

**FACTORS AFFECTING IMPLEMENTATION OF CAREER
MANAGEMENT PROGRAMS IN THE PUBLIC SECTOR IN KENYA: A
CASE STUDY OF KENYA TOURISM FUND**

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DECLARATION

Declaration by the Student

This project is my original work and has not been presented for a degree in any other University

Signature.....

Date

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Declaration by the Supervisor

This project has been submitted for examination with my approval as University Supervisor

Signature.....

Date

Mr. David Kanyanjua

DEDICATION

This project is dedicated to my family members especially my mum Lucy Njeri and my brother Sam Njeri who have always been there for me. May God accord them good health, joy, peace, long life and above all, God's everlasting love.

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This research Project is a result of support from several sources; first I would like to give praise and honor to the almighty God for giving me sufficient grace and power to write this project. I would also like to thank my supervisor Mr. David Kanyanjua whose comments and advice have been very useful to me. Lastly I would like to acknowledge the Management University of Africa for the good and conducive learning environment during my study period thanks a lot and God bless you.

ABSTRACT

The purpose of the study was to determine the factors affecting the implementation of career management programs in the public sector with reference to Kenya tourism board. The specific objectives were to assess the effect of organizational culture; to determine the effect of training opportunities; to find out the effect of leadership and to find out the effect of motivation on the implementation of career management programs in public sector. The researcher used descriptive research design. The design is preferred because it is concerned with answering questions such as who, what, which, how, when and how much. The research used target population of 103 senior management, middle management and support staffs. From the target population of 103 individuals 40% yield a sample size of 52 respondents. Data was collected from both primary and secondary sources whereby questionnaires and literature review were done respectively so as to get detailed information. Based on the findings majority of the respondents indicated that organization culture affects the implementation of career management programs. The findings show that most of respondent indicated that training affects the implementation of career management programs. Employee motivation affects the implementation of career management programs. Therefore the research recommends that the organization top management should adopt a culture that promotes career management. The organization should regularly conduct on job training programs so as to impact of the knowledge on how career management should be managed the management of tourist fund should adopt a leadership style that is influence and very flexible to adapt to various changes in the implementation of the career management programs. The organization should promote employee motivation initiatives such, gifts promotions, good working condition, free flow of information this would make it easier for the employees to be able to be committed to career management programs.

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LIST OF ACRONYMS AND ABBREVIATIONS

CLT	Catering Levy Trustees
CTDLT	Catering & Tourism Development Levy Trustees
MBO	Management by objectives
HR	Human Resource

OPERATIONAL DEFINITION OF TERMS

Leadership Styles	It is the manner and approach of providing direction, implementing plans, and motivating people.
Motivation	Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.
Organizational Culture	It is the set of values, norms, standards for behavior that influence the way in which individual, groups and teams interact to achieve organizational goals.
Training	It is the process of increasing the knowledge and skills for doing particular tasks.

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

This study covered investigation on the factors affecting the implementation of career management programs in the public sector in Kenya. The study consist of eight sections, that is the background of the study, statement of the problem, objectives of the study, research questions and the significance of the study, and the scope of study.

1.1 Background of the Study

The business world is undergoing unprecedented change. Organizations operating in this complex business environment are constantly engaged in restructuring and downsizing processes, facilitating mergers and acquisitions and embracing technological advancements to cope with the dynamic pressures of globalization. These changes at the organizational level have elevated the importance of managing people at work, and in particular, the planning and managing of their careers. Arguably, people are the most valuable resource in contemporary organizations, and providing them with a long term stable career is a win-win situation for both organizations and their employees. Career development is a general term used to describe a number of activities aimed at enhancing both individual and organizational performance. Career development may be viewed as an individual responsibility, or as an organizational practice, depending upon the focus of the process. Career development is a term used to describe a process utilized by an agency to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient and effective job performance and to improve the overall level of individual job satisfaction. Career management is a process initiated by the organization which aims to recruit, develop and move people according to its own needs (Baron, 1994).

Career planning is a process designed to help employees move to jobs that are more congruent with their personal goals. Employees receive feedback about how the organization views their skills and where they fit into the organization. Career planning may be used as an element of a comprehensive program, or, it may be established as the only system in place to facilitate employee development. A career planning system has four common elements. Whereby the employee identifies his/her

interests, strengths, weaknesses, behaviors and tendencies; reality check, where the employee receives feedback from the employer regarding skills and abilities, and learns about job opportunities within the organization; goal setting, where the employee determines short and long term goals, and; planning, where the employee identifies how to achieve his or her goals. Job rotation is a practice that allows an employee to move laterally between divisions or units within an organization, thereby allowing the employee on-the-job training and experience in a variety of areas, without a change in rank or employment status (Cole, 2005)

Organizational Career management has been described as a series of formal and less formal activities designed and managed by the organization to influence the career development of one or more employees and thereby to improve organizational effectiveness. Organizational career management covers “the various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees. Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors. When selecting an employee, organizations may use internal job postings extensively, maintain a job-matching database, encourage job rotations and internal management succession and transfer people across departments laterally to increase their value for themselves and for the firm. They may also opt for initiatives like job sharing and only use layoffs as a last resort during conditions of economic uncertainty, as well as give preference to former employees for staffing new positions after a period of downsizing (Glinow, 2006).

Organizational career management activities are frequently classified as formal activities versus informal activities. Formal activities include, for instance, training programs, personal development plans, formal career planning. Informal activities include, for example, mentoring and networking opportunities. Organizations should customize their HR practices to accommodate different types of employees. In particular, differences in how organizations manage the careers of core and peripheral employees have been recognized by researchers. Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors. When selecting an employee, organizations may use internal job postings extensively, maintain a job-matching

database, encourage job rotations and internal management succession and transfer people across departments laterally to increase their value for themselves and for the firm. They may also opt for initiatives like job sharing and only use layoffs as a last resort during conditions of economic uncertainty, as well as give preference to former employees for staffing new positions after a period of downsizing (Gupta, 2008).

According to Aldag (2005) all organizations small, medium or large have the ability to develop, implement and manage career management initiatives that are aligned with their organizational culture and linked into their business strategy, goals and management style. Selecting the specific practices that are best suited for your company involves a due diligence process which should include the commitment and involvement of your senior management team. There are several career management initiatives to explore. The ones that are most appropriate was determined by your due diligence process. An organization that strives to be a fast-paced, fast-growing leader in their industry, create a brand name and be sought after as an employer of choice will adopt different programs than an organization which strives to be a solid, well-established and sound player within their industry with a reputation for stability, longevity and steady growth. They both want to recruit, develop and retain the top talent in their field but may engage different approaches in achieving that end result

Today with frequent organizational changes, such as downsizing, delivering and redundancy, the promise of job security in return for hard work is questioned. Organizations can no longer offer employees careers for life. As a result, careers seem to boundary with the duty placed on individuals to take responsibility for their management. Consequently, the psychological contract that exists between employer and employee has changed to indicate that there is no longer an automatic promise or an expectation of a career for life. So in this new environment, people must be proactive about managing their careers. They should catch appropriate options and opportunities in order to pursue career goals. However, despite the new environmental challenges, many individuals continue to anticipate receiving some kind of career management help from their employers. This suggests that the psychological contract will in part reflect career-related promises and expectations, which the employee believes that the employer has implicitly communicated (Baron, 1994).

