

Effect of Career Management Practices on Employee Performance in Murang'a Water and Sanitation Company Limited.

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ABSTRACT

Performance of an organization largely depends on the workforce it has. Employee performance may be affected by many factors, career management among them. The literature reviewed provided information on effects of career management on performance in organizations in various parts of the world thereby giving a limited global view. The studies reviewed indicate a gap in literature that this area of study still remains largely un-explored, shown by the fact that literature on career management in Kenya is lacking, yet the subject has a global attention evidenced by scholarly work reviewed in this study. Similar studies have not been done at county level in Kenya and in particular, Murang'a County. It is against this background that the study sought to establish the effects of career management practices on employee performance in Murang'a Water and Sanitation Company Limited (MUWASCO) in Murang'a County in Kenya. Specifically the study sought to establish the extent to which skills development, supervisory support and performance feedback have been implemented and their effect on employee performance in MUWASCO. The study was guided by Super's life span theory. Descriptive survey research design was adopted in the study. The target population was 150 employees and the researcher employed census sampling technique. The data collection instrument was self-administered questionnaires. Absolute forms of mean, standard deviation and percentages were employed in descriptive analysis. Regression analysis was used to establish the relationship between dependent and the independent variables of the study. The response rate was 85% hence reliability and validity of the study. From the analysis it was observed that the organization has implemented skills development, supervisory support and performance feedback as indicated by 39%, 70.47% and 81.89% respectively. The research findings revealed that 84.25% were in agreement that career management practices have contributed to employee performance. The study therefore concluded that career management practices highly influence employee performance and thus recommends that the organization should organize regular seminars, workshops and training sessions to improve the skills of workers. The study suggests use of training needs analysis to inform preparation of training programs for effective outcomes. Further, mentorship and career guidance programs are recommended to guide career goals and plans in order to enhance employee performance.

KEYWORDS: Career Management Practices, Employee Performance, MUWASCO.

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I. INTRODUCTION

Long-term competitive goals are achieved through effectively managing people. Managers use organizational career management (OCM) techniques to develop employees in order to maintain and strengthen the company's market position. The individual's career needs should be linked to the organization's workforce requirements. Not only is such a strategy linked to individual career effectiveness, but it also has a favorable impact on organizational performance (De Vos and Cambre, 2017). Career management includes the planning, execution, and monitoring of career plans carried out by an employee alone or through the career processes of the organization (Greenhaus, Callanan and Godshalk, 2010). Career management programs lead to improved professional satisfaction of workers because they are helped to recognize and take positions consistent with their goals and strategies (Antoniou, 2010). Career management has been established as one of the most essential components of an organization's human resource management practices, according to (Lazarova, Morley and Tyson, 2012)

Employees are seen by Muda, Rafiki and Harahap (2014) as the major resource that promotes an organization's everyday operations and activities. Therefore, the output of workers is assumed to be instrumental in enhancing organizational efficiency, development, and profitability. Oluwafemi (2010) added that an organization's effectiveness depends on its employees' productivity. Career management skills generate and sustain career momentum, reduce the probability of poor person-job fit and allow personal development (Whitelaw, 2010). Economic benefits associated with successful career management are described by Bridgstock (2009) as increased growth, lower unemployment, decreased healthcare costs, and higher-income rates. Shen, Jackson and Wilton (2016) added that career management skills increase self-efficacy.

Although a career is ultimately the responsibility of the individual, who must plan and manage his or her own fortune, employers seek to assist their employees in attaining career requirements (McDonald and Hite, 2016). Armstrong and Taylor (2014) described career management as the process that shapes the advancement of people within an organization by combining the interests of the individual with those of the organization. Greenbank (2011) indicated that career management helps workers early in their career to consider their profession's standards and recognize job pathways. According to Shen, Netto and Sohal (2010), career management takes into account the existing needs of staff, the organization's potential needs and offers services such as performance evaluation, the succession of management, job rotation, preparation and learning, and consultation to fulfill the career plan and those requirements.

Employee performance was described by Lee, Iijima and Reade (2011) as the results and achievements accomplished at the workplace. Anitha (2013) stated that employee performance is demonstrated by the employee's financial or non-financial result that has a direct correlation with the organization's performance and success. Several studies indicate that by concentrating on promoting career growth, employee performance can be increased. Research by Alagaraja (2015) and Ahmad (2011) also indicates that successful career growth increases work efficiency, job performance, job satisfaction, employee engagement, and organizational productivity. Employee success is a major challenge in organizational management and the key goal of any business enterprise is to take steps to inspire workers to deliver and achieve organizational competitiveness (Wu and Lee, 2011).

