

**INFLUENCE OF CAREER PROGRESSION GUIDELINES ON EMPLOYEE
PERFORMANCE IN THE KENYAN CIVIL SERVICE: A CASE OF STATE
DEPARTMENT FOR LIVESTOCK**

By

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DECLARATION

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

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This project has been submitted with my approval as the university supervisor

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DEDICATION

I dedicate this project to my husband, John Ndegwa and to my children Grace, Mark and Mercy for their unwavering support to me as I undertook the project. I appreciate your unconditional love. May God abundantly bless you.

ACKNOWLEDEMENT

I give all the glory to God for seeing me through this project and for providing everything that I needed.

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ABBREVIATIONS AND ACRONYMS

MPSYGA	Ministry of Public Service, Youth and Gender Affairs
PSC	Public Service Commission
SPSS	Statistical Package for Social Science
UNDP	United Nations Development Programme

ABSTRACT

Successful companies recognize that improved career growth will maintain and boost their competitiveness. For all workers, promotion in one's career is a necessary phase. Each employee of every company hopes to advance quickly in their careers because this allows them the opportunity to develop and motivates them to participate. The objective of this study was to establish the influence of career progression guidelines on employee performance in the Kenyan civil service: a case of State Department for Livestock. The study was anchored on the trait and factor theory and Vroom's (1964) expectancy theory. This study was designed as a descriptive survey. In order to show a correct profile of people and situational events, a descriptive survey research design was used. The target population of this study was 531 employees of the State Department for Livestock. As the primary data collection tool, the researcher used a questionnaire. Drop-and-pick method was administered as it is cheap and allows respondents to complete the tool conveniently. The data collected was analyzed by quantitative methods of data analysis. The questionnaire data was encoded and logged onto the computer with the Statistical Social Science Package (SPSS version 25.0). So as to perform simple descriptive analyzes to obtain reports about data status, this involved code for open and closed data items. The analysis involved the use of descriptive statistical tools which included mean, standard deviation, frequencies and percentages. Simple linear regression analysis was conducted to establish the career progression guidelines influence on performance of employees. The study established that the educational level of an officer determines their entry grade in the career progression guideline. The study showed that proactive workers are much more likely to develop their careers because proactivity is considered to be a sign of leadership abilities. The study concluded that career progression guidelines (educational and professional experiences, personality of employees, job performance and evaluation of supervisor and recruitment and selection criteria) significantly influences employee performance in the State Department for Livestock. The study recommends that management staff at State Department for Livestock need to ensure that their employees have the required educational and professional experiences. The study recommends that State Department for Livestock encourage their employees to enroll in short courses offered by government or private institutions to enhance their education. The study recommends that there should be frequent evaluation of the performance of employees.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Herriot and Pemberton (1995) posit that career planning often uses discussions and advisory services within an organization to inform a personal plan or sense of purpose. Discussions and negotiation process are often necessary to gain assistance from others who have the power to provide opportunities for working or learning in the organization. Holbeche and Linda (2009) report that careers have always remained a major concern for employees, but the employees have very little time to manage it properly. Pfeffer (1998) points to the implicit link between organizational careers and organizational performance and productivity.

Armstrong (2012) established that the guidelines for the career development of public and private organizations are critical human resource management functions. The guidelines for career progression have been a frequent topic of discussion among scientists and academics. Armstrong (2012) added that guidelines for career progression use planned learning initiatives. Training is often considered to represent an employer's commitment to his workforce, and it is not just a means to arm personnel with the abilities they need to carry out their tasks. It is important to stress, however, that human resources practices work towards developing individual knowledge, skills, and attitudes and compartments of employees. If these effects are sufficiently prevalent in the employees, group variations in human capital, attitude and affiliated establishment conditions must be sufficiently strong to impact the organization effectiveness (Noe, 2013). Hameed and Waheed (2011) notes the link between positive Career Progression Guidelines and workforce motivation. Noe (2010) postulates that careers are impacted by informal processes by which workers receive advice from others and by the importance and negative effects of these informal processes.

The study was anchored on Trait and Factor theory and Expectancy theory. The Theory Trait and Factor by Parsons (1909) is based on the idea that individual talents and the required attributes can be measured for specific jobs. The theory assumes that when people work best for their skills, they do their best and their productivity is higher. Vroom (1964) in his Expectancy theory argues that the behavior results from conscious choice between alternatives aimed at maximizing pleasure and reducing pain. Cole (1995) explains this

theory to be a result of the individual's valence of the result and the expectation that the predictable result is followed by a particular act.

Development of Career Progression Guidelines in the Civil Service is faced with many difficulties due to the elongated grading structure ranging from Job Group 'A' to 'V' (MPSYGA, 2008). This is complemented by complex and dynamic employees in the thirty-nine Ministries/ Departments that forms the Civil Service (Executive Order No.1 of 2008). Career progression guidelines stipulates the requisite qualifications for officers to be promoted to higher grades. This has been a bottleneck to the promotion of officers in the civil service lacking the necessary qualifications which includes upgrading in academic qualifications and professional skills. As Manda (2001) postulates, the absence of a career development structure in the Civil Service has adversely affected the performance of civil servants. There are cadres in the civil service without a career progression guideline. This includes such cadres as Arts Officers, Sports Registration Officers and Geophysicists (MCS Progress Report, 2018). Officers in such cadres have been promoted haphazardly as there are no set standards for their promotion. Some career progression guidelines are also outdated. The career progression guidelines for Meteorological officers, for instance, was developed in 1987 (Meteorological Establishment File, 2016). As the guidelines and performance of staff have proved important for Kenya's civil service functioning and survival, this study is intended to identify the relations between the main practices.

1.1.1 Career Progression

According to Scepter (1996) a career progression is the advancement of positions established for people who acquire the required skills and perform well. Lacey (2014) defined career progression as the degree and nature of employment that employees expect to achieve in the end. This means that if a teacher is given a teaching position, he/she will have ambitions to meet until retirement. Nevertheless, other scholars have characterized career advancement as a measure of pay, obligation or promotions.

Armstrong (2012) states that career progression can be defined in regards to the knowledge and ability of people to carry out work to progress in the 'career ladder.' This involves being made to know of the levels of competence they need to be in so as to attain career progression in the organization. Hirsh et al (2000) notes that the company's move to more

open internal labor markets has changed from managed career. He argues that the internal application process is the main way employees advance their work. Maund (2001) states career progression is one of the areas to be monitored by organizations to ensure they retain motivated and loyal staff. Further, Maund (2001) postulates that at the initial stages, individuals will gain recognition from settling in and reaching an appropriate standard of performance, but later they will expect to see their efforts rewarded with promotion.

1.1.2 Employee Performance

According to Byars and Rue (2000), performance is the degree to which the work of an employee is performed and is measured by results. Performance is a combination of efficiency and effectiveness. The performance of employees means the performance of an employee in the workplace and then the acceptable performance standards indicators set by their companies (Brayfield & Crockett, 2015). This means that employees expect their performance in each company to have general expectations. It is possible to say that employees did it if they met and were up to standard expectations. Employee performance can also be defined as the functioning and presentation of employees. So employees can effectively handle their tasks and also present their job to reflect their company's desired quality and service. The performance of employees is usually examined with regard to results (Armstrong, 2008).