However, during the last few decades the notion that individuals are also responsible to cater to and build their own careers, instead of leaving it entirely to the organization to manage, has been well documented. Hence, career management requires initiative from both organizations as well as individuals in order to provide maximum benefit for both. It is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals. Nothing has greater impact than hiring the right people and having them develop simultaneously with the company's own growth. This creates continuity of management and knowledge and also an environment for employees to thrive and grow. It has been frequently shown that appreciation and growth can be stronger motivators for an employee than money and can result in reduced turnover rate, improved customer service and ultimately generates higher profits for the company. With this in mind, it is best to lay out clear expectations for performance so that employees can achieve both personal and professional growth. Employees should understand that their employer is committed to making every effort to educate them so that they can expand their horizons and take on new responsibilities over time and being employable (Davison, 2003)

Career management is the process by which individuals collect information about values, interests, and skill strengths and weaknesses, identify a career goal, and engage in career strategies that increase the probability that career goals was achieved. The career management process involves career exploration, development of career goals, and use of career strategies to obtain career goals. The relationship between different aspects of the career management process and employee development behavior and performance was examined in this study. Employees provided information concerning their personal characteristics, career management strategies, their manager's support for career development, and willingness to participate in development activities. Career development is the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to shape the career of any given individual over the life span. Career development is an ongoing process by which individuals' progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks. Career development as the outcomes emanating from the interaction of individual career planning and institutional career management processes. Career development as an HR intervention program is not about promoting linear career

progression upwards through a layered hierarchy of increasing responsibilities, financial rewards and more time spent at work. It is about helping employees to become change resilient, more secure in them and their future as the organization adjusts to changing market situations. It is about increasing employability that broadens the range of potential job roles open to the individual and extends the value of their staying with this employer (Davison, 2003)

According to many career authors, organizational career management supports the development of employee commitment. When organizational career management practices meet employees pre-joining expectations this will enhance commitment and other positive outcomes. Career management help can be seen as one form of perceived organizational support. Perceived organizational support has been positively related to job performance and negatively linked to withdrawal behaviors such as absenteeism and turnover. Davison (2003) found that people who experience more organizational support have a lower employability orientation. Perceived career support is the employee's belief that the organization cares about his or her career needs and goals. They found that promotional opportunities and informal organizational career management activities namely informal career discussions with a boss, participation in challenging job assignments and mentoring relationships with senior colleagues are positively related to perceived career support.

1.1.1 Profile of Tourism Fund

The Tourism Fund is a financial corporation body established under the Tourism Act of 2011 of the laws of Kenya and is operated and managed by a board of trustees to attain the mandate set out in the latter act. The corporation is headed by a Board of Trustees consisting of both public and private sector experts. They are charged with the responsibility of making policy decisions to be implemented by the Tourism Fund management. Tourist fund is the leading Development Financial Institution providing affordable and accessible financial facilities and advisory services to the tourism industry. Its mission is to develop and diversify Kenya's tourism industry by providing a range of financial services to investors in tourism related enterprises. The Tourism Fund formerly Catering Levy Trustees (CLT) was established in 1972 as a body corporate under the Hotels and Restaurants Act, Cap. 494 of the Laws of Kenya. In 1997, through the Finance Act, the name of the Organization was changed to

Catering & Tourism Development Levy Trustees (CTDLT), to accommodate new mandates. Board of Directors, consisting of both public and private sector experts, makes policy decisions to be implemented by Tourism Fund Management. The Chairman of the Board is appointed by the President of the Republic of Kenya. The organization is headed by a Chief Executive assisted by the current HODs in charge of Finance, Human Resources and Administration.

Their mission is to effectively collect levy, establish and fund training institutions, facilitate destination marketing and develop standards for testing skills in the tourism industry while our vision is to be the lead source of funding for the sustainable development of the tourism industry. The following are our Core values: Service Excellence, Competitiveness, Teamwork, Effectiveness, Accountability and Social Responsibility.

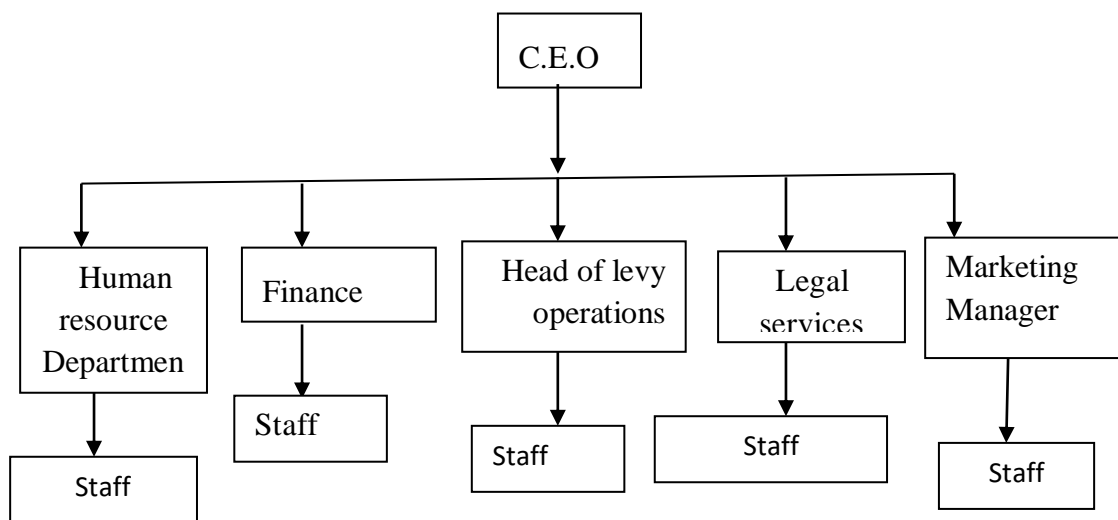


Figure 1.1 Organization Structure of Tourism Fund

1.2 Statement of the Problem

According to Aldag, (2005) argues that it is somewhat surprising that career management has not received more attention from practicing managers since management development one aspect of career management is occasionally mentioned in the MBO literature. Organizations that have effective performance management programs are developed, implemented and executed in a way that is endorsed by senior management. Consistent and regular feedback must be included in

the plan. Managers are also measured by their ability to give feedback and assess staff performance with clear objectives and attainable goals. Accountability is the focus. Input and involvement from the individual is critical. A well educated workforce within their industry and profession as well as recognition for outstanding performance is a priority.

Employee development has surged to the forefront on concerns for HR departments. Many organizations have established career centers to enhance employees' professional growth. Employee development is sponsored by an organization for its workers and focuses on identifying, assuring, and helping evoke new insights through planned learning. (Davison, 2003) A lack of career planning for promotion and individual aspirations with organizational needs and opportunities causes great personal and financial hardship, both to the individual and the company. (Milner, 2007) The present public sector has faced challenges in implementing career management programs like lack of motivation from the managers, employee turnover, rigid organization culture and lack of finances a reason why this study was conducted to identify and help in filling the gaps.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to investigate the factors affecting the implementation of career management programs in the public sector in Kenya.

1.3.2 Specific Objectives

- i. To examine the effect of organization culture in implementation of career management programs at the Kenya tourism fund
- ii. To determine the effect of training in implementation of career management programs at the Kenya tourism fund
- iii. To investigate the effect of leadership style in implementation of career management programs at the Kenya tourism fund
- iv. To find out the effect of motivation in implementation of career management programs at the Kenya tourism fund

1.4 Research Questions

- i. What is the effect of organization culture on implementation of career management programs at Kenya tourism fund?
- ii. How does training affect implementation of career management programs at Kenya tourism fund?
- iii. To what extent does leadership style affect implementation of career management programs at Kenya tourism fund?
- iv. How does motivation affect implementation of career management programs at Kenya tourism fund?