Kakui and Gachunga (2016) indicated that high-performing organizations are currently more diligent in improving their employees' careers to achieve maximum employee performance in the present and future. Mugaa, Guyo and Odhiambo (2018) added that confidence and loyalty increase when workers believe that the company promotes their career growth, which then leads to higher results. A recent study by Mohamad and Yahya (2017) found that the proper implementation of career development attracts and retains staff with the requisite skills. The awareness of career management increases an organization's competitiveness, quality, and quantity of production, reliability, and effectiveness (Mugaa et al., 2018).

Several resources, such as money, labor, machines, and raw materials, can be employed to improve an organization's effectiveness. According to Kahinde (2012) human resources are the most valuable of all of these tools. It is fairly obvious that institutions have a duty to help their employees manage their careers (Baruch, 2006). Individuals trust and depend on their managers to provide appropriate preparation, mentorship, training opportunities, performance feedback and supervisory support in order to accomplish individual and organizational goals (Ghosh and Reio, 2013). Employees who are aware of their organization's career initiatives contribute more to their work and, as a result, achieve their career satisfaction targets and the overall employee performance is improved (Karatepe, 2013).

The findings of Dargham (2013) on career management are comparable to those of Sturges et al. (2002), who found that organizational career management improves employee engagement and, as a result, organizational performance is enhanced. One form of perceived organizational support is career management assistance. Employee performance has been demonstrated to be favorably correlated with organizational

support, while withdrawal behaviors such as absenteeism and turnover have been shown to be adversely correlated (Rhoades and Eisenberger, 2002).

II. STATEMENT OF THE PROBLEM

Water in Murang'a County is an essential commodity for all citizens. The ongoing Covid-19 pandemic has stressed the community's need for water, hence the high reliance on MUWASCO. The organization under study has invested in career management practices, however, the output is not as planned to provide residents in Murang'a town and its surroundings with adequate and clean water. Complaints from the employees are a clear indication that the career management practices adopted by the organization have not been fully implemented to meet their needs. Failure to allocate adequate resources to support career management practices has resulted in poor employee performance which has been expressed through customer complaints on social media platforms and those reported to the customer care desk.

The link between career management and employee performance in the public sector has been extensively studied elsewhere and published in HR journals, but very few such studies are carried out in Kenya. Water companies have not been as vigilant as other industries in improving the careers of their labor force. According to Kenya's Business Review Management (2013), the country faces skills shortages. Hiring, attracting, educating, and retaining the right professionals being the major obstacles. In today's competitive business environment, finding a method of attracting, developing, motivating and retaining competent people is critical (Sara et al, 2010). The demand for human capital drives career management in MUWASCO through increased performance.

Career management can be used as a motivational factor to maximize employee morale and enhance productivity. MUWASCO's workforce has been very relevant in ensuring that all people have reliable sources of safe and sufficient water. Reviewed literature indicated a gap in this area therefore this study sought to establish the effect of career management practices on employee performance in MUWASCO. In an attempt to address the research gap above, the researcher chose the organization under study as a research population.

III. THE OBJECTIVE OF THE STUDY

This study was designed to investigate the effect of career management practices on employee performance in Murang'a Water And Sanitation Company Limited.

IV. THEORETICAL LITERATURE REVIEW

Donald E. Super's (1969) self-concept theory is one of the most influential theories of career choice and development. Development theories possess knowledge on the changes that people go through as they grow older, and they emphasize a lifetime approach to career choice and adaptation. According to Super (1990), the self-concept is the product of complex interactions among a variety of factors such as personal experiences, mental development, abilities, beliefs, climate, physical growth as well as the way they incorporate these characteristics into their different life roles.

Environmental, personal, and situational determinants play a part in shaping an employees' professional progression, according to Super's theory. Findings from the research work of Lyria, Namusonge and Karanja (2017) established that the self-concept theory of career growth can be applied to career management techniques such as skills development and getting trainers who can effect employees' self-concept and thereby form their career choices which allows them to be more efficient at work. The researcher concludes that the self-concept theory of career development is applicable to career management techniques in the context of the current study.