According to Hook and Foot (2005) performance is a measure of results achieved. The authors further postulate that managers who want to assess the productivity of their employees must take into account individual motivational needs and how best job descriptions can be designed to meet their needs. Armstrong and Baron (1998) argue that organizations must succeed by boosting the effectiveness of those who work for them all to establish team and personal capabilities. As an ongoing effective communication between an employee in partnership with his direct supervisor, Bacal (1999) defines performance management. The process, explained further by Bacal (1999), involves clearly defining expectation and understanding of the key function's employees are expected to perform and the measurement of work performance. Drukker (1999) believes that employers and employees should understand new ideas of performance in a company. Drukker (1999)

postulates that performance must be defined non-financially in order to make it meaningful and engaging knowledge workers.

1.1.3 The Kenyan Civil Service

The Kenyan Civil Service includes government employees and these offer professional advice and assistance in governing ministries, counties and departments. The civil service employees in Kenya are called public officials. The estimated number of civil servants is seven hundred thousand (Payroll, August, 2018). As specified in the Code of Regulations (2006), civil service is the driving force behind the nation's socio-economic development and must therefore play a key role in stimulating this. In this regard, the Civil Service's main objective is to support the Republic of Kenya government effectively in leading and promoting economic growth and prosperity throughout the country. Furthermore, the Code of Regulations (2006) explains in achieving that aim that public official should be guided and inspired by a common vision, that the public service is an efficient institution and that public servants commit to serving the public with the utmost integrity and courtesy and to making the most of the tax payers' money.

Manda (2001) observes that following independence, Kenya became by far the largest civil service in East Africa. Manda further argues that modern management techniques in Kenya, such as the performance assessment and career planning, utilization and effective delegation, need to be adopted in order to achieve efficiencies in the delivery of services. Kenya's government has undergone several changes including the streamlining of employees leading to the reduction of payroll, the improvement of performance, and the institutionalization of results-based management (UNDP, Kenya, 2017).

The Competency Framework for the Public Service (2017) posits that the Government recognizes that the Civil Service is a major driver in the realization of the aspirations of Kenyans for timely and cost-effective delivery of public services. The framework further postulates that the success of the civil service relies on its capability to optimize on its employees' capabilities and performance to ensure effectiveness in the public services delivery as envisioned in the Kenya Vision 2030.

The role of the Civil Service, as explained in the Public Service Transformation Framework (2017) is to implement Government policies through priority development programmes. The Public Service Transformation Framework (2017) has emphasized the need of the transformation of the performance, attitude and management of civil servants to enable them carry out this vital role.

1.1.4 State Department for Livestock

The State Department for Livestock is one of the State Departments in the Ministry of Agriculture, Livestock, Fisheries and Irrigation. According to the Executive Order No. 1, June 2018, the functions of the State Department for Livestock are as follows: Development of Livestock Industry; Promotion of Bee Keeping; Livestock Policy Management; Veterinary Services and Disease Control; Livestock Marketing; Promotion of Dairy Industry; Livestock Insurance Policy; Range Development and Management; Livestock Branding; and Promotion of Tannery Industry. The Strategic Plan for the Ministry of Agriculture, Livestock and Fisheries(2013-2017) provides the Acts of Parliament guiding the State Department of Livestock which include: Hides, Skins and Leather Trade Act, Cap 359; Veterinary Surgeons and Veterinary Para Professionals Act, No 29, 2011; Meat Control Act, Cap 356; and Dairy Industry Act, Cap 336; National Dairy Development Policy; National Poultry Policy; National Rabbit Development Strategy; Animal Diseases Act, Cap 364 and National Beekeeping policy.

Among the major strategies stipulated in the Strategic Plan for the Ministry of Agriculture, Livestock and Fisheries (2013-2017) is the enhancement of the staff capacity for efficient service delivery. The cadres in the State Department include the following; Veterinary Officers, Livestock Production Officers, Zoologists, Laboratory Technologists, Animal Health Assistants, Human Resource Management and Development Officers, Accountants, Finance Officers, Administration Officers, Record Management Officers and Clerical Officers. (Staff Establishment, State Department of Livestock, 2017).

1.2 Research Problem

Successful companies recognize that improved career growth will maintain and boost their productivity. For all workers, career promotion is a necessary phase. Every employee of every organization wishes to have an improved career development because this rewards

them with the opportunity to improve and motivates their performance (Okurame, 2001). It offers opportunity to contribute to the organization's growth. Employees whose employers provide these benefits are more satisfied with their jobs and have a serious commitment to the business. The mere expecting of the advancement of a company hierarchy increases the effort of employees and stimulates strong participation. An organization's employee work performance is very important because the achievement of its organizational goals has a positive influence. The success of any company depends largely on its employees' competence. Mwanje (2010) emphasizes that leading organizations, so as to attain the best performance both in the current and in the future, are paying more attention to the validity of their practices and are also being vigilant with regard to developing their employees' careers. Development and implementation of Career Progression Guidelines, a primary function for managing human resources, will ensure an efficient, effective and occupational team that fulfills the company's strategic goals.

Career progression within the State Department for Livestock is regarded as a process of lifelong activity which begins when people are selected and join the service. Livestock State Department believes that staff can do their best when they are supported in their careers. The management at the State Department for Livestock perceives the willingness to support them develop in their careers through various learning procedures provided in public service, as employees want more than just a paycheck and this is one of the offer of awards guaranteed by the State Department for Livestock (Civil Service Handbook, October, 2016). In exchange, the leadership of the State Department for Livestock intends to see their staff willingly grow and make their best efforts in terms of performance within the organization. The State Department for Livestock's work depends heavily on its personnel. This means then that Livestock State Department and its employees have a symbiotic relationship.

Extended research has been conducted locally and globally on career progression and employee performance. Internationally, Merchant (2012) examined the role of Career Progression Guidelines in enhancing effectiveness of organizations and development of employees. The study focuses on the turnover of police officers in the Police Department in Altamonte Springs, Florida. Data on one hundred police officers who had resigned from

October 1983 to April 1995 was obtained. The research defined the process of the career progression guidelines and concentrated on the techniques and methods employed by organizations to establish career advancement guidelines. Merchant concluded that the retention of workers would be greatly supported by visible career development programmes, which provide support mechanisms. A personally focused study of career paths and the project managers' development was carried out by Bingham (2013). The study examined serial project managers using a qualitative methodology in Queensland, Australia. This study included 25 participants in the sample group. The main result of this research was that project leaders tends to be extremely experienced and multidisciplinary professionals who often have a latency, emergence and self-identification association with the project management community. The project manager career, Bingham concluded, benefited from being flexible to labour market demands though encumbered with poor knowledge by project sponsors, early career workers or project managers themselves in many cases.

Locally, Kelley (2012) researched on practices for career progression guidelines among Kenyan commercial banks and found that there are several practices for career progression guidelines which are evident among Kenyan commercial banks. Ondimu (2013) examined influence of perception of managers concerning employee programs for career progression guidelines on performance of employees at OXFAM international and established that Oxfam International in Kenya does have and essentially executes initiatives for career progression guidelines intended to build employees' careers and those workers are dedicated to Oxfam and are enthusiastic to work and stay with Oxfam as an employer. Munjuri (2011) examined on factors affecting advancement of careers in Kenya and mentioned them as follows: staff performance, situational performance, sex, human capital characteristics, mentors, collaboration and development engagement, career development commitment and career orientation, fulfillment of the contract, selection process and methodologies, organization technology, human resources planning and organizational reorganization. All these studies highlighted above focused on the career progression guidelines influence on performance and productivity, leaving out the role on employee performance. More so, the researcher is not aware of a local study that has related the effect of career progression guidelines on employee performance in the Kenyan civil service.

There is therefore a research policy gap on the influence of career progression guidelines on performance of employees. It is on the basis of this gap that this research sought to fill with the following research question: what is the career progression guidelines influence on performance of employees in the Kenyan civil service: a case of State Department for Livestock?

