby 74 were from Kamiti Maximum, 34 from Kamiti Medium, 12 from Kamiti Y.C.T.C and 7 from Kamae Girls Borstal. The Pearson Chi-square (18.137<sup>a</sup>) and  $P = (0.000) < \text{sig-value } (0.005)$  indicating that there is a significant difference in employee's category of prison and career progression responses.

#### 4.8.5 Category of Prison and Perceived Organizational Support.

The researcher using cross tabulation, sought to find out the relationship between Category of prisons and Perceived organizational support. The findings are as shown below;

**Table 4.10: Cross Tabulation of Category of Prison on Perceived Organizational Support**

Perceived Organizational Support	Kamiti Maximum	Kamiti Medium	Kamiti Y.C.T.C	Kamae Girls Borstal	Total	
Strongly disagree	79	24	9	10	122	
Disagree	36	19	3	5	63	Pearson Chi-square
Uncertain	12	11	0	0	23	19.337 <sup>a</sup>
Strongly agree	14	2	3	0	19	P=(0.000)
Agree	6	8	4	0	18	
Total	147	64	19	15	245	

The findings from the above table shows that 122 of employees strongly disagreed to majority of the perceived organizational support statements whereby 79 were from Kamiti Maximum, 24 from Kamiti Medium, 9 from Kamiti Y.C.T.C and 10 from Kamae Girls Borstal. The Pearson Chi-square (19.337<sup>a</sup>) and P= (0.000) <sig-value (0.005) indicating that there was a significant difference in employee's category of Prison and Perceived Organizational Support among respondents. .

#### 4.8.6 Entry rank and Career Progression.

This section sought to find out the relationship between entry rank of an officer on career progression. Cross tabulation on respondent's entry ranks and career progression was done.

The findings are as shown below;

**Table 4.11: Cross Tabulation of Entry Rank of Officers on Career Progression.**

<b>Career Progression</b>	<b>Constable</b>	<b>Technicians /Professionals</b>	<b>Cadet at Inspectorate</b>	<b>Cadet as Commissioned Officer</b>	<b>Total</b>	
Strongly disagree	66	13	1	0	81	
Disagree	80	10	0	0	90	Pearson Chi-square
Uncertain	33	4	1	0	38	89.021 <sup>a</sup>
Agree	10	6	1	2	18	P=(0.000)
Strongly Agree	7	8	2	1	18	
<b>Total</b>	<b>196</b>	<b>41</b>	<b>5</b>	<b>3</b>	<b>245</b>	

From the table above, most employees were enlisted at constable level (196) while the least were enlisted as Cadets as commissioned officers (3), as such, the researcher sought to assess the significance influence of entry rank of an officer on career progression. The Pearson Chi-square was 89.021<sup>a</sup> and  $p(0.001) < \text{sig-value}(0.005)$  there is a significant difference in employee's entry rank on career progression.

#### **4.8.7 Entry Rank and Perceived Organizational Support.**

The study sought to establish the relationship between entry rank and perceived organization support among respondents. In this section, cross tabulation on respondent's entry ranks were calculated and the findings are as shown below;



**Table 4.12: Cross Tabulation of Entry Rank of Officers on Perceived Organizational Support.**

Perceived Organizational Support	Constables	Technicians/ Professionals	Cadet at Inspectorate	Cadet as Commissioned Officer	Total	
Strongly disagree	78	17	2	2	99	Pearson Chi-square 17.021 <sup>a</sup> P=(0.000)
Disagree	57	12	0	0	69	
Uncertain	39	6	0	0	45	
Agree	13	2	1	0	16	
Strongly Agree	9	4	2	1	16	
Total	196	41	5	3	245	

As shown in the above table, most employees sampled were enlisted in the Prisons service as constables while the least were Cadet as commissioned officers, the study sought to determine the significance of influence of entry rank of an officer on perceived Organization Support. The Pearson Chi-square was 17.021 and  $p(0.001) < \text{sig-value}(0.005)$  implying that there is a significant difference between employee's current rank on perceived organizational support.

#### **4.8.8 Length of Service and Career Progression**

The researcher sought to find out the relationship between length of service and career progression. Cross tabulation was done on employee's length of service in relation to career progression. The findings are as shown below;

**Table 4.13: Cross Tabulation of Length of Service of an Officer on Career Progression.**

<b>Career Progression</b>	<b>1-5 years</b>	<b>6-10 years</b>	<b>11-15 years</b>	<b>15 years and above</b>	<b>Total</b>	
Strongly disagree	35	11	78	10	134	
Disagree	15	6	43	26	90	Pearson Chi-square
Uncertain	2	5	0	0	7	56.432 <sup>a</sup>
Agree	5	1	1	2	9	P=(0.000)
Strongly Agree	1	2	1	1	5	
Total	58	25	123	39	245	

The findings from the above table shows that 134 of employees strongly disagreed to majority of the career progression statements whereby 35 had served between 1 and 5 years, 11 had worked between 6 and 10 years, 78 had worked between 11 and 15 years while 10 had worked for 15 years and above. The Pearson Chi-square (19.337<sup>a</sup>) and P= (0.000) <sig-value (0.005) indicating that there is a significant difference in length of service and career progression.