The self-concept theory is important in this study because an organization's effectiveness relies on the competency of its workforce. It can be applied to help in enhancing the efficiency, commitment, satisfaction and productivity of workers through career management practices. When the skills of workers are developed, the quality of their work will consequently improve. Interaction of the supervisors with their employees influences their perceptions and attitudes. Feedback on performance given by leaders to the workers reflects in their overall productivity. Therefore this theory is fundamental as it stresses on the need to implement career management practices within an organization ensuring employee performance is maximized.

V. EMPIRICAL LITERATURE REVIEW

Findings from a study conducted by Maina (2011) to determine the factors that affect career management amongst teaching staff revealed that career preparation, training and growth, and institutional structure had a positive influence on career management. It also emerged that there was no consistent career management strategy and that managers did not negotiate with the non-academic staff ways to develop their careers. A descriptive correlation study conducted by Razean and Hatami (2012) showed a strong correlation

between the roles of career management and career satisfaction. The research study also found that career management functions such as career appraisal, growth, and preparation contribute to career satisfaction.

Skills development requires improving individuals' knowledge, awareness, abilities, attitudes, and behaviors. The primary task is to build employee skills for current and future responsibilities (Tahir, Yousafzai, Janand and Hashim, 2014). Armstrong (2014) asserted that employees prefer to work together as a team and can achieve organizational effectiveness when their skills are developed. A study conducted by Alsharif and Kaurik (2017) at Jumhuria Bank in Libya to examine the effects of training and development found that there was no systematic policy for evaluating training needs, selection of participants, and successful assessment procedures. This study revealed the performance gap in organizations for lack of an effective skills development policy.

Supervisory support is the degree to which workers appreciate their superiors' efforts and motivation in terms of job results and employee complaints (Wickramasinghe and Jawayeera, 2010). A study conducted by Hee, Anthony and Kim (2015) to explore the impact of supervisory support on organizational engagement and job satisfaction found a significant and positive relationship between the variables in question. Previous research has as well found that supervisory support is very important in ensuring organizational effectiveness across many sectors (Lu, Cooper and Lin, 2013). Further research has shown that when employees are in a favorable atmosphere, they are more likely to contribute to the achievement of company objectives and goals (Chen, Fu, Li, Lou, and Yu, 2012).

The performance feedback provided to workers, according to Wright (2014), helps them understand what is required on their job and also assess their behavior to see whether or not they contribute to the achievement of organizational objectives. Bekker and Demerouti (2007) defined performance feedback as the data provided by the employer on how well an employee achieves his or her objectives. Their efficiency is strengthened as workers take action in line with the feedback on results. Research by Jaehee (2016) on the significance of performance feedback and job autonomy in minimizing the impact of role ambiguity on employee satisfaction revealed that when role ambiguity impacts are buffered by performance feedback and job autonomy, workers report higher levels of satisfaction. Performance feedback has also shown that it encourages feelings of competence and power over the task.

In Seoul City, South Korea, Kim and Yim (2015) investigated the impact of convergence career management systems on work enlargement and career engagement among hospital workers. For data collection, questionnaires were distributed to employees. The study found that support networks for career management have a substantial impact on work engagement, which then affects career engagement. This research, however, failed to demonstrate the career management systems and their impact on individual performance.

A study conducted by Guan and Jiapang (2015) on 654 Chinese employees to analyze the effects of perceived organizational career management and career adaptability on career performance indicators discovered that, career adaptability played a unique role in predicting salary after monitoring the effects of demographic variables and perceived organizational career management. Both perceived organizational career management and career adaptability were also found to be adversely correlated with the intention to leave, with career satisfaction serving as a mediating factor in these associations. The data also revealed that career adaptability mediated the relationship between perceived organizational career management and job satisfaction, implying that this favorable relationship between workers with a higher degree of career adaptability was greater.

Research on the effect of career management on organizational engagement and the mediating role of subjective career performance in Korean manufacturing firms was conducted by (Jae and Suk, 2017). The study revealed from the survey data of 335 workers that career management and organizational support for career growth are positively related to subjective career performance. The results have shown that employee job performance, which is influenced by individual and organizational variables, contributes to the organization's outcomes.