1.3 Research Objective

The objective of the study was to establish the influence of career progression guidelines on employee performance in the Kenyan civil service: a case of State Department for Livestock.

1.4 Value of the Study

The study will reinforce the theory and existing literature on the importance for organizations to invest in career progression guidelines for their employees. The motivational theory for instance establishes that individuals are motivated more if they thought their determinations will be compensated and the rewards will be important. This study will contribute to research and practice, since it functions as a reference point for scholars and researchers on the subject of research and other related subjects. This study is also suitable for further investigation.

The study would be beneficial to the management and the staff of the State Department for Livestock by providing information regarding the effect of career progression guidelines on performance of employees. The study will be beneficial to policy makers and the government since they can delve into the correlation between career growth and employee performance and understand how performance and growth are affected by this correlation. It will also allow the government to come up with strategies to improve effectiveness and efficiency.

The study will make contribution to the human resource practice in that it will inform of the need for organizations to embrace career progression guidelines which will ensure that they maintain their competitive edge in the market. Human resource practitioners will profit from the research in that they will be capable of having knowledge on various career progression guidelines within the Kenyan civil service. This study will also provide a

framework that can be used by organizations in establishing career progression guidelines. Through this study, organization will understand that career progression guidelines can offer employees the opportunity to clarify their individual objectives and to identify ways to achieve their targets and earn precious rewards within the organization.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents several sources that are connected to the study objectives. The chapter covers the theoretical reviews, career progression guidelines, employee performance and the effect of career progression guidelines on employee performance.

2.2 Theoretical Foundation

The Trait and Factor Theory and Vroom's (1964) Expectancy theory are the theories in which this study was based on.

2.2.1 Trait and Factor Theory

The theory of the Trait and Factor was initiated in 1909 by Frank Parsons, the father of the vocational guidance movement. The idea of "trait" expresses measurable qualities like intelligence, publicity and ability, under this theory. The "factor" concept defines the efficiencies needed for a successful career (Abdullah, 2016). Parsons (1909) submitted that a three-phase career choice should be clarified by an individual. Sharf (2006) explained the stages, as first, the recognition of individual skills, interests, emotions and borders as well as the clarification of individual necessities, conditions, opportunities, benefits and disadvantages and last phase, as a matching of information about itself and the resulting information.

The theory of Trait and Factor combines people and jobs with skills, interests, intelligence, attitudes and ability. The theory also affirms that the desires and values of individuals can only be properly understood by matching them with jobs which meet such needs and values (Parsons, 1909). Parsons indicates that when people work best for their capabilities, their productivity is greatest.

The Trait and Factor theory is of great relevance to organizations as by its application, employees will be aware of their interests, abilities and values and therefore make the right career choices in their employment (Abdullah, 2016). From this theory, it can be concluded that the effectiveness and efficiency of employees is greatly dependent on their making the right choice of career. This is all tied to the existence of career progression guidelines.

While Trait and Factor theory is efficient in the supervision of careers, it was criticized that it doesn't satisfy the necessities of several professional theories exercising the dynamic career structure (Niles and Harris-Bowlsbey, 2013). Another weakness of the theory is that it limits the individual as it provides only three-phase processes in career choice (Sharf, 2006). Despite these criticisms, the Trait and Factor theory is practical for its brevity and efficiency, particularly when dealing with a large workforce in an organization.

2.2.2 Expectancy Theory

The expectancy concept was initially included in Vroom's theory of valence-instrumentality-expectancy (1964). Vroom (1964) defines expectation as a momentary conviction about the likelihoods of an outcome followed by a specific act.

Armstrong (2008) expounded on the concepts of the theory by stating that valency represents value, contextual performance is the belief that if you do something, it will lead to something else, and expectation will probably lead to an outcome. The concepts of expectation, essential nature and valence means that without the recipes available to an individual, they will not spur an individual to try to reach a satisfactory level of performance and be seen as sufficiently attractive and worthy (Leopold et al 1999). According to Cole (1993) Vroom's principal methodology in observing the work behavior of individuals was 'objective observation'. Vroom, as stated by Cole (1993) assumed that much of the observed behavior would be the preferences result between potential results and perceptions of action consequences.

Lunenburg (2011) postulates that the Expectancy theory is founded on four assumptions. One assumption is that establishments are united with expectations regarding their needs, motivating factors and past experience. A second supposition is the conscious choice of an individual's behaviour. A third presumption is that individuals want diverse things (for example, great wage, safety at work, promotion and challenges) from the organization. Fourthly, people will choose between alternatives in order to personally maximize outcomes.

This theory is relevant for managers as it offers a quantitative format to identify job satisfaction. It can anticipate if an employee works extra hours for career development,

maintains better relationships with employees, designs a more ethical picture and does similar things (Butler and Rose, 2011). There is therefore need for organizations to ensure that the rewards it provides are those expected by the employees. The Expectancy theory has some weaknesses in that the quantitative measures of expectancy, instrumentality and valence suggested are complicated and therefore difficult to implement (Newstrom & Davis, 1999). The theory also implies that employees have access to instruments and valuation factors for employees. Managers may not know exactly what employees want and it is therefore difficult for them to predict how inspired workers are to do a job, even if they offer a reward (Butler & Rose, 2011).

2.3 Factors that determine Career Progression Guidelines

Career progression is of unease not only to employees but as well to an organization as the success of the employees in their career eventually contributes to organizational success (Thoresen, & Barrick, 1999). Employees view career growth as an opportunity for motivation and financial security in their workplace (Okurame, 2012).

An employee's educational, personal and professional experiences determine how far they are to progress in their jobs (Becker, 1964). As per Becker (1964), human capital of an employee is extremely important to forecast career progress since human capital is greatly endowed with workforce reward. The extent to which an organization provides support to employees determines employee's career progression. This support includes supervisor support and training and opportunities for developing skills (Dreher & Ash, 1990). Employees who are chosen to get sponsorship are more likely to progress in their careers.

As outlined in the Human Resource Policies and Procedures Manual for the Public Service (PSC, 2016) civil servants' educational level determines their entry grade in the career progression guideline. Certificate holders enter in job group 'G' and can only advance up to job group 'K', Diploma holders enter at job group 'H' and progress up to job group 'N', whereas degree holders enter at Job group 'J', 'K', 'L' or 'M' according to the course undertaken. To move an officer to the next job group he / she must have served for at least three years in the working group. These promotions however, depend on availability of vacant positions and requisite funds availability, meaning a civil servant can stagnate in one

job group for a long period (Framework for Development of Career Progression Guidelines in the Civil Service, July, 2014).

The personality of employees influences their career progression. The Big Five Model theory (Goldberg, 1992) explains five main dimensions of personality: Neuroticism, extraversion, open-mindedness, conviction and awareness. Sinha & Watson (2005) suggested that an extrovert's personality has a great effect on the performance of employees. Highly conscientious individuals are accountable, reliable, regulated and defined, as per Barrick and Mount (1991). Proactive employees are more likely to get their careers advanced as proactivity is seen as a sign of leadership abilities (Bateman & Crant, 1993).

Job performance and evaluation of supervisor dictate as to whether an officer will advance in their career. In most organizations, performance is evaluated by the managers who may not have the requisite skills to fairly and equitably manage performance (Armstrong, 2012). In the civil service, employees' performance is rated by the supervisor through Performance Appraisal Reports (PSC 37A, 2016). The supervisor rates the employee's performance and makes recommendations as to whether the employee should be rewarded or sanctioned. According to Byars and Rue (2000) common errors in managers such as leniency, central tendency, recency and halo effect can cause a good performer to be evaluated lower than a poor performer.