#### **4.8.9 Length of service and Perceived Organizational Support.**

This section of the study sought to find out the relationship between length of service and perceived organizational support. Cross tabulation on the length of service of respondents and Perceived Organization Support was done. The findings are as shown below;

**Table 4.14: Cross Tabulation of Length of Service of an Officer on Perceived Organizational Support.**

<b>Perceived Organizational Support</b>	<b>1-5 years</b>	<b>6-10 years</b>	<b>11-15 years</b>	<b>15 years and above</b>	<b>Total</b>	
Strongly disagree	32	14	94	21	161	
Disagree	19	5	22	15	61	Pearson Chi-square
Uncertain	2	1	5	0	9	46.121 <sup>a</sup>
Agree	4	2	1	2	9	P=(0.000)
Strongly Agree	1	3	1	1	6	
Total	58	25	123	39	245	

From the table above Most (161) employees sampled strongly disagreed on perceived organizational support, whereby 32 had served between 1 and 5 years, 14 between 6 and 10 years, 94 have worked between 11 and 15 years and 21 for 15 years and above. The Pearson Chi-square was 89.021<sup>a</sup> and  $p(0.001) < \text{sig-value}(0.005)$  there is a significant difference between employee's length of service on perceived organizational support.

#### **4.8.10 Three-Way Chi-Square**

The study aimed at assessing or to determine how category of Prison, gender, length of service and entry rank of an officer in Kenya Prisons Service influences career progression and perceived organizational support. The Three-Way Chi-square analysis was used to determine the relationship between career progression and perceived organizational support. The findings are as shown below;

**Table 4. 15: Three-Way *Chi-Square***

	<b>Category of Prison</b>	<b>Gender</b>	<b>length of Service</b>	<b>Entry Rank</b>	<b>Career Progression</b>	<b>Perceived Organizational support</b>
Chi-Square	19.337 <sup>a</sup>	14.208 <sup>b</sup>	103.424 <sup>c</sup>	251.673 <sup>d</sup>	.494 <sup>b</sup>	132.571 <sup>d</sup>
Df	3	1	3	4	1	4
Asymp. Sig.	.000	.000	.000	.000	.482	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 60.8.						
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 122.5.						
c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 61.3.						
d. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.0.						

Table shows the relationship between current station, gender, length of service, entry rank, career progression and perceived organizational support. The sig-value for these variables is (0.001) < p-value (0.005), the null hypothesis was rejected and conclusion was made that Category of Prison, gender, entry rank and length of service have a significant impact on career progression significant at 95 CI.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter includes a review of the main findings, the details of discussions from the findings, the conclusions reached from the findings and recommendations given. The conclusions and recommendations were arrived at after analyzing the responses given on research questions that were aimed to achieve the research objectives which included determining the relationship between career progression and perceived organizational support.

#### 5.2 Summary of Findings

The study found that most employees were secondary levers and a significant number of them had college diplomas. The researcher found that most employees were working at Kamiti Maximum- this was attributed to the size and category of the Prison. Overall respondents had been employed for more than ten years. The study indicated that majority of employees had not progressed from their entry rank since they started working in the institution. Majority of these employees were constables and have served in the current position for more than 10 years. The study also indicated that the employees were dissatisfied with their current positions because they held the feelings that they had stagnated and promotions were not forthcoming.

The findings demonstrated that most sampled employees disagreed on the statement that Kenya Prison was keen on supporting the career progression for the employees. The sampled employees also disagreed that the level of satisfaction on the career progression statement such as they were satisfied with the way promotions had been carried out in the past in Kenya prisons service and that they were confident with their chances of promotion. The study found that the employees agreed that the officers who joined the service at a higher rank are more likely to progress than those who join as constables and working at different category of prisons (Maximum, Medium, Y.CT.C, and B.I) is likely to affect career progression. From the findings, the respondents agreed that gender factor is also likely to affect the process of career progression in in KPS. By looking at the job group structure of Kenya prisons (PC-CGP), officers did not expect to progress in career and climb up through the ranks up to the highest level while working for Kenya prisons service.

The findings show that most employees have taken steps towards getting promoted but this has not been the case. The researcher found that the most common action taken, acquiring new skills, and academic advancement. The findings also indicated that most of the officers indicated that they had more than 3 years in the same rank which is the minimum requirement as stipulated in the scheme of service for one to progress to a higher rank. Moreover, employees felt that they have stagnated in the same rank for a long time and expressed that they should have progressed to upper job grades. The findings imply that the majority of participants had worked in their current position for long time and would like to be promoted to upper job groups, this was supported by their response that they will be more satisfied if promoted. The staff members suggested that in order to improve the service, it's imperative for the organization to introduce specific career progression related training, formal coaching or guidance at the organization and arrange competition tests for promotion.

On the perceived organizational support, the study found that employees disagreed that Kenya prisons service cares about my emotional well-being, safety and health and the organization is willing to extend itself so as to help officers perform their job to the best of their ability and potential. The study found that employees disagreed that Kenya prisons service cares about their demonstrative well-being, safety and health and they were uncertain if they felt emotionally attached with Kenya Prisons Service. Furthermore, the employees disagreed that Kenya Prisons Service support their contribution and their opinion through two-way feedback and even use the information to improve work delivery.