Researchers have concentrated on the relationship between career management techniques and organizational performance, focusing on the relationship between career management and firm performance and predictors of organizational performance in organizations. All of these studies in Kenya have found that the explanations for poor performance in various firms in Kenya do not provide a complete picture of the factors affecting such firms' performance, as they have in developed countries. This is because they have ignored the impact of human resource management practices on firm performance. To the best of the researcher's knowledge, there has been little empirical research done locally on the influence of career management practices on employee performance in water and sewerage service firms. Therefore the researcher sought to fill the existing research gap by examining the role played by career management initiatives to enhance employee performance.

VI. METHODOLOGY

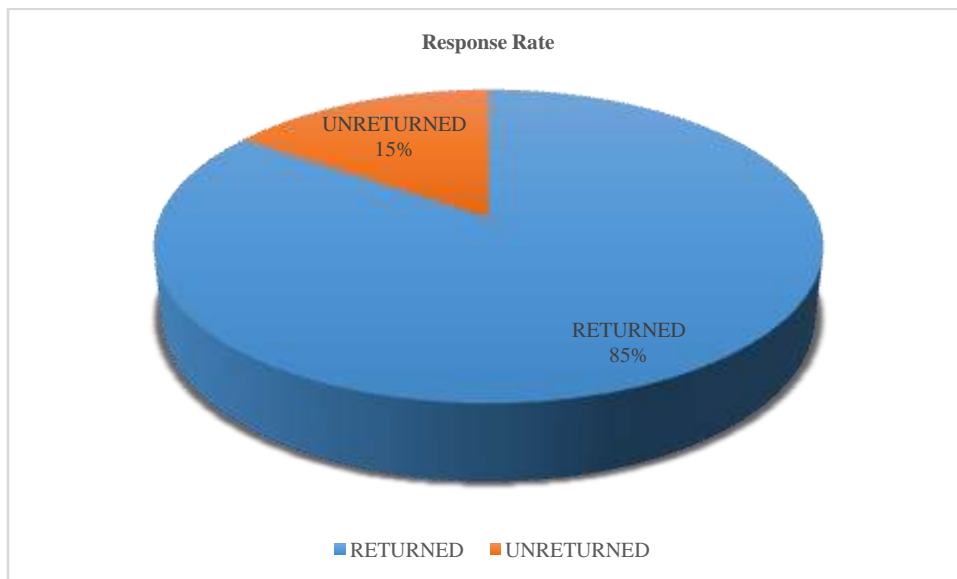
The company's career management was measured by examining whether there was established programs for employee growth & advancement, if the company has adopted policies on supervisory support and whether the company has established mechanisms to ensure management of performance feedback. The study adopted descriptive survey research design. The target population of this study was 150 workers of MUWASCO. The researcher employed census sampling technique which allowed everyone in the organization to participate in the study. Data was collected through administration of questionnaires.

The unit of measure adopted was a 5-point Likert scale where respondents were asked to indicate their response from the parameters given. Cronbach alpha was used to test validity and reliability of the study instrument with all the items scoring 0.839 which is above the recommended coefficients of 0.70 and above. The data obtained was analyzed using the Statistical Package for Social Sciences (SPSS) version 26 where descriptive and inferential statistics were computed. Descriptive statistics were presented in their relative forms of means, standard deviations and percentages. Inferential statistics were presented using the regression analysis model.

VII. RESULTS AND DISCUSSIONS

Response Rate

Figure 1: Response rate



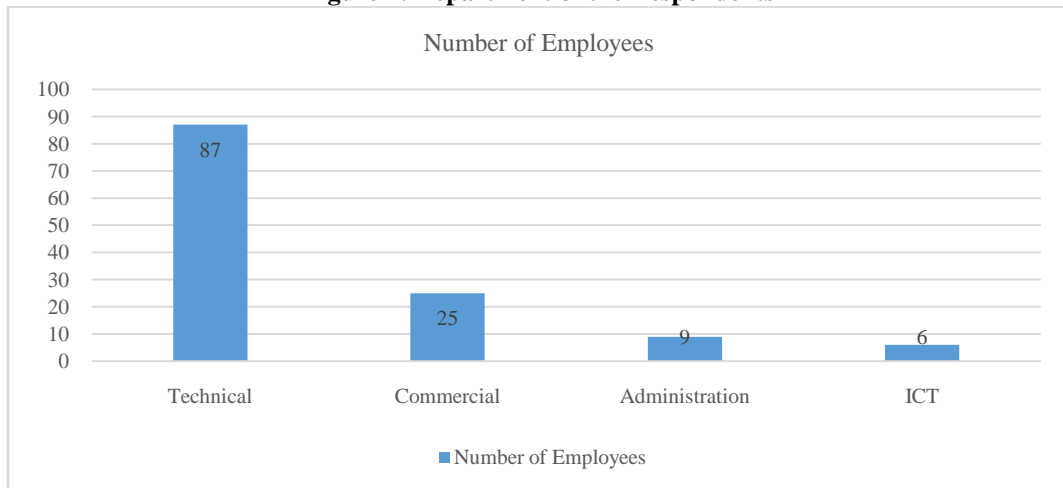
Source: Field data (2021)