The recruitment and selection criteria of an organization influence career progression guidelines. According to Armstrong (2008) recruitment and selection involves obtaining the number and quality of persons needed to satisfy an organization's human resources needs. Casio (2002) argued that employment and selection begins with a clear declaration of organizational aims depending on the type of knowledge, skills and other features. Adeyemi, *et al* (2015) believed that employees are treated fairly and evaluated continuously to ensure their performance, and thus their advances in their professional careers, in the recruitment and selection process.

2.4 Employee Performance Measures

Leopold et.al (1999) postulates that performance measures are mostly based on a system model that endeavors to assess the input to an organization, the utilization of these resources and the benefits and services resulting from this activity. The Balanced Scorecard was advanced by Kaplan and Norton (1996) in the framework of four aspects: financial, client, internal, and learning and growth. The concept requires managers to answer four basic questions: How do we look to our stakeholders? How do clients view us? Can we continue to enhance and add value? and what do we need to achieve? (Armstrong, 2008) As per Kaplan and Norton (1996) the Balanced Scorecard must be utilized to provide the foundation of a control system which interconnects strategy, strategy alignment, defines long-term objectives of the strategy, aligns initiatives, assigns long-term and short-term resources, provides feedback on the strategy and teaches them how to use it.

Walters (1995) suggests five main areas of measuring employee performance. These are: achieving strategic aims, measurements of quality and quantity measurements, measures of efficiency and money value and external client satisfaction measures. These initiatives give top management a quick but accurate understanding of the functioning of the company and include both the procedures and the outcomes.

Performance indicators give the department of human resources a chance to discuss its performance with its staff and, in return, the workers can comment on it. This system enables the manager to understand and to identify solutions to the problem in the organization to improve employee performance. There are six (6) performance metrics: quality of work carried out, quantity of work done, organizational dependability, teamwork and the involvement of managers in assessing employee performance (Ghebreorgis & Karsten, 2007). The quality of the work could be evaluated without errors in its work, precision and overall quality of its work. The amount of work could be assessed on the basis of the employee's output for example when the work produced volume is high.

Another measure of performance is staff reliability in which their timeliness and perseverance in their work occur (Sarmiento, Beale & Knowles, 2007). In order to perform well, employees must cooperate. It is beneficial to work harmoniously with other organizational members because the work is carried out effectively and efficiently.

Participation is another metric of work performance. Low absenteeism shows that staff are highly productive, as they can achieve their goals or goals (Ghebreorgis&Karsten, 2007).

The performance of employees is the official and unofficial continuous process of assessing and reassuring the performance of staff at the workplace. Establishments, with an ongoing feedback system, should manage employee performance that concentrates on steady operational communication among management and employees, and minimizes bureaucracy (Jones, Comfort & Hillier, 2016). Managers need to evaluate their performance regularly, to find out whether they have met the objectives and have enhanced their performance. The results of performance measures will evaluate if the work that the employee has done deserves compensation, if training is needed or whether an employee will need to be encouraged (Sarmiento et al., 2007).

2.5 Career Progression Guidelines and Employee Performance

Various studies have been conducted on career development both globally and locally. Nkechi (2017) conducted a study on the career growth effects on employee performance with reference to the Non-academic Staff of Michael Okpara University of Agriculture, Umudike in Abia State, Nigeria. The study sought to examine the career development effect on the performance of employees and establish the career advancement effect on the non-academic staff motivation. The researcher adopted survey research design. The study established that career development and the performance of the University's non-academic staff have a positive and significant correlation and the progression in the career of the university's non-academic personnel is positively linked to motivation.

Spyropoulo (2005) analyzed the relationship of career progression and employee performance on Federal Civil Service employees in California. Three general measures for performance have been used: remuneration, yearly ratings and promotional offers. For each of these measuring performance, nonparametric models were specified and estimated. The models showed that performance ratings are a weak degree of productivity and that more highly qualified employees are paid for and are likely to get the job even though they are not really the best.

Napitupulu, et.al (2017) examined the career development impact on performance of employees of the Indonesian public sector. The target population was two hundred and fifty civil servants in 15 regional branches of Ministry of Finance of Indonesia. The investigation used the analysis of structural equations. The findings reveal that professional growth positively affects perceived support, motivation and emotional commitment to the organization.

Locally, Oduma and Were (2014) strived to examine the career development effects on performance of employee in Kenyatta University. The study utilized a descriptive research design because the study aims to collect quantity and quality data to describe performance of employee in public universities as influenced by professional development. The population targeted was the Kenyatta University employees. The study sought to determine whether training, career mentoring, job orientation and career development influenced performance of employees in the public universities in Kenyan. The research established that career progression positively affects the performance of employees and that mentorship can help employees be guided on the growth of their careers and introduce them to other professionals.

Mwashila (2017) investigated the career development influence on academic staff's performance in public universities in coast region of Kenya. The research examined students from the University of Taita Taveta, Mombasa University of Technology and the University of Pwani. Descriptive design for research was adopted. The study posited that adequate career advisory services and proper plan for career development for the academic staff had a positive significant influence on employee overall performance. Kakui (2016) investigated the career development effects on performance of employees in the public sector. Descriptive survey was utilized. The study's population were the employees of National Cereals and Produce Board. The research showed that the performance of an employee depends on job training and career mentoring.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods used in the data collection relevant to the questions of research. The chapter starts with a research design description, the targeted population, sampling design, the procedure for collecting data and the analysis of the data.

3.2 Research Design

This study was designed as a descriptive survey. In order to show a correct profile of people and situational events, a descriptive survey research design was used (Hair, 2003). Descriptive research shows the variables by responding to questions about who, what and how (Babbie, 2002). This method was useful for the research since it allows quantifiable data to be collected, which can be utilized by means of data analysis for statistical inference.

A correct research design must be applied to precisely analyze and provide solutions to the research problem. The general hypothesis of a data collection and analytical study is a design of research (Creswell, 2003). The key aspects of research design are summarized as an activity / time limited plan by Schindler and Cooper (2003); continuously founded on the research questions; guidelines for the section of information sources and types; frameworks for defining the relationship between the studies and that they describe the procedures for every experimental research.

3.3 Target Population

Ogula(2005) posits that a population constitutes the total group of common research elements. The target population of this study was 531 employees of the State Department for Livestock. The staff in the State Department for Livestock have been classified according to their cadres.

3.4 Sampling Design

Borg (2003) argues that 30% of a population is an adequate representative for a size of sample in a study. Of the above 531 people, a sample of 30 percent in each group was taken with a stratified random sample in proportions to each group boring the population.

Stratified sampling ensures that the population is well represented. The selection is as illustrated in Table 3.1.

Table 3. 1: Sample Size

Cadre Title	Population (Frequency)	Sample Ratio	Sample
Veterinary Officer	124	0.3	37.2
Livestock Production Personnel	176	0.3	52.8
Zoologist	20	0.3	6
Leather Development Personnel	16	0.3	4.8
Laboratory Personnel	45	0.3	13.5
Animal Health Personnel	59	0.3	17.7
HRM&D Officer	14	0.3	4.2
Supply Chain Management Officer	13	0.3	3.9
Economist	4	0.3	1.2
Finance Officer	5	0.3	1.5
Accountant	10	0.3	3
ICT Officer	6	0.3	1.8
Office Administrator	15	0.3	4.5
Clerical Officer	12	0.3	3.6
Records Management Officer	12	0.3	3.6
Total	531		159.3

Source: Report on organizational structure and staffing for the State Department for Livestock (April, 2019)

Thus, from Table 3.1 the sample size for the study was 159 staff selected from State Department for Livestock.