The targeted employees also disagreed that Kenya Prisons Service shows concern about their presence and if they would try to quit, the organization would try to convince them against the move by persuading them to stay and Kenya prisons works hard on having salaries of its employees reviewed upwards and Kenya prisons service cares about deploying its employees based on their qualifications.

The findings demonstrate that the employees disagreed that supervisors/bosses were proud of the work they do and always praises them. Respondents also indicated that on rewards, that if Kenya Prisons Service would voluntarily consider them by way of career progression they will be more satisfied as a prison officer. Some of employees disagreed that they don't feel the need to leave Kenya Prisons Service and looking for job in another organization for their entire career path and supervisors show concern with the feelings and psychological well-being of subordinates. The researcher found that career progression has a statistical

significant effect on perceived organizational support at 95% significant level. Lastly, there is a significant relationship between current station, gender, length of service entry ranks and career progression and perceived organizational support at 95% significant level.

### **5.3 Discussion**

The researcher found that career progression in Kenya Prisons Service is almost nonexistence in that employees are not promoted and that majority of the few that were promoted had to wait way too long to be promoted. Majority of the employees have surpassed the minimum 3 years in the same rank as stipulated in the scheme of service for uniformed prison officers as a minimum requirement to be considered to a higher rank. The institution has failed to achieve 50% promotion rate as most of employees are still working at their first position. Priscari and Shah, (2016) noted that most government institutions have failed to promote their employees hence lowering their morale.

Ituma & Simpson, (2007); Perryer et al. (2010) argued that having the right skills while working for a particular organization is important to an employee even as they look forward to progress in their career. However, the findings of this study indicated that Kenya Prisons has not put any emphasis on training its staff towards career progression. Further findings also indicated that Kenya Prisons Service does not emphasize on offering coaching and mentoring to its staff, those who have acquired new skills are also not deployed according to their qualifications. This implies that, the effort and tasks towards career advancement undertakings have been solely left to employees alone. According to Jan, Z. (1996) Career development and career progression should not be a responsibility left to the employee alone, rather the organization ought to support its employees in their career advancement and growth.

In regards to perceived organizational support, the employees disagreed to most statements. This study found that Kenya prisons service does not care about its employee's emotional well-being, safety and health, the organization is not willing to extend itself in order to help them perform their job to the best of their ability and potential. The institution has failed to support the staff efforts and opinion using a two-way feedback as concluded by (Xoxakos, 2020).

As concluded by Rhoades & Eisenberger, (2002), Organization attachment and Organization commitment are among the outcomes of Perceived Organizational support. However, the

findings of this study indicated that the respondents were less attached and committed to Kenya Prisons as they strongly agreed that, given a better chance they would not hesitate to leave the organization indicating that they lack normative attachment with Kenya Prisons. This also implies that employees of Kenya Prisons Service have voluntary turnover intention and by which this further means that they have low levels of Perceived Organizational support. This study found that career progression has a statistical significant effect on perceived organizational support.

The findings of this study show that respondents lack affective commitment as they responded to be uncertain if they are emotionally attached to KPS implying that they have low levels of POS hence affecting their commitment to the organization. This concur with the conclusion made by Nazir & Islam (2017) that there is a positive relationship between perceived organizational support on employee performance and affective commitment. The findings show that Career Progression has affected the way respondents feel about the organization on affective commitment.

The findings of this study also concur with the findings of Contreras et al. (2020) research, which supported the assertion that career advancement had a significant impact on organizational support. Findings were also considered consistent with Kossek et al.,(2011) research on employers from public institution, which found career progression affects the perceived organizational support.

Kurtessis et al., (2015) found that career development, was strongly and specifically linked to Perceived Organizational support, which was due to social affiliation with the organization. Previous done researches have concluded that that the act of organizational support fostered an affective organizational engagement by enhancing employees' views of both personal and corporate pro-social personalities, self-images and organization as supportive, compassionate and benevolent.

Nazari et al., (2012) results indicated that help for workers initiates a mechanism of pro-social sense-making, which causes workers to judge personal and organizational behavior and identities as caring, and thus increases their affective attachment to the company. Findings of this study have indicated that respondents feel that KPS does not care about their well-being.



The finding of this study also conforms to that of Grant et al. (2008) who argued that organizational employee support reinforces continued engagement by raising the perceived costs of withdrawing from the organization. This is because providing assistance to workers would reflect, both privately and publicly, their loyalty to their company, employees will also feel that they may lose the recognition they have received for their donations if they leave the organization and therefore show a greater continued commitment to escape these costs.