The study sought 150 participants, out of which 127 completed and submitted the questionnaires for analysis, yielding a response rate of 85%. This response rate is within Mugenda and Mugenda(2008)'s guidelines, which state that a response rate of 70% or more is excellent, indicating that the researcher collected adequate data to proceed to analysis.

Department of the Respondents

The study sought to establish the distribution of the workers in the four departments in MUWASCO. Results are as presented in Figure 2 below.

Figure 2: Department of the Respondents

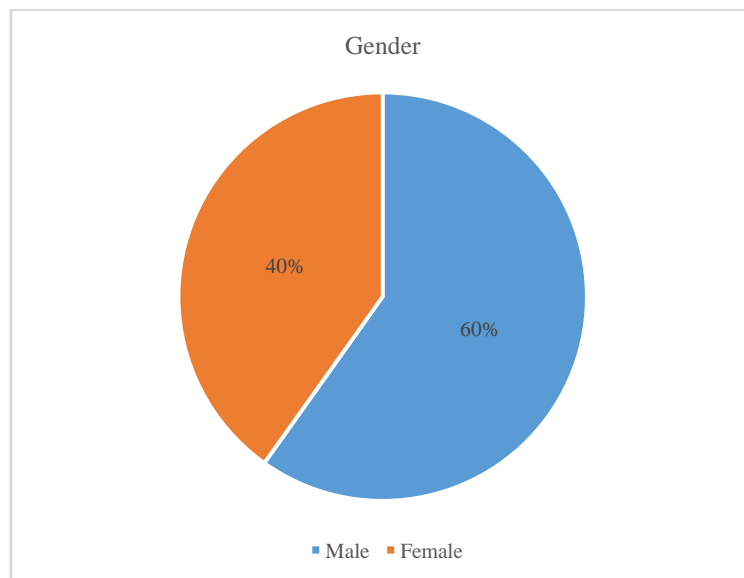


Source: Field data (2021)

The findings revealed that majority (87) of the respondents were in technical department considering the role of the organization, 25 were in commercial department, 9 were in administration department while, 6 were in ICT department.

Gender of the Respondents

Figure 3: Gender of the respondents

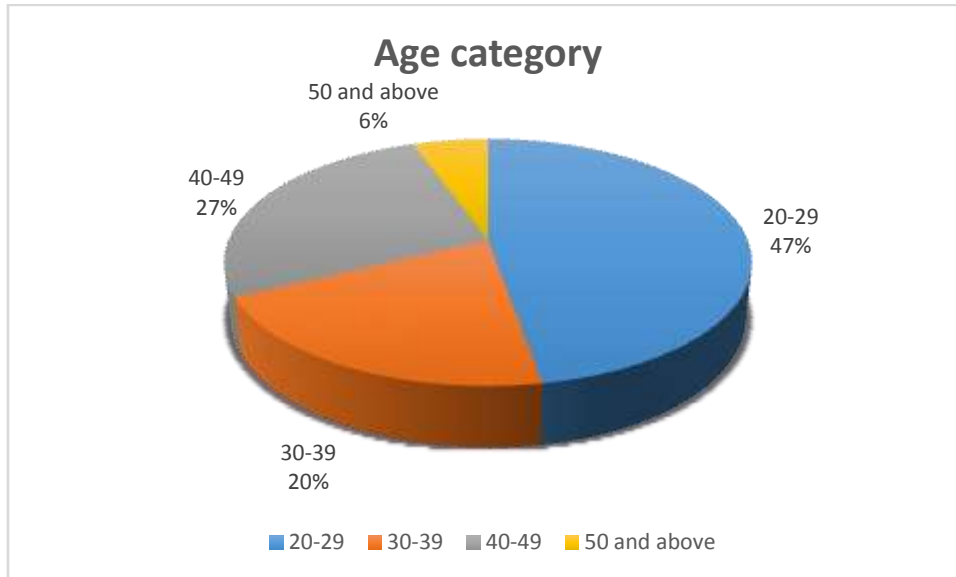


Source: Field data (2021)