1.5 Significance of the Research

1.5.1 Management of Tourism Fund

The findings of the study will assist top management of the organization to understand fully the factors affecting career management programs and where to improve so as to maintain consistency in satisfaction of customer and creation of goods and services to the customers. From this research, the company will have to know or learn that there is competition.

1.5.2 Other Researchers

Scholars and researchers will benefit by finding ready information on career management programs and motivational theories. Also the study would help them to undertake further research to provide more information on career management programs.

1.6 Scope of the Study

The study seeks to determine the factors affecting the implementation of career management programs in the public sector in Kenya. It was limited to Tourism Fund located in Nairobi at the Re Towers, along Ragati Road. The study focused on all levels from the top management to the subordinate staff and took a period of three months from February to March 2016.

1.7 Chapter Summary

This chapter contained the background of the study from it was concluded that the business world is undergoing unprecedented change. Organizations operating in this complex business environment are constantly engaged in restructuring and downsizing processes, facilitating mergers and acquisitions and embracing

technological advancements to cope with the dynamic pressures of globalization. The chapter also covered the statement of the problem, objectives of the study, research questions and the significance of the study, scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the various past studies that has been carried out in relation to implementation of career management programs in public sector. The chapter presents the various literatures existing in the subject in terms of introduction, theoretical reviews, critical reviews, summary and conclusion.

2.1 Theoretical Review

The study relied on the sustainability theory, and the two-factor theory. These theories are discussed in the sections that follow.

2.1.1 Two-Factor Theory

The two-factor theory also known as Herzberg's motivation-hygiene theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by Frederick Herzberg(1950), a psychologist, who theorized that job satisfaction and job dissatisfaction act independently of each other. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. So far, this appears to parallel Maslow's theory of a need hierarchy (Armstrong, 2008).as shown in the theory job satisfaction is a key element in career management this theory can be applied to determine the what can motivate employee and based on this it would be easily to manage an employee career

2.1.2 Theory of Sustainability

Sustainability describes a form of economy and society that is lasting and can be lived on a global scale. The society-changing potential of the claim: 'More justice between generations, more global justice – at the same time' faces the peril of getting out sight. Sustainability is just not the trivial general claim to take social, economic and environmental policy serious independent of any relationship in time and space and to strike a sound balance between these aspects. This theory points out not just a matter

of implementing career management only for it to be successful there must be same elements of sustainability and management

2.2 Empirical Review

A research carried out by Alicja Miś (2007) to examine the status of the career management practice in public service companies, received responses from 36 companies, including predominantly service firms (29), 14 of them had a share of foreign capital. Seven of the firms surveyed were small, employing up to 50 people; 10 were medium-sized companies employing from 50-250 people and 19 were larger companies with a number of employees of over 250. The result of the research indicated that, in over 50% of the companies studied problems of talent and career management are included in the company's strategy. Research on career management in a changing business environment based on interviews with 540 managers carried out by Kniveton (2004) indicated that younger managers were more oriented towards their own skills and what they could contribute, whereas older managers were more inclined to be aware of the limitations of their role in the organization. It was stressed that this difference needed to be taken into account by those involved in career planning within organization.

Organizational career management is a risk management process (Jeffrey, 2008). Therefore, examining the relative contribution that organization support for career development makes to employee career satisfaction can assist organizations in determining whether to invest in supporting employee career development and derive adequate benefits and enable organizations to better design career development strategies to achieve desired outcomes. Employee perspective, behavioral, understanding how personality and environmental factors function together may offer the opportunity to assist people to become as satisfied with their careers as nature and environmental factors support (Lent & Brown, 2006). This model has been used to explain career satisfaction for example, in social cognitive model aimed at understanding vocational and educational satisfaction. The model predicts paths by which social cognitive variables (for example self-efficacy, goals) function jointly with personality and environmental variables to impact work satisfaction (Lent and Brown, 2006). While organizational and vocational psychology researchers focus on work satisfaction, it is every so often with different perspectives. Vocational psychology tends to be clearly focused on the individual and work satisfaction is treated as an end

in itself, or as a component of work adjustment (Murry, 2007). Organizational psychology, alternatively, tends to focus more on the organizational consequences of work satisfaction, engagement, productivity, and turnover (Lent and Brown, 2006).

2.3.1 Organizational Culture and Career Management Programs

The corporate culture is one of the organizational factors that influence employees' career growth by supporting or undermining career management. Ahmad (2012) investigated the impact of organizational culture on performance management practices. The exploratory study used questionnaires to gather data from 60 faculty members at the COMSATS Institute of Information Technology in Pakistan. The data was analyzed statistically using regression and correlational analyses. The researcher established that organizational culture had a significantly positive relationship with performance management. In particular, Ahmad (2012) notes that organizational cultures marked by high levels of involvement, consistency, and adaptability, and those with a clear mission have a significantly positive correlation with performance management. The study did not examine the direct association between corporate culture and career management programs. However, Patrick and Kumar (2011) mention that the creation and management of career paths for employees is part of the performance management practices that foster internal career development. Employee performance management entails developing workers' capacity – knowledge, skills, and abilities - to perform besides other activities such as monitoring and rewarding good performance, planning work, and setting expectations (Kumudha& Abraham, 2008). Consequently, it can be deduced that as one of the performance management activities, career management programs are positively influenced by participative, consistent, adaptable, and mission-based corporate cultures.

Patrick and Kumar (2011) studied the relationship between career management, employee development, and performance, and the alignment between individual and organizational career planning. The researchers randomly sampled 100 employees from five IT companies in India and gathered data using questionnaires and personal interviews. The study found that career guidance, leadership roles, network building, the development of new skills, special assignments, and productive feedback had the greatest impact on making the career path easier and boosting employees' performance and growth. Like Ahmad (2012), the study by Patrick and Kumar (2011)

did not investigate the direct link between organizational culture and career management. However, Patrick and Kumar (2011) point out that a proactive and developmental organizational culture is critical to the implementation and maintenance of staff development programs such as job rotation and enrichment as well as formal career guidance initiatives. Salman and Khan (2014) add that organizational culture influences the implementation of employee motivation strategies, which include career management programs. Such a culture can be achieved through employee involvement in self-development so that they can assume the responsibility for their career growth (Kumudha& Abraham, 2008).

Lam, Dyke, and Duxbury studied the critical success factors of career development in best-practice organizations. The researchers sampled 14 Canadian organizations, five from the public sector, eight from the private sector, and one Crown corporation, and held in-depth interviews with the personnel responsible for career management and development programs in each firm. Their findings showed that organizations with best practices in career management maintained a culture that valued, supported, and rewarded learning and participation. As part of career management, organizations should avail opportunities for employees to learn new skills and provide details about job openings and career paths (Kumudha& Abraham, 2008). Continuous learning implies that organizations must be adaptable; they should be willing to take risks, learn from their mistakes, continuously change their systems, and improve their collective abilities to offer value to customers (Ahmad, 2012).