The current study found that career growth had an influence on normative engagement of the employees which has important positive effect on organizational support. Islam et al., (2013; Kurtessis et al., (2015) argued that Staff in an organization prefer to believe that their companies have a generally positive or negative orientation towards them, which includes their contributions as well as their well-being. It is highly probable that the provision of employee organizational support would create a sense of optimism towards the company, strengthen the employer-employee relationship, which in turn enhances the sense of obligation to repay the organization through the reciprocity standard. Staff members need to decide whether and to what degree an organization can appreciate and reward their contributions, meet their socio-emotional needs, and assist them on request. According to the theory of organizational support, in exchange for a high degree of support, workers work harder to help their company accomplish its objectives. Employees who encounter a high degree of POS potentially feel the need to return the favor favorable organizational care with attitudes and actions that, in turn, support the organization.

This study found that respondents strongly disagreed that they were supported by their supervisors by expressing that the supervisors did not care of the subordinates. The subordinates also disagreed that their supervisors were proud of them. The finding does not concur with Armeli et al, (1998) results where they observed that, the organization plays a significant social role in the lives of employees by satisfying their socio-emotional needs through expressing respect, care and approval in which it has the ability to dramatically improves the performance of employees.

This current study found that the category of station, gender, entry rank and length of service have a significant impact on career progression. In another study by Meyer et al. (2012), it was found that organizational support was believed to contribute to career progression. This plays a major role in improving the normative commitment of employees at the workplace. Similarly, Colakoglu et al., (2010), found that current station, gender, length of service have a

significant relationship with perceived organizational support. Several methodological studies also demonstrated that there was a correlation between organizational support and employees stay in the company as employees who are supported from their organization are more likely to have worked in the company for more than five years.

#### **5.4 Conclusion**

Based on the findings, the study concludes that employees disagreed that Kenya Prison was keen on supporting the career progression for the employees. The researcher concluded that the respondents had a low level of satisfaction on the career progression statements such as they were dissatisfied with the manner in which promotions were carried out and also the salary they receive in their ranks as compared to other employees in other government organizations within their rank. By responding to the statement I feel unappreciated when I think of what the organization pays me, the employees felt that they were not well paid or motivated to meet both personal and organizational objectives. The study concludes that the officers that joined the service at a higher rank were more likely to progress than those who join as constables and different categories of prisons. The study also concludes that gender factor and category of prison has an impact on the process of career progression in in KPS.

The study concludes that majority of employees have taken step to get promoted but they have not been promoted. The most common action taken for these employees was being in the same rank for more than 3 years, acquiring new skills, and academic advancement. The study also observed that majority of employees had worked in the same rank for over ten years without any hope of getting promoted to the higher ranks. On the suggestions, the employees noted that the institution can introduce specific career progression related training, formal coaching or guidance to reinforce the scheme of service on career progression.

The Kenya prisons service has not put emphasis on employee emotion and wellbeing, which has adversely affected their performance and perceptions on the way the institution values their contribution (POS). Also, the organization does not support the employee's effort and they are not motivated to accomplish both their personal and organizational goals. The employees' salaries have not been reviewed for a while hence unable to accomplish their personal objectives. The study concludes that career progression has a statistical significant effect on perceived organizational support. Finally, there is a significant relationship between category of station, gender, length of service and career progression and perceived organizational support.

## **5.5 Recommendations**

Based on the main results of the report, the following recommendations are made:

On the findings that employees of Kenya Prisons Service perceived low career progression support in the service, it is recommended that: support policies, such as study leave, refunds of cost from personal sponsorship, training and seminars, be updated to allow more staff to improve their careers. These policies should be formulated in consultation with all stakeholders to ensure that the terms and conditions are met by all parties.

Again, workers who show interest in the advancement of their careers to be directed with the utmost oversight to help them make the right choices that will maximize collective value in the process of career advancement. This can be effective by the establishment of therapy and recruitment facilities. Academic advancement should also be structured in such a way that reward on each academic advancement is clear to motivate the officers and for the betterment of the institution-no institution can thrive without the elites. Additionally, Since the findings of this study concludes that career progression is positively related to Perceived Organizational Support, the study recommends that Kenya Prisons puts more emphasis on career progression. As such, promoting officers with qualifications within and from the department as a first priority before hiring new employees from outside market will increase levels of perceived organization support.

Besides that, on perceived organizational support, considering the complex and challenging nature of the prisons work, it is recommended that the Kenya Prison Service to strengthen the dedication of workers through good value in the workplace. Employee organizational engagement should be valued; managers should exchange sufficient information and embrace two-way feedback to allow for shared influence; identity and appreciate successful performance and not exploit the weakness of others or misuse power and authority bestowed on them as these actions largely decide subordinate level of commitment. This is because employees view directives and actions by supervisors as coming from the organization.

Specifically, it is proposed that, because the perceived support relies on the organization's discretionary care, support such as wage rises, health benefits, ranking, work enrichment; decentralization of decision-making should be used to improve perceived support to the degree, that there will be positive assessments, consistent career progression, responsibility allowances for section heads, officer in charges and their deputies, strenuous allowances for those working in maximum prisons and support with conducive working environment and equipment.

Based on the findings of the study, where there is a positive relationship between career progression and Perceived Organizational support; Kenya Prisons service to implement on the Madoka et al. (2008). This includes; improving on the working environment and conditions of Prison officers (Building humane houses for staff, building of Modern Watch tower, providing equipment like the Short Guns, Transport facilities).