The study sought to establish the gender distribution among the workers of MUWASCO. As per the percentages, majority of the respondents were male as represented by 60% while 40% were female. This shows that the organization has more male workers than female.

Age Category

Figure 4: Distribution of Age Category

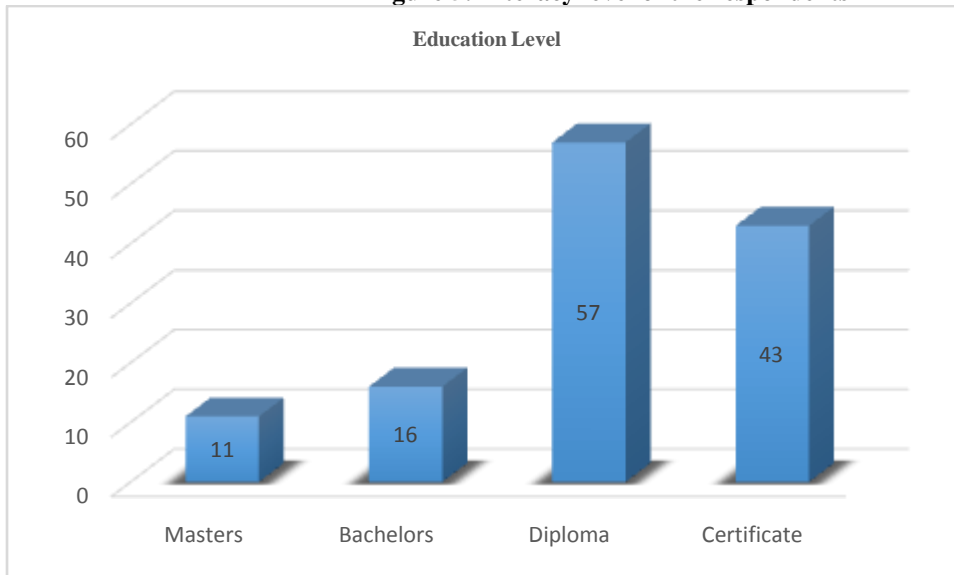


Source: Field data (2021)

The study sought to determine the age of the population under study. The statistics show that the most of the respondents were between the ages of 20 and 29 as represented by 47.14% with only a very small percentage of 5.71% who were 50 years and above. Those between 30-39 years were 20.01% while those who were 40-49 years were 27.14%.

Level of Education

Figure 5: Literacy level of the respondents



Source: Field data (2021)

The study sought to establish the education level of the respondents. From the results, only 8.66% of the targeted population had attained the Master's degree. The majority said that they had gone up to the diploma level (44.88%), followed by certificate level 33.86% with few having bachelor's degree (12.60%). The respondents were adequately informed to understand the concepts of career management and employee performance.

Length of Service in MUWASCO

The study sought to determine the period the worker has been in MUWASCO. The data collected is as shown in Table 1 below.

Table 1: Period of working in MUWASCO

Period in existence	Frequency	Percent
Below 1 year	13	10
1-3 years	45	35.71
4-5 years	31	24.29
6-10 years	24	18.57
Over 10 years	14	11.43
Total	127	100

Source: Field data (2021)

Findings revealed that, majority of the workers as represented by 35.71% had been working in MUWASCO for a period of 1 to 3 years indicating that they had spent enough time in the organization to respond to career development obstacles . 24.29% had worked between 4 and 5 years, 18.57% between 6 and 10 years,11.43% over 10 years while those who had worked for less than a year were the least as represented by 10%.

Career Management Practices and Employee Performance

In order to establish the relationship between career management and employee performance, the researcher sought to examine the career management practices adopted in MUWASCO. The career management practices studied were: skills development, supervisory support and performance feedback. Ample resources and talents growth were measuring skills development. Supervisors encouraging workers to engage in relevant workshops and urging them to focus on their career plans were measuring supervisory support. Giving workers’ feedback regularly and feedback on results to help workers adjust their working behaviours were measuring performance feedback.