Adewale and Anthonia (2013) studied the impact of organizational culture on human resource practices in some Nigerian private universities. The study surveyed 237 respondents in the sampled private universities. The researchers conducted correlational analyses and found a close relationship between organizational culture and the recruitment process, training programs, job performance management, employee performance, the pay structure, and compensation administration. The authors did not investigate the direct effect of organizational culture on career management. However, they showed that the corporate culture has an impact on career management as a part of performance management, which is a human resource practice. In particular, Adewale and Anthonia (2013) stressed the need for management to incorporate organizational beliefs, values, and practices in employee

training and development programs. Similarly, Suharnomo Diponegoro (2009) studied the influence of organizational culture on career management as a human resource practice. The researcher surveyed 108 HR managers from companies listed on the Jakarta Stock Exchange in 2007. They used descriptive and confirmatory factor analyses and found that organizational culture influenced career development, staffing, and participative management. Rahman, Rahman, Ali, and Khan (2017) The researchers surveyed 395 respondents from 75 colleges in the Malakand Division of Pakistan and analyzed their data using descriptive statistics and the Structural Equation Model. Their findings supported the value of organizational culture, particularly a learning culture, to employees' career development. Career management and planning were also found to be the two main antecedents of career development.

2.3.2 Training Opportunities and Career Management Programs

Training is geared towards equipping employees with the appropriate skills, abilities, and knowledge not only for the successful completion of their tasks and organizational success, but also for their progress up the career ladder. Khan, Rajasekar, and Al-Asfour (2015) studied organizational career development practices in an Omani company to evaluate the career development opportunities provided to employees and their efficacy in improving employee satisfaction and expediting the Omanization process. The case study comprised focus group discussions and unstructured interviews. The researchers found that the company under study provided short training courses, cross-functional training, short and long-term assignments, on-the-job training, and professional certification to improve the career development of its employees.

According to Khan et al. (2015), overlooking employees' career concerns is detrimental to their satisfaction, whereas the involvement of staff in career development decisions and greater fairness and transparency in the career development system creates a win-win situation for both employees and the organization. Kaya and Ceylan (2014) concur with Khan and his colleagues by emphasizing that training and other career development programs should match employees' career plans for a positive impact on their satisfaction and organizational commitment. Hlanganipai and Musara(2017) hold the same view by reporting their

findings on the significant effects of the frequency of training needs assessment on the effectiveness of career management. The researchers studied ways of achieving sustainable career and talent management in the wholesale and retail industry in South Africa. They established that career-focused training programs and development had a complementary effect on career and talent management success. They also found that induction, career-focused job rotation, and mentorship had significant on career and talent development effectiveness.

Baruch and Peiper (2000) studied how companies approach career development. The researchers surveyed 194 companies in the UK and identified five groups of career management practices. They analyzed their data using factor and correlation methods. The dimensions of career management included basic activities (job postings, formal education), formal (personal career planning, career books and pamphlets), active planning (career counseling and succession planning), and multi-dimensional (peer and upward appraisals). In their findings, training opportunities, including formal mentoring, career workshops, and assessment centers, were placed under active management approaches (Baruch & Peiper, 2000). Similarly, Maina (2014) studied the direct role of training and development in the career management practices of non-academic staff in public universities in Kenya. With a focus on the Jomo Kenyatta University of Agriculture and Technology, the researcher surveyed 130 non-academic staff and analyzed the data using descriptive statistics. Maina (2014) found that training and development had a positive impact on the career management of non-teaching staff of JKUAT. The results of the above studies emphasize the need to use of a variety of training and development programs for career management in best-practice organizations. Such options include mentoring and conferences (Lam et al., 2013), skill assessment and internal promotion systems (MacPhee, 2006), while Khan et al. (2015) cite action learning, seminars, formal courses, and workshops, and Maina (2014) mentions paid study leaves and short-term workshops.

Yahya, Othman, and Meruda (2004) investigated the relationship between organizational career management and individual performance. They surveyed 57 insurance salespersons in an insurance company in Kedah and analyzed the data using the factor analysis method. They found that organizational career management, particularly career development and career management policy, was strongly

associated to individual performance. The study's relevance lies in the researchers' observation on the importance of training as a career management activity for better individual performance. They cited the use of comprehensive training approaches such as the Fast Agent Success Training (FAST) for developing the individual skills of salespersons and boosting their performance. Ababneh (2013) investigated the antecedents (career planning and career management) and outcomes (organizational commitment, job creativity, and job turnover) of career development with a focus on the Jordanian public sector. The researcher surveyed 531 Jordanian employees in public sector organizations and analyzed the data using exploratory factor and correlation methods. It was found that career planning and management positively and significantly influenced career development, organizational commitment, and job creativity. Like Yahya and his colleagues, Ababneh (2013) is relevant to this study as it mentions training and education as a career management activity that is designed to match employees' interests and capabilities with organizational opportunities. The studies of Ababneh (2013) and Hlanganipai and Musara(2017)affirm that organizations should engage in active career management by ensuring that training and other career development initiatives maximize the firm's knowledge of employees' potential and their career prospects.

Kaya and Ceylan (2014) studied the role of career development programs in organizations and organizational commitment on employees' job satisfaction. The researchers surveyed 204 employees working in different sectors in Istanbul province and Turkey and analyzed their findings using regression and correlational methods. Their results indicated a direct and positive effect of career development programs and organizational commitment on employees' job satisfaction. Kaya and Ceylan (2014) cite training opportunities as one of the organizational career management practices whose aim is to develop employee performance and identify and prepare for emerging or future human resource needs. Kaya and Ceylan (2014) also note that organizational career management involves creating training programs, but these must be aligned with the skill and knowledge needs of employees. The researchers agree with the observation made by Kumudha and Abraham (2008) that organizational career management includes providing employees with information about the positions available in the organization or forthcoming ones. Citing examples such as Xerox Canada, IBM, and the Bank of Montreal, Lam et al. (2013) add that best-

practice organizations support the career development of their employees by investing immensely in staff training.

Dehghani (2014) studied the relationships between career management, career ability, and career satisfaction with a focus on the hotel industry. The researcher used quota sampling and gathered data using questionnaires from 62 hotels 20 tourist cities in Iran. Exploratory and confirmatory factor analyses were used to analyze the data. According to the findings, hotel career management can directly affect career satisfaction by improving career ability. Organizations can improve employees' career ability by providing career management activities such as training and development programs, co-learning between coworkers, and career assessment to help employees to remain marketable and updated on the current developments in their industry (Baruch & Peiper, 2000). All these efforts increase workers' competitive ability and career satisfaction. Kumudha and Abraham (2008) agree with Dehghani that as part of career management, employees should be provided with training to develop their skills and opportunities to learn about job openings and career paths. Their study examined the impact of organizational career management on career satisfaction by sampling 100 managers in 13 private and public sector banks in India. They analyzed their data using correlation and regression methods. Self-development programs, information about job vacancies, learning opportunities, and retirement preparation initiatives were found to increase employees' feelings of career satisfaction.

2.3.3 Leadership Style and Career Management Programs

One important factor in the success of career management programs is the support of the top management. In the absence of the management's commitment, the best career management tools and processes will not work or will fail to provide the benefits which they are intended to deliver. In the best-practice organizations that they studied, Lam et al. (2013) found that the senior executives espoused the importance of career development for personal growth and organizational success at every level of management. Although the researchers did not examine a particular leadership style, their study showed that career management thrived in companies whose leaders championed for such programs from the topmost to the lowest organizational level. Similarly, the importance of leadership is implied in the study done by Iyria, Namusonge, and Karanja (2014) on the adoption of career management practices by

Kenyan NSE-listed firms for improved performance. The survey involved 224 top managers of NSE-listed companies. The researchers established that career management was an important component of talent management with a positive and significant influence on organizational performance. The findings also indicate the need for leadership in implementing mechanisms to support career management such as career centers, career mentors, career counseling facilities, and succession planning. Appelbaum, Ayre, and Shapiro (2002) point to the importance of organizational leadership in reviewing and developing career paths and conducting retirement planning for improved performance in career management and development. Appelbaum and his colleagues surveyed HR personnel in three IT companies in the US and analyzed their data using correlation methods. Although the study conducted in three IT companies in the US did not establish direct relationships between career management, performance, and development, the results indicated the existence and managerial support for career management programs in the IT sector.