It is also proposed that future research explore other dependent variable of organizational support like employee engagement to add to current knowledge of how employee commitment can be strengthened in the enterprise in order to increase performance and productivity.

This research was focused on the Victor Vroom's Expectancy Theory and Equity Theory by Stacy Adams, it is therefore suggested that other studies may concentrate on other theories like: two-factor theory, systems theory of organizations, Stakeholder theory, Scientific Management Approach, Human Relations Approach in order to provide a holistic view of the concept of career development and Perceived Organizational Support.

Longitudinal study may provide details on shifts in expectations over time. It is therefore suggested that future studies could investigate the effect of career growth on employee on organizational commitment, organizational attachment, voluntary turnovers, job engagement and other work outcomes in the longitudinal study. For certain workers, failure to provide organizational support through career advancement can lead to immediate reactions, while for others, negative emotions can build up over time. Additionally, over time, the initial positive attitudes possessed by new workers following their perceptions on organizational support can become weaker if they eventually experience lack of support from organizations and this may affect the faith and trust they initially had created in their organization.

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## APPENDICES

### APPENDIX I: LETTER OF TRANSMITTAL

Dear Respondent,

My name is Faith Waithira Kimani. I am a student at the University of Nairobi pursuing a Master's degree (MPSYCH -Industrial & Organizational psychology). As part of my degree requirement, I am conducting a research in “**RELATIONSHIP BETWEEN CAREER PROGRESSION AND PERCEIVED ORGANIZATIONAL SUPPORT AMONG PRISON OFFICERS IN KAMITI COMMAND, NAIROBI COUNTY.**” I wish to assure you that the purpose of this study is purely academic to be submitted to the examining authority at University of Nairobi. Any information given, data collected and the finding of the study will be treated with confidentiality and with anonymity.

Yours faithfully,

**Faith Waithira Kimani**



**APPENDIX II: RESEARCH QUESTIONNAIRE**

**PART A: SOCIAL DEMOGRAPHIC INFORMATION**

**Please tick where applicable**

1) What is your Gender?

Female  Male

2) Level of education

Primary  College   
 Secondary  University   
 Post Graduate  Indicate).....

3) What is your current station within Kamiti Command?

Kamiti maximum  Kamiti Y.C.T.C   
 Kamiti medium  Kamae Girls Borstal

4) When were you employed in Kenya Prisons Service (Year/detail)?.....

5) At what rank did you join Kenya prisons?

**PROFESSIONAL/  
TECHNICIAN**

**CADET AT  
INSPECTORATE**

CONTABLE	<input type="checkbox"/>
----------	--------------------------

CORPORAL	<input type="checkbox"/>
SERGEANT	<input type="checkbox"/>
S/SERGEANT	<input type="checkbox"/>

INSPECTOR	<input type="checkbox"/>
C/INSPECTOR	<input type="checkbox"/>

**CADET AS A COMMISSIONED OFFICER**

SUPERINTENDENT	<input type="checkbox"/>
S/SUPERINTENDENT	<input type="checkbox"/>
ASS COMMISSIONER	<input type="checkbox"/>
S/ASS COMMISSIONER	<input type="checkbox"/>
DEPUTY COMMISSIONER	<input type="checkbox"/>

S/DEPUTY COMMISSIONER	
ASS COMMISSIONER GENERAL	
DEPUTY COMMISSIONER GENERAL	

6) How many years have you served in Kenya prisons service?.....

7) Have you been promoted yet since you joined Kenya prisons service?

YES  NO

i) If yes, how long did it take you to progress from the rank you joined KPS to your first promotion? .....

ii) Kindly indicate how many times you have been promoted .....

iii) How long you have stayed in each rank if promoted more than once. (e.g corporal 3yrs, Sergeant 5yrs).

Constable .....

Senior Sergeant.....

Corporal.....

Inspector .....

Sergeant .....

Chief Inspector .....

8) Kindly indicate your current Rank.

Constable

Senior Sergeant

Corporal

Inspector

Sergeant

Chief Inspector

Superintendent & above. (Gazzeted officers)  indicate.....

9) How many years have you served in your current rank?.....

10) How do you feel about your current rank as compared to your expectations from Kenya Prisons Service?

Highly dissatisfied

Satisfied

Neutral

Dissatisfied

Highly satisfied

## PART B: CAREER PROGRESSION IN KENYA PRISON SERVICE

- 1) Career progression is the process of climbing up the ladder during one's career life. Please indicate your position on the following statements by putting a tick as you note the points against each statement. [1= Strongly disagree (SD)], [2= Disagree (D)], [3= Uncertain (U)], [4= Agree (A)], [5= Strongly agree (SA)].