On a Likert scale of 1 to 5, the respondents were asked to express their level of agreement with the study questions. Where 1 denotes Strongly Disagree, 2 denotes Disagree, 3 denotes Neutral, 4 denotes Agree, and 5 denotes Strongly Agree. Mean, standard deviation, and percentages were used to determine the results. The findings were summarised in Table 2 below;

Table 2: Statements on Career Management Practices and Employee Performance

Parameters	f					f x	\bar{X}	d	PercentageLevel(%)		
	1	2	3	4	5				Agree	Neutral	Disagree
MUWASCO provides ample resources for the growth of skills	7	9	5	36	70	534	4.2047	14.96528	12.60	3.94	83.46
Because of working at MUWASCO, my talents have grown.	38	34	9	19	27	344	2.7087	8.02154	56.69	7.09	36.22
My supervisor promotes my career development by encouraging me to engage in workshops related to my work.	75	32	7	9	4	216	1.7008	3.63164	84.25	5.51	10.24
My supervisor urges me to focus on my career plans.	45	27	9	17	29	339	2.6693	7.00641	56.69	7.09	36.22
My supervisor regularly gives me feedback on my performance.	64	37	8	9	9	234	1.8425	4.13615	79.53	6.30	14.17
Feedback on my results has helped me adjust my working behaviors and improve the quality of my	71	36	8	4	8	223	1.7559	3.89335	84.25	6.30	9.45

job.											
Career management practices have improved my performance	69	34	8	7	9	222	1.7480	4.42325	84.25	5.51	10.24
Total							16.6279	46.07762	458.26	47.74	191.22
AggregateMean							2.3754	6.5825	65.47	5.96	27.32

Resources like tools, funds, machines and equipment are crucial in ensuring skills development. The study sought to establish whether the organization was providing adequate resources for the development of skills. Majority of the respondents disagreed with this statement indicating that the organization did not avail sufficient resources to support skills development as shown by a mean of 4.2047. This was a clear indicator that the organization had failed to allocate adequate resources to improve the competencies of its workforce. Further, the study sought to establish whether working in MUWASCO has contributed to the growth of talents. Results showed that a mean of 2.7087 agreed that their talents have grown while working in MUWASCO. These results correlate with Shayamano (2017) who established that skills development is critical in every organization as it enhances productivity, commitment and motivation of workers.

Supervisory support is crucial in career management hence the study sought to determine whether supervisors urging employees to engage in workshops and seminars related to their work promotes their career development, majority 84.25% were in agreement, 10.24% disagreed while 5.51% were neutral. In support of these findings, Kang, Gatling, and Kim (2015) concluded that supervisory support is a key element in boosting organizational effectiveness across numerous industries in a prior study on the effects of supervisory support on organizational commitment and career satisfaction. Another study by Lu, Cooper and Lin (2013) suggests that when supervisors encourage and assist their staff, it has a favorable impact on their attitudes and behavior.

Further, the study sought to establish whether supervisors urge workers to focus on their career plans, the results showed that, 56.59% of the respondents agreed that supervisors were urging them to focus on their career plans while 36.22% disagreed and 7.09% were neutral. Employees expect their bosses to help them achieve their career goals and objectives, according to (Kang, Gatling and Kim, 2015). Supervisors, according to Wadhwa (2012), are a source of information and have an impact on employees' perceptions of their work environment. Kim (2015) added that employees expect their supervisors to support them in achieving their career goals and objectives. Wadhwa (2012) also indicated that supervisors are a source of information and influence the perceptions of their work climate.

Performance feedback is significant in career management hence the study further sought to establish whether feedback on results was regularly given to employees by their supervisors. 79.53% reported that there was regular feedback on their work while 14.17% of the respondents disagreed and 6.30% were neutral. The study sought to establish whether feedback on performance helped workers adjust their working behaviours. Results showed that, majority 84.25% found the feedback on results relevant, 9.45% disagreed with this statement while 6.30% remained neutral. A study done by Sommer and Kulkarni (2012) established that employees benefit from performance feedback because it helps them better grasp their job requirements and increases their knowledge and abilities to complete tasks efficiently. Albrecht, Bakker, Grumen, Macey and Saks (2015) added that performance feedback is a critical leader behaviour that helps organizations gain a competitive advantage.