3.5 Data Collection

In the study, primary data was used. As the primary data collection tool, the researcher used a questionnaire. A questionnaire is defined by Kirakowski (1998) as a means to obtain, record and collect information. The questions are intended for quantitative data collection. Drop-and-pick method was administered as it is cheap and allows respondents to complete the tool conveniently.

3.6 Data Analysis

Data analysis represent a process to inspect, clean up, transform and model data in order to underline key information, to draw conclusions and to support decision-making (Ader, 2008). The data collected was analyzed by quantitative methods of data analysis. The

questionnaire data was encoded and logged onto the computer with the Statistical Social Science Package (SPSS version 25.0). So as to perform simple descriptive analyzes to obtain reports about data status, this involved code for open and closed data items. The analysis involved the use of descriptive statistical tools which included mean, standard deviation, frequencies and percentages.

Simple linear regression analysis was conducted to establish the career progression guidelines influence on performance of employees.

Regression Model

$$Y = \alpha + \beta X + \Sigma$$

Where:

Y= Employee Performance

α = Constant

β = Regression Coefficient

X= Career Progression Guidelines

Σ = Error Term

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter analyzes the data and discusses the results of the study. The chapter presents the results pertaining to the study goals. The chapter presents response rate, findings on respondents' background information and findings on career progression guidelines and employee performance in the Kenyan civil service. Lastly, the chapter presents regression analysis and discussions of findings. The findings are illustrated in tables.

4.2 Response Rate

The questionnaires administered were 159 out of which only 119 questionnaires were completed and returned. This gave a return rate of 74.8% as presented in Table 4.1. This concur with recommendations by Lewis (2015) who suggested that for statistical data analysis to be conducted, the response rate needs to be more that 50%.

Table 4. 1: Response Rate

	No. of Respondents	Response Rate
Response	119	74.8
Non-response	40	25.2
Total	159	100

4.3 Background Information

This section allowed the respondents to provide information about their background including the gender, age bracket, education level and years they have worked in their current position. This general data was illustrated in tables.

4.3.1 Gender of the Respondents

The researcher asked the respondents to specify their gender. The results are as illustrated in Table 4.2.

Table 4. 2: Gender of the Respondents

	Frequency	Percent
Male	56	47.1
Female	63	52.9
Total	119	100

From the findings in Table 4.2, most of the participants were female as illustrated by 52.9% whereas the least were male as illustrated by 47.1%. This implies that the researcher deliberated on every respondent regardless of the gender in collecting data on the concept being studied.

4.3.2 Age Bracket of the Respondents

The researcher asked respondents to specify the age brackets they belong to. The findings for the age distribution of the respondents are as illustrated in Table 4.3.

Table 4. 3: Age of the Respondents

	Frequency	Percent
21-30 years	28	23.5
31-40 years	33	27.7
41-50 years	20	16.8
Above 50 years	38	31.9
Total	119	100

As per the results in Table 4.3, most of the participants specified to be aged above 50 years as illustrated by 31.9%. Other respondents indicated to be aged 31 to 40 years as shown by 27.7%, aged 21 to 30 years as shown by 23.5% and aged 41 to 50 years as shown by 16.8%. This implied that the data was collected from a variety of age groups for the respondents working at State Department for Livestock.

4.3.3 Respondents Education Level

The researcher asked the respondents to specify their level of education. The results are shown in Table 4.4.

Table 4. 4: Education Level of the Respondents

	Frequency	Percent
Secondary	6	5
Diploma	31	26.1
Undergraduate	58	48.7
Post Graduate	24	20.2
Total	119	100

As per the results in Table 4.4, majority of participants specified that their level of education was undergraduate as illustrated by 48.7%, followed by 26.1% of diploma, then 20.2% of postgraduates and the least were 5% of secondary level. This implies that the respondents were learned enough to read and comprehend the questions, the purpose of the study and give reliable and precise information.

4.3.4 Period Working in the Current Position

The researcher asked the respondents to specify the number of years they have worked in their current positions. The results are shown in Table 4.5.

Table 4. 5: Number of Years Working in their Current Position

	Frequency	Percent
Less than 1 year	20	16.8
1-5 years	46	38.7
6-10 years	31	26.1
11-15 years	17	14.3
More than 20 years	5	4.2
Total	119	100

From the findings, 38.7% of the respondents indicated that they have worked in their current position for 1 to 5 years, 26.1% indicated period between 6 and 10 years, 16.8%

indicated a period of less than 1 year, 14.3% for those who had worked for 11 to 15 years and 4.2% indicated to have worked for more than 20 years. This shows that most of the participants had been working in their current positions for long to understand the subject under study and provide credible data.

4.4 Career Progression Guidelines

The researcher asked the respondents are requested to specify the extent of agreement with different statements on career progression guidelines in the State Department for Livestock. The findings are illustrated in various tables.

Table 4. 6: Statements on Educational and Professional Experiences

	Mean	Std. Dev.
My academic and professional qualifications determine how far I will be able to climb the career ladder.	3.487	1.320
The State Department of Livestock provides training and skill development opportunities to its employees to enable them advance in their career.	3.311	1.226
Staff who are offered sponsorship are more likely to progress in their careers than those who do not get support.	3.756	1.396
The educational level of an officer determines their entry grade in the career progression guideline.	3.773	1.487
Highly educated employees in the State Department for Livestock are more likely to be promoted than best performers.	3.286	1.433
Average Mean	3.523	

As per the findings in Table 4.6, there was an agreement among the respondents that the educational level of an officer determines their entry grade in the career progression guideline as illustrated by an average of 3.773 as well as std. dev. of 1.487, that staff who are offered sponsorship are more likely to progress in their careers than those who do not get support as illustrated by an average of 3.756 as well as std. dev. of 1.396 and that their academic and professional qualifications determines how far they will be able to climb the career ladder as illustrated by an average of 3.487 as well as std. dev. of 1.320. Moreover, the respondents were neutral that the State Department for Livestock provides training and skill development opportunities to its employees to enable them advance in their career as illustrated by an average of 3.311 as well as std. dev. of 1.226 and that highly educated

employees in the State Department for Livestock are more likely to be promoted than best performers as illustrated by an average of 3.286 as well as std. dev. of 1.433.

Table 4. 7: Statements on Personality of Employees

	Mean	Std. Dev.
The personality of an employee is one key factor to advancement in one's career.	2.992	1.350
Good personality traits ultimately lead to an employee's career growth from one level to another.	3.034	1.396
Proactive employees are more likely to be given chances to advance their career since proactivity is viewed as an indication of future leadership.	3.588	1.337
Average Mean	3.205	

From the findings in Table 4.7, there was an agreement among the participants that proactive employees are more likely to be given chances to advance their career since proactivity is viewed as an indication of future leadership as illustrated by an average of 3.588 as well as std. dev. of 1.337. However, the respondents were neutral that good personality traits ultimately lead to an employee's career growth from one level to another as illustrated by an average of 3.034 as well as std. dev. of 1.396 and that the personality of an employee is one key factor to advancement in one's career as illustrated by an average of 2.992 as well as std. dev. of 1.35.

Table 4. 8: Statements on Job Performance and Evaluation of Supervisor

	Mean	Std. Dev.
The job performance of an employee dictates as to whether the officer will advance in their career.	3.412	1.278
The rating of an employee's performance by the supervisor determines whether an officer will be promoted in his job.	3.596	1.301
The State Department of Livestock ensures supervisors have the requisite skills to evaluate performance fairly and equitably.	3.345	1.311
Average Mean	3.451	

As per the findings in Table 4.8, there was an agreement among the participants that the rating of an employee’s performance by the supervisor determines whether an officer will be promoted in his job as illustrated by an average of 3.596 as well as std. dev. of 1.301. However, the respondents were neutral that the job performance of an employee dictate as to whether the officer will advance in their career as illustrated by an average of 3.412 as well as std. dev. of 1.278 and that the State Department for Livestock ensures supervisors have the requisite skills to evaluate performance fairly and equitably as illustrated by an average of 3.345 as well as std. dev. of 1.311.