More specifically, MacPhee (2006) investigated the impacts of transformational leadership on career management. She conducted a web-based survey by sampling 117 respondents using the snowball technique and analyzed the data using factor, correlation, and regression analyses. According to the findings, transformational leadership influences the adoption of career management strategies; transformational leaders act as catalysts for career management and as such, support the implementation of an integrated framework for career management. However, the results did not specify the career management strategies affected by transformational leadership. Like MacPhee (2006), Riaz and Haider (2010) revealed the potentially beneficial impact of transformational leadership on career management.

Riaz and Haider (2010) assessed the role of transformational and transactional leadership on job success and career satisfaction. The researchers surveyed 240 respondents from different private organizations in the capital city of Pakistan and analyzed their data using correlation and regression methods. According to their findings, transformational leadership was highly related with career satisfaction, while transactional leadership was significantly related to job success. Transformational leaders/managers have a clear vision and are ready to accept group goals contribute positively towards career satisfaction (Riaz&Haider, 2010). Another study conducted

by Men (2010) supports the use of transformational leadership to empower employees. The researcher studied the links between leadership style, employee empowerment, and employees' perceptions of organizational reputation in a Fortune 500 company in the U.S. The study established that transformational leadership positively influenced employees' perception of their organization's public image through employee empowerment. According to Men (2010), transformational leaders are more likely to empower employees' career growth by involving them in decision-making and delegating power to them than transactional leaders.

The study by Katsuro, Ndlovu, Jakata et al. (2015) implies the need for the participative/democratic leadership style for successful career management. The researchers examined the effect of career management on job performance with a focus on the Grain Marketing Board. They used a deductive form of analysis and found that career management was ineffective because most employees were not aware of the organization's career policies and practices and the management did not engage all staff in career management programs. As a result, most of the non-managerial staff lacked organizational commitment and contributed to the high turnover rates. Career management was found to influence job performance. Although they did not study leadership directly, the researchers showed the importance of using a participative/democratic style by involving employees in career management programs to ensure the success of such initiatives (Katsuro et al., 2015). Oliveira, Cavazotte, and Dunzer (2013) affirm the same point of view in their study on organizational career management, leadership support, and employee attitudes in a large Brazilian company. Covariance-based Structural Equation Modeling (SEM) techniques were used for data analysis. Their findings suggest the need for participative/democratic leadership to foster career management and positively impact job satisfaction and career success. According to Men (2010), for effective employee empowerment, the manager/supervisor should act as a coach, probe employees' problems, interests, values, and needs, listen to and clarify their concerns. He/she must also be supportive by giving feedback, assisting in career goal-setting, and clarifying job responsibilities and company standards. It can be said that leadership support is crucial to career management as one way of achieving greater employee empowerment.

2.3.4 Motivation and Career Management Programs

Salman and Khan (2014) evaluated the possibility of using career management as an employee motivation tool in a low-skilled corporate environment. The study sampled 40 staff members working at a food company. The researchers gathered primary data by means of questionnaires and interviews and analyzed it using the coding method. The researchers established that in the company studied, career management programs motivated employees and enabled them to make wise career decisions, become aware of the available career opportunities, set and implement career goals, pursue their careers, and experience career progression. The findings of Salman and Khan (2014) concur with the observation made by Vermeulen (2015) on the demoralizing nature of deficient career management programs in a study on the practice of career management in public service in South Africa. The researcher gathered data using interviews and focus group discussions involving senior and middle managers and found that the South African public service failed to use a career management model to facilitate the implementation of career management. Likewise, Mwanje (2010) highlights the importance of offering career advancement opportunities after training to keep employees motivated. The researcher studied the impact of career development on staff motivation in the Bank of Uganda. She analyzed the data using percentages and found that constraints to career advancement, such as a rigid organizational structure, irrelevant training, limited career paths, and poor policies on promotion, had a highly adverse effect on employees' morale. The studies indicate that successful career management is vital to increasing employee motivation.

Osman, Ismail, Nowalid, and Adnan (2014) investigated the relationship between career programs and employee outcomes. They surveyed employees working at a military-based university in Malaysia and analyzed their data using the Smart PLS path model. The results showed that career management was positively and significantly correlated with job satisfaction and career commitment. The researchers did not study the direct relationship between motivation and career management programs. However, the findings suggest that positive employee outcomes such as motivation, commitment, engagement, and performance are tied to the willingness of the management to plan and manage career programs based on workers' needs and expectations. Like Osman et al. (2014), Nabi (2000) studied the contribution of

motivation to self-career management through career-enhancing strategies. Nabi (2000) surveyed 288 full-time public sector employees in the UK and conducted correlation analyses. The findings showed that motivational attributes such as advancement motivation and work-orientated centrality were positively related to career-enhancing strategies like expertise development, self-nomination, and networking. As Vermeulen (2015) observes, effective career management produces more motivated and committed employees who feel better about their careers.

Anthony and Weide (2015) studied the relationship between career-development training programs and the motivation of employees. The study, which involved 20 project managers and consultants from south-central Texas, used the modified van Kaam method for coding and grouping themes and found that employees' workplace morale and productivity were significantly influenced by training programs for career development. Employee motivation also changed depending on the alterations made to career development training programs. Thus, proper career management remains critical to improving the levels of employee morale. However, as Kaya and Ceylan (2014) note, it is imperative that organizational leaders understand the needs of employees for training and incentives because failure to do so could result in a mismatch and the demise of career management programs. Yahya et al. (2004) established that it was significant to have a career management policy that was marked by proper and systematic standards of managing performance and retirement, providing feedback, assessing employees' potential, and handling key information about employees' career. The existence of such a policy was found to increase employees' morale and performance. Therefore, even when organizations are unable to assure employees of their job security, they should offer opportunities for internal movement, continual growth, the acquisition of more skills and abilities, and personal and professional development to keep them motivated (Mwanje, 2010).

2.3 Summary and Research Gap

Numerous empirical studies have been conducted on the topic of career management. However, some gaps are identifiable from the above literature review that the current study intends to fill. Studies are largely missing on the direct link between organizational culture and career management programs; only Lam et al. (2013) and Rahman et al. (2016) conducted such studies. On the contrary, other researchers have explored the influence of corporate culture on career management as part of

performance management (Ahmad, 2012; Kumar & Patrick, 2011; Adewale&Anthonia, 2013; Suharnomo-Diponegoro, 2009) or employee motivation strategies (Salman & Khan, 2014). A number of researchers have examined the direct association between training opportunities and career management programs (Khan et al. 2015; Hlanganipai&Musara, 2016; Baruch &Peiper, 2000; Lam et al., 2013, Maina, 2014). By contrast, others have studied training as a component of career management with a goal towards better individual performance (Yahya et al., 2004; Ababneh, 2013) or greater job and career satisfaction (Kaya &Ceylan, 2014; Kumudha& Abraham, 2008; Dehghani, 2014). Only a few researchers have investigated specific leadership styles and their impact on career management (MacPhee, 2006; Riaz&Haider, 2010, Men, 2010). The others focus on leadership support in general (Lam et al., 2013; Appelbaum et al., 2002; Iyria et al., 2014; Katsuro et al., 2015; Oliveira et al., 2013). A few studies have explored the direct connection between motivation and career management programs (Salman & Khan, 2014; Vermeulen, 2015; Mwanje, 2010; Nabi, 2000). By contrast, Anthony and Weide (2015) focused on career development training and employee motivation, whereas Osman et al. (2014) associated career management with job satisfaction and career commitment. This research would like to bridge the knowledge gap and examine the factors from a local perspective since there is no known research conducted on career management in public institutions in Kenya and more specifically at Kenya tourism fund.