Finally the study sought to establish whether career management practices put in place were contributing positively to employee performance. Majority, 84.25% reported that they were more satisfied, efficient, committed and their overall productivity had increased as a result of career management practices adopted by the organization. 10.24% disagreed while 5.51% were neutral. These findings were consistent with the research work of Lyria, Namusonge and Karanja (2017) who established that career management techniques contribute to the overall performance of an organization by improving the competency, retention and commitment of its workforce.

From the research findings, the study can deduce that supervisory support and performance feedback are the most excellent parameters of career management in MUWASCO. These findings were in agreement with the work of Lonsdale (2016) which concluded that supervisory support and performance feedback from leaders are key as they contribute to employees' external and internal motivation, as well as shape their work attitudes. However, it is reported that the organization has not provided adequate resources to support skills development. From the above analysis, an aggregate mean score of 65.47% agreed that the organization has put in place career management practices with only an aggregate mean score of 27.32% disagreeing.

Table 3: Model Summary for Career Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.553	.048	1.00213

a. Predictors: (Constant), Career Management

Table 3 above shows the R and R² values for the fitted model, which were 0.762 and 0.553, respectively. The R-value of 0.762 indicated that the career management parameters and employee performance in MUWASCO had a positive linear connection. The model $Y = 0 + b_1X_1$ explained 55.3% of the variation in employee performance in MUWASCO, according to the R² value of 0.553. These scores are in line with the guidelines of Gujarati (2003) which state that a low score of around 0.25 or less indicates a poor predictor, whereas a value between 0.25 and 0.80 implies a good predictor. Therefore the variables of interest have a positive association.

Table 4: ANOVA for Career Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.371	5	3.8742	3.632	.003 ^b
	Residual	127.413	122	1.053		
	Total	146.784	127			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Management

An ANOVA was performed, with a F statistic p-value of 0.003 as shown in Table 4 above. Because the F-p-value statistic's was less than 0.05, it meant that the basic regression model fitted to the above career management parameters had a substantial impact on employee performance at MUWASCO.

Table 5: Coefficients for Career Management

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.546	.400		6.696	.000
	Career Management	.235	.112	.238	2.258	.003

a. Dependent Variable: Employee Performance

As shown in Table 5 above, the coefficients of the model $Y = 2.546 + 0.253X_1$ reveal that career management is statistically significant at the 0.05 level of significance. The reason for this was that the p-value of 0.003 was less than 0.05. Employee performance would be 2.546 at zero consideration of career management, and raising the career management parameters would boost employee performance by 0.235.

VIII. CONCLUSION AND RECOMMENDATIONS

The study revealed that providing adequate resources for the advancement of skills, promoting growth of employee talents, encouraging workers to engage in relevant workshops and seminars, urging workers to focus on their career plans, supervisors giving workers feedback on their performance and adjusting working behaviors and patterns were critical in enhancing employee performance in MUWASCO.

This study therefore concluded that proper implementation of career management practices gave the organization superior performance compared to its competitors. This was supported by a positive and significant relationship between career management and employee performance. From the above analysis, it was concluded that MUWASCO had put in place career management practices and they were contributing positively to employee performance

The study recommends that the organization under study should allocate more resources to support skills development and provide incentives so as to encourage more employees to participate in development programs offered by the organization. The researcher also suggests career guidance to be availed to all employees from the onset of the induction process. Employees should be guided in formulation of their personal career goals and career plans. This will motivate them to be more committed and increase their loyalty towards the organization. This study also suggests mentorship programs for all employees in order to prepare them for future responsibilities, equip them with the ability to tackle challenges and improve their current performance. Further, the researcher recommends that organizations should have regular seminars, workshops, conferences and webinars to expose their workers to new challenges, new technology and improve their competencies.

IX. AREAS OF FURTHER RESEARCH

From the findings, it was established that career management plays a significant role on employee performance which is then reflected in the overall performance of the organization. In this regard, there is need to conduct thorough research on more career management practices including job rotation, job enrichment, succession planning and career progression ladders. A study in line with this topic can be done on a wider range covering more organizations and a comparison done to uncover the best practise that can be used to ensure enhanced employee performance within the private and public sector.

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