Table 4. 9: Statements on Recruitment and Selection Criteria

	Mean	Std. Dev.
The State Department for Livestock adheres to the recruitment and selection criteria set for the Public Service.	3.899	1.272
The recruitment and selection criteria of the State Department for Livestock is based on equity and merit.	3.571	1.395
The recruitment and selection criteria of the State Department for Livestock influences the outcome of the employees to be promoted.	3.345	1.374
The recruitment and selection criteria of the State Department for Livestock increases the success rate of selecting the right candidates for a job.	3.790	1.192
Average Mean	3.651	

As per the results in Table 4.9, there was an agreement among the participants that the State Department for Livestock adheres to the recruitment and selection criteria set for the Public Service as illustrated by an average of 3.899 as well as std. dev. of 1.271, that the recruitment and selection criteria of the State Department for Livestock increases the success rate of selecting the right candidates for a job as illustrated by an average of 3.790 as well as std. dev. of 1.192 and that the recruitment and selection criteria of the State Department for Livestock is based on equity and merit as illustrated by an average of 3.571 as well as std. dev. of 1.395. Moreover, there was an agreement among the participants that the recruitment and selection criteria of the State Department for Livestock influences the

outcome of the employees to be promoted as illustrated by an average of 3.345 as well as std. dev. of 1.374.

4.5 Employee Performance

The respondents were asked to indicate the extent to which they agree with various statements on employee performance in the State Department for Livestock. The findings are illustrated in various Tables.

Table 4. 10: Statements on Target Setting

	Mean	Std. Dev.
Every employee in the State Department for Livestock annually sets targets on the work they will perform.	3.891	1.206
Employees in the State Department for Livestock have been trained on setting specific, measurable, attainable, realistic and time bound goals.	3.740	1.161
Employees in the State Department for Livestock usually hold discussions with their supervisors to agree on the set targets.	3.420	1.299
The rating scale used by the State Department for Livestock to measure achievement of targets is satisfactory.	3.681	1.134
I always achieve my performance targets.	3.950	1.024
Average Mean	3.736	

As per the results in Table 4.10, there was an agreement among the participants that they always achieve their performance targets as illustrated by an average of 3.950 as well as std. dev. of 1.024 and that every employee in the State Department for Livestock annually sets targets on the work they will perform as illustrated by an average of 3.891 as well as std. dev. of 1.206. Moreover, there was an agreement among the participants that employees in the State Department for Livestock have been trained on setting specific, measurable, attainable, realistic and time bound goals as illustrated by an average of 3.740 as well as std. dev. of 1.161 and that the rating scale used by the State Department for Livestock to measure achievement of targets is satisfactory as illustrated by an average of 3.681 as well as std. dev. of 1.134. However, the respondents were neutral that employees

in the State Department for Livestock usually hold discussions with their supervisors to agree on the set targets as illustrated by an average of 3.420 as well as std. dev. of 1.299.

Table 4. 11: Statements on Quality of Work

	Mean	Std. Dev.
Employees in the State Department for Livestock have set standards and guidelines directing them on how to undertake various jobs.	3.303	1.350
Employees who exhibit high quality work are rewarded with higher responsibilities.	3.109	1.448
The State Department for Livestock carries out customer satisfaction surveys to assess the rate of efficiency of its employees.	2.664	1.386
The State Department for Livestock acts on recommendations of customer satisfaction surveys.	2.815	1.315
Average Mean	2.973	

As per the results in Table 4.11, the respondents were neutral that employees in the State Department for Livestock have set standards and guidelines directing them on how to undertake various jobs as illustrated by a mean of 3.303 as well as std. dev. of 1.350, that employees who exhibit high quality work are rewarded with higher responsibilities as illustrated by a mean of 3.109 as well as std. dev. of 1.448, that the State Department for Livestock acts on recommendations of customer satisfaction surveys as illustrated by a mean of 2.815 as well as std. dev. of 1.315 and that the State Department for Livestock carries out customer satisfaction surveys to assess the rate of efficiency of its employees as illustrated by a mean of 2.664 as well as std. dev. of 1.386.

Table 4. 12: Statements on Teamwork

	Mean	Std. Dev.
The State Department for Livestock emphasizes teamwork to ensure that work gets done efficiently and effectively.	3.504	1.295
The State Department for Livestock appropriately delegates roles and responsibilities to teams.	3.563	1.147
I work harmoniously with other employees in the State Department for Livestock.	4.101	1.037
Employees of the State Department for Livestock are trained on team building initiatives.	3.050	1.275
Working in teams enhances performance.	4.177	1.094
Average Mean	3.679	

As per the results in Table 4.12, there was an agreement among the participants that working in teams enhances performance as illustrated by a mean of 4.177 as well as std.

dev. of 1.094, that they work harmoniously with other employees in the State Department for Livestock as illustrated by a mean of 4.101 as well as std. dev. of 1.037, that the State Department for Livestock appropriately delegates roles and responsibilities to teams as illustrated by a mean of 3.563 as well as std. dev. of 1.147 and that the State Department for Livestock emphasizes teamwork to ensure that work gets done efficiently and effectively as illustrated by a mean of 3.504 as well as std. dev. of 1.295. The respondents were neutral that employees of the State Department for Livestock are trained on team building initiatives as illustrated by a mean of 3.050 as well as std. dev. of 1.275.

Table 4. 13: Statements on Work Quantity

	Mean	Std. Dev.
Supervisors in the State Department for Livestock rate employees' performance in relation to the quantity of work completed in a financial year.	3.546	1.141
Employees who exceed the targeted quantity of work are given incentives in the State Department for Livestock.	2.471	1.096
Employees' who understand the specifications of their job exhibit high work output.	4.151	0.980
Average Mean	3.389	

As per the results in Table 4.13, there was an agreement among the participants that employees' who understand the specifications of their job exhibit high work output as illustrated by a mean of 4.151 as well as std. dev. of 0.980 and that supervisors in the State Department for Livestock rate employees' performance in relation to the quantity of work completed in a financial year as illustrated by a mean of 3.546 as well as std. dev. of 1.141. Moreover, the respondents disagreed that employees who exceed the targeted quantity of work are given incentives in the State Department for Livestock as illustrated by a mean of 2.471 as well as std. dev. of 1.096.

Table 4. 14: Statements on Absenteeism

	Mean	Std. Dev.
The rate of absenteeism in the employees of the State Department for Livestock is low.	4.000	0.991
Low absenteeism is an indication that the employees of the State Department for Livestock are highly motivated in their jobs.	3.353	1.381
Low absenteeism of employees ensures high productivity of the State Department.	3.765	1.254
Average Mean	3.706	

As per the results in Table 4.14, there was an agreement among the participants that the rate of absenteeism in the employees of the State Department for Livestock is low as illustrated by an average of 4.000 as well as std. dev. of 0.991 and that low absenteeism of employees ensures high productivity of the State Department as illustrated by an average of 3.765 as well as std. dev. of 1.254. However, the respondents were neutral that low absenteeism is an indication that the employees of the State Department for Livestock are highly motivated in their jobs as illustrated by an average of 3.353 as well as std. dev. of 1.381.