2.4 Conceptual Framework

The framework below is adopted in the study to show the relationship between independent and dependent variables. The following variable has some relation with the factors affecting implementation of career management programs.



Figure 2.1 Conceptual framework

2.5 Operationalization of Variables

Organizational culture is the set of values, norms, standards for behavior, and shared expectations that influence the way in which individuals, groups and teams interact with each other and cooperate to achieve organizational goals. Organizational culture outlines how things are done in the organization

Training is the process of increasing the knowledge and skills of an employee for doing particular jobs. It is an organized activity designed to create a change in the thinking and behavior of people and enable them to do their jobs in a more efficient manner. The main purpose is to bridge the gap between job requirements and present competence of an employee.

Leadership styles reflect the behavioral patterns of a leader. It shows the way or the tactics which leader employs to lead its followers. There are different types of these styles which are; autocratic, democratic, laissez faire and bureaucratic. Leadership style adapted differs from situation to another and depends upon the traits and values system of leader.

Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and

unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way.

2.6 Chapter Summary

This chapter reviewed the theoretical aspect of the study, it's the secondary data of the research and it is carried out to give the theoretical account of the study where it had two theories; Two-Factor Theory on Implementation of Career Management Programs and Theory of Sustainability. It focuses on the review of past studies on the topic of the research study from a global and local perspective. It also covers the objectives of the study acknowledging the sources of the information about the objectives, the critical analysis of the theoretical review and the summary of the research study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the research methodology that was used to achieve the objectives set for this study. This included the research design, the target population sample size of the study, validity of sample, reliability, data collection instruments, data analysis technique.

3.1 Research design

The study employed descriptive research that aimed at describing the factors affecting the implementation of career management programs in the public sector in Kenya. According to Kraemer (2013) the purpose of case study research is to find out what situations, events, attitudes or opinions are occurring in a population. Case study research aimed at description asks simply about the distribution of some phenomena in a population or among subgroups of a population. The researcher's concern is simply to describe a distribution or to make comparisons between distributions. The design was therefore chosen to give a correct account, people opinion, beliefs and knowledge of factors affecting the implementation of career management programs in the public sector in Kenya.

3.2 Target Population

Lyon (2015) defines target population as universal set of the study of all members of real 'or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population of the study was mainly derived from the staff of Tourism Fund. The research used target population of 103 senior management, middle management and support staffs as indicated in table 3.1.

Table 3.1 Target population

Population	Population size	Percentage of target population
Senior management	6	5
Middle management	11	9
Support staffs	114	86
Total	103	100

Source Kenya Tourism Fund (2017)

3.3 Sample and Sampling Technique

According to Mugenda & Mugenda (2012), sampling procedure refers to a systematic process of selecting individuals to represent the larger group from which they were selected. The researcher used stratified sampling approach to cover the total population. Writers have conducted research on the sample size to assist researchers in sampling design so that error might be reduced to reach higher level of confidence in the estimate. Kothari, (2004) stated that a sample size of 30% to 40% might be considered. Hence this study used a sample of 40% of the entire population of the employees in the organization. From the target population of 103 individuals 40% yield a sample size of 52 respondents.

Table 3.2 Sample size

Response	Target population	Sample size	Percentage
Senior Management	6	3	5
Middle Management	11	5	9
Support Staffs	114	44	86
Total	103	52	100

3.4 Instruments

The main instruments for data collection in this research were through questionnaires. The researcher administered questionnaires to the managers and the staff in the study organization. The choice of questionnaires as a data collection tool was arrived at after a close and in-depth consideration of the research goals and the target group.

3.5 Pilot Study

According to Cooper & Schindler (2003), pilot testing is intended to reveal errors in the design and improper control of extraneous or environment conditions. Pre testing the instruments permits refinement before the final test. The questionnaire was pre-tested at the organization to see if the questions were well understood and if the questionnaires meet the objective of the study. Ten people in the organization were selected for the pre-testing. The responses of these people provided basis for reframing of some of the questions to suit the sample unit.

3.5.1 Validity

In this study, validity was taken into consideration. For example, because the questionnaire is constructed by the researcher, it is designed on the basis of the researcher's needs in relation to the study topic and so brings advantages in the sense that it measures exactly what the researcher intends to measure. The researcher therefore did not need to depend on other researchers for information on for example problem areas and relevance of the items included in the questionnaire. Further still, descriptive, interpretative, and theoretical validity were taken into consideration. Thorough literature review in the study area was conducted carefully before taking on the research. This enabled theories and the questions in the questionnaire to be identified. Theories and themes are well supported by the findings.

3.5.2 Reliability Test

Reliability has to do with the accuracy and precision of a measurement procedure. Reliability is a necessary contributor to validity but is not a sufficient condition for validity. Reliability is concerned with estimates of the degree to which a measurement is free of random or unsuitable error (Copper & Schindler 2003). The questions in the questionnaire were designed taking into consideration the issues related to the problem and goals of the study and theories on the subject. It is therefore believed that the responses and results from this study are reliable.

3.6 Data Collection Procedure

The major instrument which was used in data collection was mainly the questionnaires, though literature reviewing was also done. The questionnaires were designed in both open ended and closed questions whereby they were hand delivered to the manager and various departments under study. In open ended questions space was provided for the respondents to give the relevant explanation thus giving them an opportunity and freedom to express their feelings. According to Chandran (2012), Questionnaires provide a high degree of data standardization and adoption of generalized information amongst any population.

3.7 Data Analysis and Presentation

Primary data collected was coded and analyzed with the help of the Statistical Package for Social Sciences (SPSS). The analysis used descriptive statistics such as mean scores and standard deviations. Inferential statistic like correlation and

regression analysis was carried out to establish the effects of procurement process on performance of county government. The results were presented using tables, graphs and charts for ease of understanding.

3.8 Ethical Considerations

According to Mugenda (2011), protecting the rights and welfare of the participants should be the major ethical obligation of all parties involved in the study. The goal of ethics in research is to ensure that the researcher follows the right procedure in the collection, analysis and recommendation of the research findings. The researcher ensured anonymity, confidentiality and avoidance of deception so as to protect all the parties concerned.

3.8.1 Informed Consent

Before conducting the research the researcher conducted a pre visit to the organization and seeks information from the organization management and the researcher involved the management on the extent and what information the researchers seek.

3.8.2 Voluntary Participation

The research was voluntary and non of the respondent was covered to take part in the research however the researcher took time to explain to the respondents the importance of this research to them and to the research and any participation was highly appreciated

3.8.3 Confidentiality

All data that was collected in the organization was only for education purpose and not information was not to be reproduced without the consent of the organization and the researcher.

3.9.4 Privacy

The respondents were assured that the information they shared was confidential and was all respondents were not allowed to give their personal details and all information was coded

3.8.5 Anonymity

A “strictly anonymous” study design is one in which it is impossible to trace data or information back to the research subject from whom it was obtained. In other words,

the data cannot be identified to any particular research participant, not even by the researcher. The research did a total separation, the study design will involved in the creation of a code linking the subject's identity to a pseudonym, as the identity of the subject can be traced to the data, written consent form was collected, and this consent form has to be separated from the data that the subject provides.