S/ N O	STATEMENTS ON CAREER PROGRESSION	SD	D	U	A	SA
1	Kenya Prisons Service is keen on supporting career progression for its employees.	1	2	3	4	5
2	Staffs are promoted whenever they are due for promotions.	1	2	3	4	5
3	I have stayed over 3 years in my current rank without promotion.	1	2	3	4	5
4	Kenya prisons service provides staff with coaching and mentoring programs towards career progression.	1	2	3	4	5
5	Staffs are offered with new responsibilities upon gaining new experiences and expertise.	1	2	3	4	5
6	I meet the qualifications required for promotion according to scheme of service for prison officers.	1	2	3	4	5
7	I am confident that I will progress in my career as a prison officer based on the way promotions have been carried out in the past.	1	2	3	4	5
8	There is stagnation in the same rank among prison officers.	1	2	3	4	5
9	There is sufficient staff trainings in Kenya prisons service geared toward career progression.	1	2	3	4	5
10	Kenya Prisons Service has a clear functional approach for providing promotion opportunities to its staff.	1	2	3	4	5
11	Interviews for promotions are structured and fair as questions asked are job related and offer equal chance for all interviewees.	1	2	3	4	5
12	I support that Kenya prisons service should strictly adapt to formal career progression as provided for in the scheme of service.	1	2	3	4	5
13	I support the inclusion of clear career progression guidelines in appointment letters.	1	2	3	4	5

14	There is support from the organization to help officers to develop in their career as well as progress upwards.	1	2	3	4	5
15	Kenya prisons service together with public service commission agreed on and approved a scheme of service for uniformed prison officers to guide in career progression in 2014.  In my own opinion, I believe the guidelines stipulated there in therefore have been helpful in career progression procedures in Kenya prisons service since its approval.	1	2	3	4	5
16	I am satisfied with the way promotions have been carried out in the past Kenya prisons service and am confident with my chances of promotion.	1	2	3	4	5
17	I am satisfied with the salary I receive in my rank compared to other employees in other government organizations within my rank.	1	2	3	4	5
18	Officers who join the service at a higher rank are more likely to progress than those who join as constables.	1	2	3	4	5
19	There is equal chance for promotion for officers with additional academic qualifications and those with the initial course training.	1	2	3	4	5
20	The more years of service an officer has in Kenya prisons service the more likely it is be promoted to a deserved rank in a fair way.	1	2	3	4	5
21	Kenya prisons service has different categories of prisons ( Maximum, Medium, Y.CT.C, B.I) working at different category of prisons is likely to affect career progression.	1	2	3	4	5
22	Gender factor is likely to affect the process of career progression in in KPS.	1	2	3	4	5
23	By the look of the job groups structure of Kenya prisons (PC-CGP), I expect to progress in my career and climb up through the ranks up to the highest level while working for Kenya prisons service.	1	2	3	4	5
24	Supervisors in Kenya prison service deploy staffs in sections of work by considering staff's competence, ability and interest so as to nurture career progression.	1	2	3	4	5
25	Academic qualification and skills obtained by officers always	1	2	3	4	5

points to a defined career progression in Kenya prisons service considers. E.g a master's degree holder will be automatically eligible to a certain rank.					
---	--	--	--	--	--

2) Have you taken any steps towards promoting your career progression?

Yes  No

If yes, how? (**can tick more than one**)

a) Academic advancement

b) Acquiring new skills

c) Been in service for more than 3yrs

d) Upheld a clean record

e) Any other.....  
 .....

3) Do you think that you have stagnated in your current rank and that you should have moved to the next subsequent higher ranks by now?

Yes  No

4) What would you suggest to Kenya prisons service to improve in career progression of its staff? (**can tick more than one**).

a) Formal coaching/ guidance at the organization

b) Arrange competitive tests for promotions

c) Provide staff with specific career progression related trainings

d) Any other.....  
 .....

**PART C: PERCEIVED ORGANIZATIONAL SUPPORT IN KENYA PRISON SERVICE**

1) Perceived organizational support is employee's degree of perception that the organization they work for cares about their well-being. Employees' perceptions of organizational support depend on their firm's readiness to reward employees' job involvement and meet their need for praise and approval (Eisenberger *et al.*, 1986).within the context of Kenya prisons service, Please indicate your position on

the following statements by putting a tick as you note the points against each statement.

[1=Strongly disagree (SD)], [2= Disagree (D)] , [3= Uncertain (U)] , [= Agree (A)] , [ 5= Strongly agree (SA)].

S/ N O	Statements on survey of Perceived organizational support.	SD	D	U	A	SA
1	I think Kenya prisons service cares about my emotional well-being, safety and health.	1	2	3	4	5
2	The organization is willing to extend itself in order to help me perform my job to the best of my ability and potential.	1	2	3	4	5
3	I feel emotionally attached with Kenya Prisons Service.	1	2	3	4	5
4	Kenya Prisons Service support my contribution and my opinion through two way feedback and even use the information to improve work delivery.	1	2	3	4	5
5	KPS does not care about my personal problems that would cause me to be absent from my duty and instead would take disciplinary action against me.	1	2	3	4	5
6	My organization would understand my long absence due to my poor health/illness.	1	2	3	4	5
7	If I would raise any complaint, my organization would help solve it.	1	2	3	4	5
8	I think Kenya prisons service disregards its employees best interest when making decisions that would affect them.	1	2	3	4	5
9	Help is readily available from Kenya prisons whenever I have a problem.	1	2	3	4	5
10	If I commit an accidental mistake, Kenya prisons service would forgive me.	1	2	3	4	5
11	If my performance would decrease even in small bit, the organization would be quick to lay me off or replace me.	1	2	3	4	5
12	I feel Kenya prisons service provides little opportunity for its employees to move up the ranks.	1	2	3	4	5
13	KPS would provide me with enough reasons before transferring me.	1	2	3	4	5