Table 4. 15: Statements on Time Management

	Mean	Std. Dev.
Employees of State Department for Livestock who report to work on time are considered dependable by their supervisors.	4.008	1.131
Employees who meet deadlines are considered by their supervisors reliable and are entrusted to carry out higher responsibilities.	4.269	0.880
I always meet the deadlines of my assignments.	4.361	0.989
Average Mean	4.213	

From the results in Table 4.15, there was an agreement among the participants that they always meet the deadlines of their assignments as illustrated by an average of 4.361 as well as std. dev. of 0.989, that employees who meet deadlines are considered by their supervisors reliable and are entrusted to carry out higher responsibilities as illustrated by an average of 4.269 as well as std. dev. of 0.880 and that employees of State Department for Livestock who report to work on time are considered dependable by their supervisors as illustrated by an average of 4.008 as well as std. dev. of 1.131.

4.6 Simple Linear Regression Analysis

Simple linear regression analysis was performed in this research to establish the influence of career progression guidelines on performance of employees in the State Department for Livestock. The findings are illustrated in Table 4.16, 4.17 and 4.19.

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.632	.41747

a. Predictors: (Constant), Career Progression Guidelines

From the findings, the determination coefficient (“the percentage variation in the dependent variable being explained by the changes in the independent variable”) was 0.635. This implies that 63.5% variations in employee performance in the State Department for Livestock is explained by career progression guidelines (educational and professional experiences, personality of employees, job performance and evaluation of supervisor and recruitment and selection criteria). This left 36.5% of the variations in employee performance unexplained.

Table 4. 17: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.453	1	35.453	203.427	.000 ^b
	Residual	20.391	117	.174		
	Total	55.844	118			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Progression Guidelines

From the ANOVA Table, p-value was 0.000 and F-computed was 203.427. Since p-value was less than 0.05 and the F-computed was greater than F-critical (3.922), then the regression model was significant. This implies that employee performance in the State Department for Livestock could be determined by the career progression guidelines (educational and professional experiences, personality of employees, job performance and evaluation of supervisor and recruitment and selection criteria).

Table 4. 18: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.152	.176		6.538	.000
	Career Progression Guidelines	.708	.050	.797	14.263	.000

a. Dependent Variable: Employee Performance

The established model for the study was:

$$Y = 1.152 + 0.708X_1$$

From the regression findings, the study established that taking career progression guidelines (educational and professional experiences, personality of employees, job performance and evaluation of supervisor and recruitment and selection criteria) constant at zero, employee performance in the State Department for Livestock will be 1.152.

The results showed that one-unit increase in the career progression guidelines (educational and professional experiences, personality of employees, job performance and evaluation of supervisor and recruitment and selection criteria) leads to 0.708 increase in employee performance in the State Department for Livestock. The variable was significant since 0.000 is less than 0.05.

4.7 Discussion of Findings

The study established that the educational level of an officer determines their entry grade in the career progression guideline, that staff who are offered sponsorship are more likely to progress in their careers than those who do not get support and that their academic and professional qualifications determines how far they will be able to climb the career ladder. Moreover, the study revealed that the State Department for Livestock provides training and skill development opportunities to its employees to enable them advance in their career and that highly educated employees in the State Department for Livestock are more likely to be promoted than best performers. The findings concur with Okurame (2012) who noted that employees view career growth as an opportunity for motivation and financial security in their workplace. An employee's educational, personal and professional experiences

determine how far they are to progress in their jobs. As per Becker (1964), human capital of an employee is extremely important to forecast career progress since human capital is greatly endowed with workforce reward.

The study found that proactive employees are more likely to be given chances to advance their career since proactivity is viewed as an indication of future leadership. The study revealed that good personality traits ultimately lead to an employee's career growth from one level to another and that the personality of an employee is one key factor to advancement in one's career. These findings concur with Sinha and Watson (2005) who suggested that an extrovert's personality has a great effect on the performance of employees. Proactive employees are more likely to get their careers advanced as proactivity is seen as a sign of leadership abilities.

The study established that the rating of an employee's performance by the supervisor determines whether an officer will be promoted in his job. The study revealed that the job performance of an employee dictates as to whether the officer will advance in their career and that the State Department for Livestock ensures supervisors have the requisite skills to evaluate performance fairly and equitably. The findings concur with Armstrong (2012) who noted that job performance and evaluation of supervisor dictate as to whether an officer will advance in their career. In most organizations, performance is evaluated by the managers who may not have the requisite skills to fairly and equitably manage performance. Byars and Rue (2000) also argued that the supervisor rates the employee's performance and makes recommendations as to whether the employee should be rewarded or sanctioned.

The study found that the State Department for Livestock adheres to the recruitment and selection criteria set for the Public Service, that the recruitment and selection criteria of the State Department for Livestock increases the success rate of selecting the right candidates for a job and that the recruitment and selection criteria of the State Department for Livestock is based on equity and merit. The study established that the recruitment and selection criteria of the State Department for Livestock influences the outcome of the employees to be promoted. These findings concur with Armstrong (2008) who noted that recruitment and selection involves obtaining the number and quality of persons needed to

satisfy an organization's human resources needs. Adeyemi, *et al* (2015) also believed that employees are treated fairly and evaluated continuously to ensure their performance, and thus their advances in their professional careers, in the recruitment and selection process.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to examine the career progression guidelines influence on performance of employees at State Department for Livestock. Hence, this chapter covers the findings summary, deduced conclusions, limitations and recommendations made based on objectives of the study.

5.2 Summary of the Findings

The study found that the educational level of an officer determines their entry grade in the career progression guideline, that staff who are offered sponsorship are more likely to progress in their careers than those who do not get support and that their academic and professional qualifications determines how far they will be able to climb the career ladder. Moreover, the study revealed that the State Department for Livestock provides training and skill development opportunities to its employees to enable them advance in their career and that highly educated employees in the State Department for Livestock are more likely to be promoted than best performers.

The study found that proactive employees are more likely to be given chances to advance their career since proactivity is viewed as an indication of future leadership. The study revealed that good personality traits ultimately lead to an employee's career growth from one level to another and that the personality of an employee is one key factor to advancement in one's career.

The study established that the rating of an employee's performance by the supervisor determines whether an officer will be promoted in his job. The study revealed that the job performance of an employee dictates as to whether the officer will advance in their career and that the State Department for Livestock ensures supervisors have the requisite skills to evaluate performance fairly and equitably.

The study found that the State Department for Livestock adheres to the recruitment and selection criteria set for the Public Service, that the recruitment and selection criteria of the State Department for Livestock increases the success rate of selecting the right candidates for a job and that the recruitment and selection criteria of the State Department for

Livestock is based on equity and merit. The study established that the recruitment and selection criteria of the State Department for Livestock influences the outcome of the employees to be promoted.

5.3 Conclusion

The study concluded that career progression guidelines (educational and professional experiences, personality of employees, job performance and evaluation of supervisor and recruitment and selection criteria) significantly influences employee performance in the State Department for Livestock. The study found that educational level as well as academic and professional qualifications of an officer determines their entry grade in the career progression guideline and how far they will be able to climb the career ladder.

The study concluded that proactive employees are more likely to be given chances to advance their career since proactivity is viewed as an indication of future leadership. Good personality traits ultimately lead to an employee's career growth from one level to another and that the personality of an employee is one key factor to advancement in one's career. Moreover, the rating of an employee's performance by the supervisor determines whether an officer will be promoted in his job and the job performance of an employee dictate as to whether the officer will advance in their career.