3.9 Chapter Summary

This chapter focused on the research design and methodology employed to gather data for the study. In this chapter, the researcher discussed the research design, sources and type of data, sampling design, and data collection techniques and instruments as well as data collection procedures and data analysis. And the ethical consideration observed in the study.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF
FINDINGS

4.0 Introduction

This chapter presents the data analysis and presentation of the research data from the respondents who filled the questionnaires. In this regard, the investigation on the factors affecting the implementation of career management programs in Kenya with reference to Kenya tourism fund was well exhausted since the information given was reliable.

4.1 Presentation of Findings

4.1.1 Response Rate

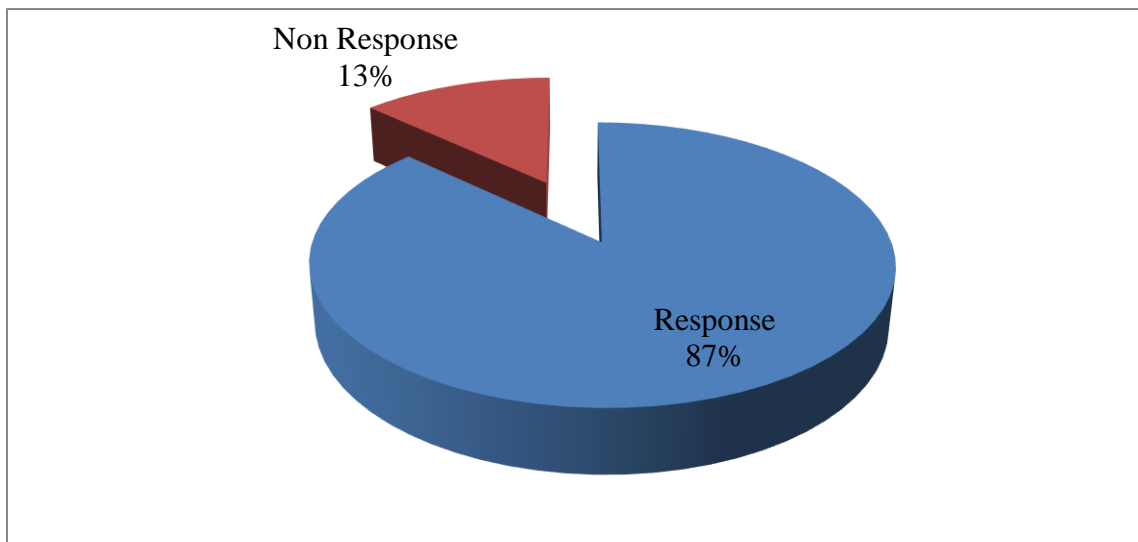


Figure 4.1 Response Rate Analyses

From figure 4.1 the duly filled questionnaires were equivalent of 87% of the total questionnaires administered while 13% was composed of that which were not well filled and those that were never filled or not returned. This indicates that this percentage was comprehensive enough to base the project on. This response rate is acceptable and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.1.2 Gender Analysis

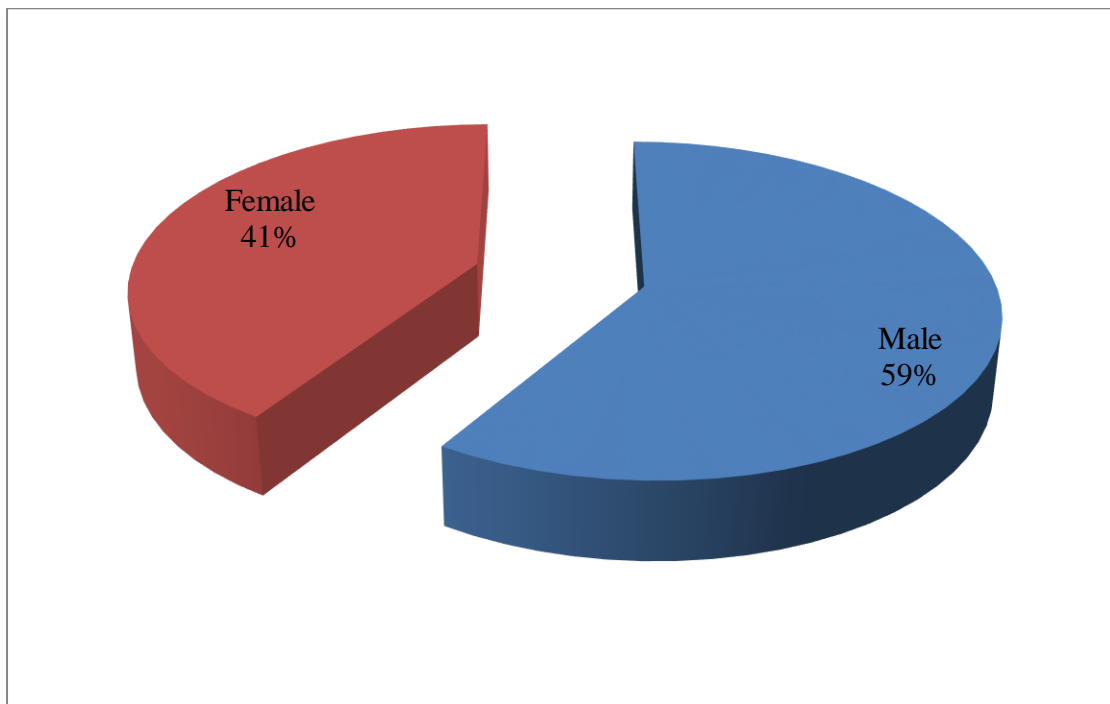


Figure 4.2 Gender Analysis

Out of the respondents who participated in the figure 4.2 shows that 59% of the respondents were male while 41% were female. This indicated that there are more male employees than females in the Kenya tourism fund.

4.1.3 Age of Respondents

Table 4.1 Data on Ages of Respondents

Response	Frequency	Percentage
18 yrs. – 30 yrs.	21	46
31 yrs. – 40 yrs.	14	31
41 yrs – 50 yrs.	9	19
Above 50 yrs.	1	4
Total	45	100

From the table 4.3 shows that majority of the respondents were between 18 and 30 years with 46%, those who were aged between 31 – 40 yrs. were 31%, those who were aged between 41-50 yrs. were 19% and the remaining 4% were aged 50 years and above. This showed that majority of the respondents in the Kenya tourism fund were between 18 and 30 years.