14	KPS would heed to my reasonable request for a change from my working station.	1	2	3	4	5
15	KPS cares about my general satisfaction at my station of work.	1	2	3	4	5
16	Kenya Prisons Service would acknowledge my accomplishments while on duty and reward them.	1	2	3	4	5
17	Kenya Prisons Service shows concern about my presence and if I try to quit, the organization would try to convince me against the move by persuading me to stay.	1	2	3	4	5
18	Kenya prisons works hard on having salaries of its employees reviewed upwards.	1	2	3	4	5
19	Kenya prisons service cares about deploying its employees based on their qualifications.	1	2	3	4	5
20	My supervisors/bosses are proud of the work I do and always praises me for it.	1	2	3	4	5
21	I feel obligated to be commitment to Kenya Prisons Service on its accomplishment of its vision and mission.	1	2	3	4	5
22	My supervisors are supportive and this gives me a sense of pride as I work for Kenya prisons service.	1	2	3	4	5
23	If KPS would reward me with consistent career progression I will be more satisfied as a prison officer.	1	2	3	4	5
24	I don't feel the need to leave Kenya Prisons Service and look for a job in another organization for my entire career path. .	1	2	3	4	5
25	Kenya prisons service cares about my opinion and suggestions.	1	2	3	4	5
26	Kenya Prisons Service is careful to make my working conditions and environment friendly to facilitate my work.	1	2	3	4	5
27	My organization cares about my salary and often work on salary harmonization and allowances.	1	2	3	4	5
28	I am with this organization because I don't have a better opportunity yet, if I would get one, I wouldn't hesitate to leave.	1	2	3	4	5
29	My organization cares that I have stagnated without career progression despite my commendable efforts.	1	2	3	4	5
30	I am happy at my section of work and enjoy discharging my duty.	1	2	3	4	5
31	I feel unappreciated by my organization when I think about what they	1	2	3	4	5

	pay me.					
32	My supervisor shows concern with the feelings and psychological well-being of subordinates.	1	2	3	4	5
33	My leave days are freely given to me whenever am due for leave.	1	2	3	4	5
34	Staffs at General office charged with deploying others on rotational duty rosters are fair and free from bias.	1	2	3	4	5
35	My efforts to do exemplary good are blocked by lack of right tools, equipment and environment.	1	2	3	4	5

2)What would you suggest to Kenya Prisons Service to adapt or improve so that prison officers would feel more supported by the department (perceived organizational support).

.....  
 .....



**APPENDIX III: CONSENT FORM**

Dear Respondent,

**REF: CONSENT FORM**

Thank you for taking your time to meet me today for the interview. My name is Faith Waithira Kimani. I am a student at University of Nairobi pursuing a degree in Masters of psychology (Industrial & Organizational psychology). As part of my degree requirement, I am conducting a research in “**RELATIONSHIP BETWEEN CAREER PROGRESSION AND PERCEIVED ORGANIZATIONAL SUPPORT AMONG PRISON OFFICERS AT KAMITI COMMAND, NAIROBI COUNTY.**” I wish to assure you that the purpose of the study is purely academic to be submitted to the examining authority and any information given, data collected and the finding from this interview will be treated with confidentiality.

Kindly fill in the details below if you are willing to participate in this interview.

Interview Date.....

**APPENDIX IV: KEY INFORMANT INTERVIEW GUIDE/SCHEDULE**

**PART A: SOCIAL DEMOGRAPHIC INFORMATION**

- 1) When were you employed (detail)?  
.....
- 2) At what rank did you join Kenya prisons?  
.....
- 3) How many years of service in Kenya prisons service?  
.....
- 4) What is your current rank?  
.....
- 5) How many years have you served in your current rank?  
.....
- 6) Kindly indicate your academic qualification  
.....
- 7) How do you feel about your current rank and your expectations from Kenya Prisons Service?  
.....

**PART B: RELATIONSHIP BETWEEN CAREER PROGRESSION AND PERCEIVED ORGANIZATIONAL SUPPORT IN KENYA PRISONS SERVICE.**

- 1) What is your opinion on structures for career progression in Kenya prisons service and what would you say about it?  
.....  
.....
- 2) What is your opinion on career progression in Kenya prisons service among officers who have served different years of service?  
.....  
.....
- 3) What is your opinion on career progression in Kenya prisons service among officers of different ranks?

.....  
.....  
4) What is your opinion on career progression in Kenya prisons service in regards to gender?

.....  
.....  
5) What is your opinion on career progression in Kenya prisons service among officers working in different categories of prisons?

.....  
.....  
6) What are the factors that you think influence career progression in Kenya prisons service?

.....  
.....  
7) What would you suggest to prisons management in regards to career progression for its employees?

.....  
.....  
8) In regards to career progression in Kenya prisons service, what's your opinion on perceived organizational support among prisons officers?