The study concluded that the State Department for Livestock adheres to the recruitment and selection criteria set for the Public Service. This increases the success rate of selecting the right candidates for a job since it is done based on equity and merit. Moreover, recruitment and selection criteria of the State Department for Livestock influences the outcome of the employees to be promoted.

5.4 Recommendations

The study recommends that the management staff at State Department for Livestock ensure that their employees have the required educational and professional experiences. This can be done through provision of training and workshop opportunities for employees so as to ensure they are kept updated and their knowledge and skills improved. The management at State Department for Livestock should also come up with departmental working exchange programs for employees to gain as much experience as possible.

Moreover, the study recommends that the State Department for Livestock encourage their employees to enroll in short courses offered by government or private institutions to enhance their education. This can be done by offering sponsorship to the staff who are undertaking the short courses to ensure progress in their careers.

The study also recommends that the management at State Department for Livestock come up with strategies for improving the personality of employees. This is because developing employee's personality traits play a key role in enhancing positive attitude of the employees, how staff interacts with others and reduces the stress levels among the employees.

The study recommends that there should be frequent evaluation of the employees' performance. Management should ensure supervisors and evaluation officers have the requisite skills to evaluate staff performance fairly and equitably. In addition, performance targets should be linked to the actual individual performance that is essential for the performance of employees. The assessment process must be accurate and take into account current job descriptions to increase employee morale and creativity.

Further, the study recommends that the management at State Department for Livestock assist the employees in improving on their performance every time. Appraisers should not directly confront staff with criticism. Rather, during the course of the assessment interview, they need to wait for poor performance evidence to naturally show itself. Feedback on performance assessment outcomes needs to be enhanced to help employees understand and immediately correct their shortcomings, resulting in employee motivation to improve performance.

The study recommends that the management at State Department for Livestock ensure that recruitment and selection criteria set for the Public Service is strictly adhered to. The recruitment and selection criteria need to be based on merit and on getting the best people having suitable competencies and capabilities to match job descriptions. This assists to develop talents to take over future roles in the organization, and also serves as a way to help deter shortages in the organization of competent people.

The study also recommends that the management of State Department for Livestock deliberate on instituting career counseling programs that will help staff in exploiting their strengths and potential and avoid disparities between personal ambitions, competences and opportunities in the organization. Career counseling will also assist in enhancing organization's efficiency and help staff in attaining their personal goals.

5.5 Limitation of the Study

The study was limited to State Department for Livestock. Hence the findings of the study were limited to State Department for Livestock as opposed to all Ministries and State Departments in the government. Moreover, some of the targeted respondents were doubtful in giving information with a fear that the information could be used to intimidate them and this caused delays in data collection. In addition, the results of the study were restricted to the degree to which the participants were prepared to provide precise, impartial and reliable data. The research used only a questionnaire as a method to collect data and thus the reliability of the findings depends entirely on the effectiveness of the design of the tool.

5.6 Suggestions for Further Study

The study only focused on State Department for Livestock and hence future studies should focus on all Ministries and State Departments in the government and examine the influence of career progression guidelines on employee performance in the Kenyan Civil Service.

Moreover, future studies should look at challenges facing implementation of career progression guidelines in the civil service. Future studies should also look at influence of career progression guidelines on Kenyan state corporations' performance.

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APPENDICES

Appendix 1: Introduction Letter

Elizabeth Wanjiru Ndegwa
State Department for Public Service
P.O. Box 30050-00100
Nairobi

Dear Sir/Madam,

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a Master of Business Administration degree student from the School of Business, University of Nairobi. My area of specialization is human resource management. In partial fulfillment for the award of a degree of Master of Business Administration, I am undertaking research on “influence of career progression guidelines on employee performance in the Kenyan civil service: a case of State Department of Livestock. I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

Elizabeth Wanjiru Ndegwa

Appendix II: Research Questionnaire

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

PART A: BACKGROUND INFORMATION

1) What is your gender?

Male []

Female []

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

21-30 years []

31-40 years []

41-50 years []

Above 50 years []

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

Primary []

Secondary []

Diploma []

Undergraduate []

Post Graduate []

Other _____

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

Less than 1 year []

1-5 years []

6-10 years []

11-15 years []

16-20 years []

More than 20 years []

Part B: CAREER PROGRESSION GUIDELINES

5. To what extent do you agree with the following statements on career progression guidelines in the State Department of Livestock?

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	1	2	3	4	5
Educational and Professional Experiences					
My academic and professional qualifications determines how far I will be able to climb the career ladder.					
The State Department of Livestock provides training and skill development opportunities to its employees to enable them advance in their career.					
Staff who are offered sponsorship are more likely to progress in their careers than those who do not get support.					
The educational level of an officer determines their entry grade in the career progression guideline.					
Highly educated employees in the State Department of Livestock are more likely to be promoted than best performers.					
Personality of Employees					
The personality of an employee is one key factor to advancement in one's career.					
Good personality traits ultimately leads to an employee's career growth from one level to another.					
Proactive employees are more likely to be given chances to advance their career since proactivity is viewed as an indication of future leadership.					
Job Performance and Evaluation of Supervisor					
The job performance of an employee dictate as to whether the officer will advance in their career.					
The rating of an employee's performance by the supervisor determines					

whether an officer will be promoted in his job.					
The State Department of Livestock ensures supervisors have the requisite skills to evaluate performance fairly and equitably.					
Recruitment and Selection Criteria					
The State Department of Livestock adheres to the recruitment and selection criteria set for the Public Service.					
The recruitment and selection criteria of the State Department of Livestock is based on equity and merit.					
The recruitment and selection criteria of the State Department of Livestock influences the outcome of the employees to be promoted.					
The recruitment and selection criteria of the State Department of Livestock increases the success rate of selecting the right candidates for a job.					

6. PART C- EMPLOYEE PERFORMANCE

Target Setting					
1. Every employee in the State Department of Livestock annually sets targets on the work they will perform.					
2. Employees in the State Department of Livestock have been trained on setting specific, measurable, attainable, realistic and time bound goals.					
3. Employees in the State Department of Livestock usually hold discussions with their supervisors to agree on the set targets.					
4. The rating scale used by the State Department of Livestock to					

measure achievement of targets is satisfactory.					
5. I always achieve my performance targets.					
Quality of Work					
Employees in the state Department of Livestock have set standards and guidelines directing them on how to undertake various jobs.					
Employees who exhibit high quality work are rewarded with higher responsibilities.					
The State Department of Livestock carries out customer satisfaction surveys to assess the rate of efficiency of its employees.					
The State Department of Livestock acts on recommendations of customer satisfaction surveys.					
Teamwork					
The State Department of Livestock emphasizes teamwork to ensure that work gets done efficiently and effectively.					
The State Department of Livestock appropriately delegates roles and responsibilities to teams.					
I work harmoniously with other employees in the State Department of Livestock.					
Employees of the State Department of Livestock are trained on team building initiatives.					
Working in teams enhances performance.					
Work Quantity					
Supervisors in the State Department of Livestock rate employees' performance in relation to the quantity of work completed in a financial					

year.					
Employees who exceed the targeted quantity of work are given incentives in the State Department of Livestock.					
Employees' who understands the specifications of their job exhibit high work output.					
Absenteeism					
The rate of absenteeism in the employees of the State Department of Livestock is low.					
Low absenteeism is an indication that the employees of the State Department of Livestock are highly motivated in their jobs.					
Low absenteeism of employees ensures high productivity of the State Department.					
Time Management					
Employees of State Department of Livestock who report to work on time are considered dependable by their supervisors.					
Employees who meet deadlines are considered by their supervisors reliable and are entrusted to carry out higher responsibilities.					
I always meet the deadlines of my assignments.					

Thank you very much for your cooperation.