.....  
.....  
9) What would you say about Kenya prisons offering trainings and development to its employees in preparation for career progression?

.....  
.....  
10) What is your opinion in the approved revised scheme of service for prisons uniformed personnel on how it has shaped promotions in Kenya prisons service?

.....  
.....  
11) What would you say on how career progression is done in Kenya prisons service?

12) What is your opinion on progression of officers who join the service at different ranks as compared to those who join as constables?

.....  
.....

13) What do you suggest that should be done by Kenya Prisons to improve Perceived Organizational support for its employees?

.....  
.....

14) What is your opinion on Perceived Organizational support for male officers and female officers, officers serving in different categories of prisons, in various ranks, and with different years of service?

.....  
.....

15) Do you think Kenya Prisons Service appreciates the contributions of prisons officers and minds about their well-being?

.....  
.....

16) Do you think prison officers are with the organization because they emotionally and feel compelled to continue to work for the organization and are less likely to leave the organization or it's because they don't have a better opportunity and are trapped in the organization?

.....  
.....

17) What are your thoughts about employees of Kenya prisons service feeling obligated to be commitment to the organization-their relative strength of identification with the organization and involvement in organizations mission and vision?

.....  
.....

18) Perceived organizational support has a positive consequence like increasing performance of standard, job activities and actions favorable to the organization that goes beyond assigned responsibilities. What is your opinion on prison officers willingness to relentlessly invest their efforts at work place by working hard to achieve targeted goals according to the organizational standards, thus adding value to his work and eventually raising organizational performance?

.....  
.....

**19)** Previous studies on job related affect have hypothesized perceived organizational support to influence employee general affective reactions to their job like job satisfaction and positive moods at places of work. What is your opinion on how Kenya Prisons deals with performance reward expectancies by its employees, offering aid when needed to improve officers feelings of competence and worth?

.....  
.....

**20)** Job involvement is the identification with the interest in a specific work that an employee performs where competence has been greatly associated with interest in a specific work an employee performs. Organizations where their employees perceive support from them portrays high levels of job involvement. What do you think about Kenya prisons deployments on areas of interest, specialization and competence/qualification?

.....  
.....

**21)** Perceived Organizational support is expected to reduce aversive psychological and psychosomatic reactions like strains to stressors because there is availability of emotional support from the organization. what do you think about Kenya prisons supporting its employees on dealing with stressors?

.....  
.....

**22)** Withdrawal behavior is when employees become less active in participating on organizations activities. This is seen in desertion of duties, absenteeism, go slows, tardiness behavior and even voluntary turnover which is more likely to found in organizations where employees have low levels of POS. How would you reflect this to Kenya prisons service?

.....  
.....

**APPENDIX V: INTERVIEW SUMMARY FORM**

Date of Interview: \_\_\_\_\_

Time of Interview: \_\_\_\_\_ Duration of Interview: \_\_\_\_\_

Rank----- station-----

Where did the interview take place?

.....  
.....

Did the interview schedule work well?

.....  
.....

Are there items that need to be altered or improved?

.....  
.....

What main themes which arose in the interview?

.....  
.....

Did any issues arise which need to be added to the interview schedule for next time?

.....  
.....

**APPENDIX VI: RESEARCH WORK PLAN**

S N O	ACTIVITY	YEAR : 2020										
		J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V
1	Identification of the research topic, review of literature, writing and submission of concept paper for approval.											
2	Allocation of supervisor, Writing and submission of research proposal to supervisor.											
3	Corrections of proposal											
4	Proposal presentation and oral defence.											
5	Proposal Corrections											
5	Data Collection, Data Analysis, interpretation and presentation of the findings.											
6	Submission of the completed research report and oral defence											
7	Corrections on the report.											
8	Compilation ,binding and submission of final Research Project.											

## APPENDIX VII: RESEARCH FINANCIAL BUDGET

<b>SNO.</b>	<b>ITEM/RESOURCE</b>	<b>COST IN( KSH)</b>
1	Transport cost	7,000
2	Calls	4,000
3	Writing Materials & stationeries	1,800
4	Typesetting	3,000
5	Subsistence	3,800
6	Internet & Data charges	5,000
7	Research assistance	5,000
8	Data analysis cost	20,000
9	Printing and photocopying	15,925
10	Binding costs	3,150
	<b>TOTAL EXPEDITURE</b>	<b>68,675</b>



## APPENDIX VIII: RESEARCH PERMIT

 REPUBLIC OF KENYA	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
RefNo: <b>622323</b>	Date of Issue: <b>29/October/2020</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Ms. FAITH WAITHIRA KIMANI of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: Relationship between career progression and perceived organizational support among prison officers in Kamiti command, Nairobi county. for the period ending : 29/October/2021.</b>	
License No: <b>NACOSTI/P/20/7411</b>	
<b>622323</b> Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code 
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# APPENDIX IX: ORIGINARITY REPORT

Turnitin
13/11/2020, 17:25

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## Turnitin Originality Report

Processed on: 13-Nov-2020 17:22 EAT  
 ID: 1444959127  
 Word Count: 29441  
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### THE RELATIONSHIP BETWEEN CAREER PROGRESSION A... By Faith Waithira

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