4.1.4 Highest Educational Level

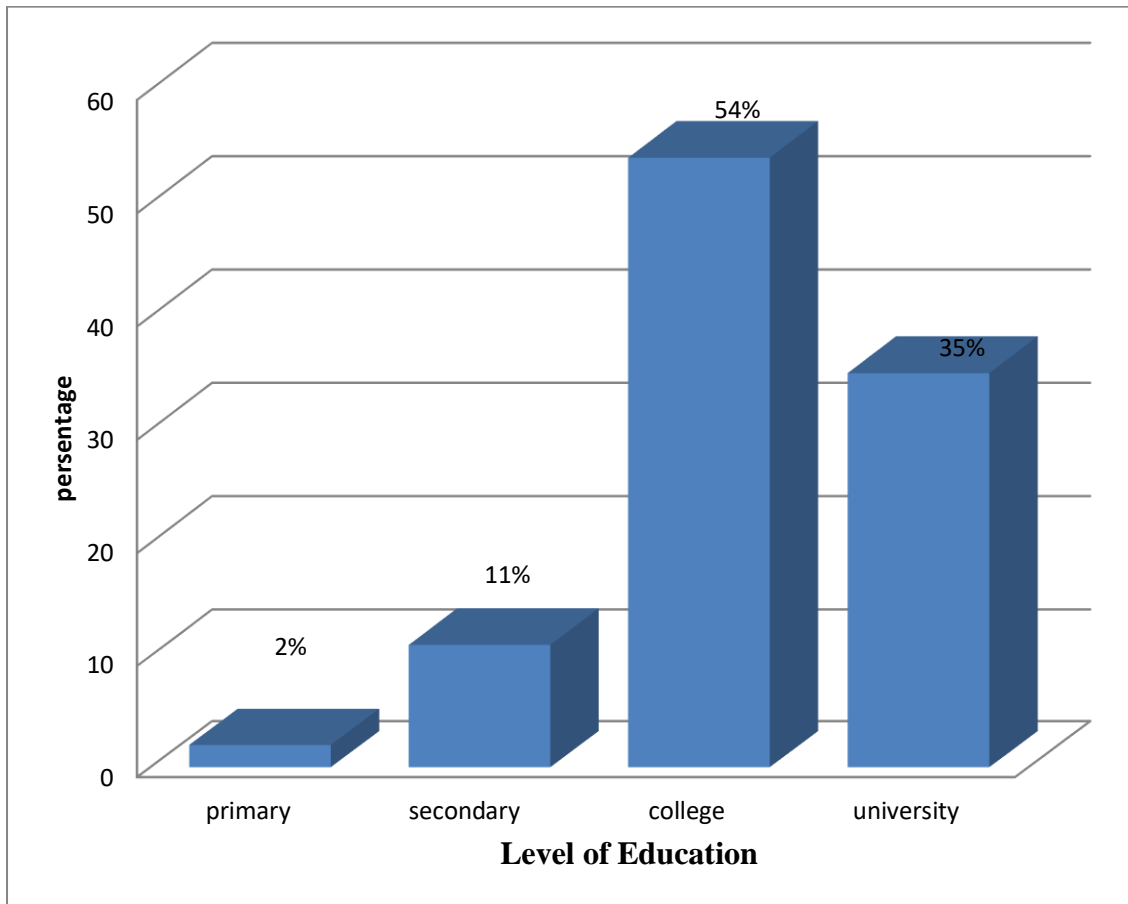


Figure 4.3 Analyses on Highest Educational Level

The table 4.4 and figure 4.4 shows that the majority of respondents have college level of education with 54% confirming, 35% of the respondents said they had university education, 11% said they had secondary level of education while the remaining 2% of the respondents had primary level education. This showed that majority of the respondents had diplomas from college and were educated.

4.1.5 Experience level

Table 4.2 Analysis of Experience level

Experience level	Frequency	Percentage
Less than 2 years	9	21
2- 5 years	21	46
6-7 years	7	15
8-10years	5	11
Above 10 years	3	7
Total	45	100

From the table 4.5 shows that majority of the respondents 46% of the respondents have a work experience of 2 to 5 years, 21% of the respondents had work experience of less than two years, 7% of the respondents had a work experience of above ten years while the remaining 15% had a work experience of 6 to 7 years and lastly 11% had a working experience of 8-10 years. This showed that majority of the respondents had a work experience of three to five years.

4.1.6 Organization culture

Table 4.3 Whether organization culture affects the implementation of career management programs in Kenya

Response	Frequency	Percentage
Yes	38	85
No	7	15
Total	45	100

According to table 4.6 shows the effects of organization culture on the implementation of career management programs in Kenya, 85% indicated that organization culture affects the implementation of career management programs in

Kenya in the organization thus limiting the organization to deliver its services to its people. The remaining 15% of the respondents said organization culture do not affect the implementation of career management programs in Kenya. The respondents at tourism fund explained that organization culture is a shared believe on how things should be done in the organization, at tourism fund the respondents indicated the culture is to have a meeting representatives from the top management, middle level and the lower management and staff and discuss on how career management should incorporate, where each groups air out their expectations and specific expectations. Based on the research responses it is there by interpreted that organization culture is a factor contributing to implementation of career management programs.

4.1.7 Organization culture

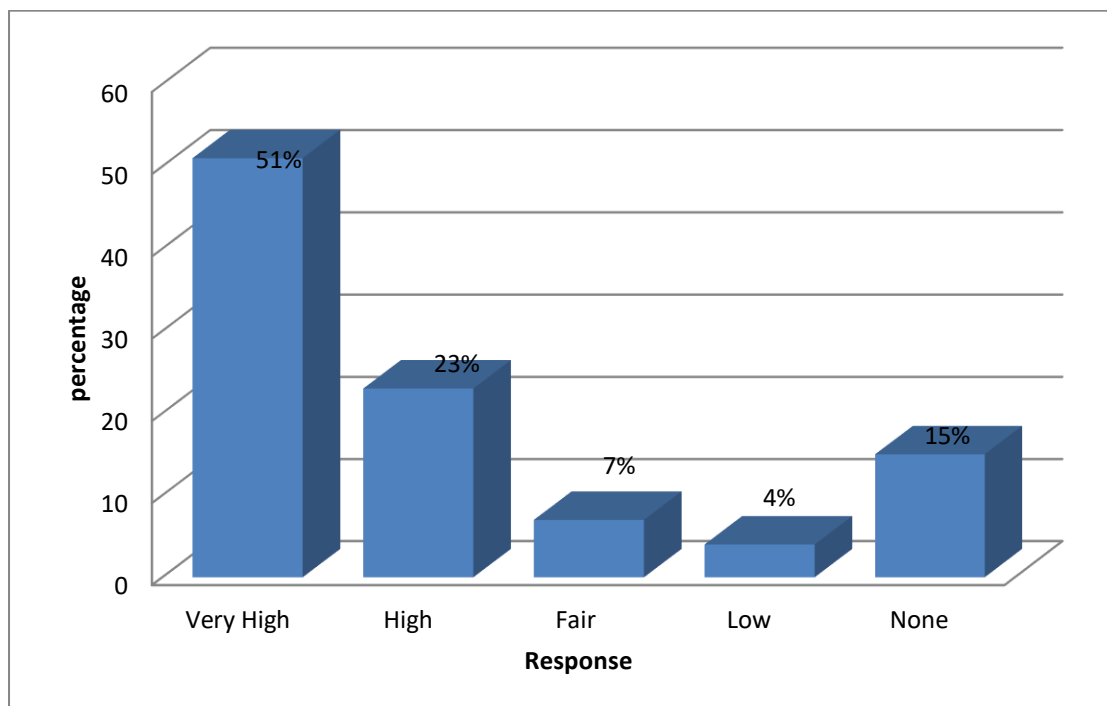


Figure 4.4 Extent to which organization culture affects the implementation of career management programs in Kenya

Figure 4.4 shows that 52% of the respondents believes that organization culture affects the implementation of career management programs in Kenya to a very high extent, 23% of the respondents said that organization culture affects the implementation of career management programs in Kenya to a high extent, 7% also believed that organization culture affect the implementation of career management programs in Kenya to a fair extent and only 4% said that organization culture affected

the implementation of career management programs in Kenya to a low extent. Lastly 15% of the respondents stated that organization culture does not affect the implementation of career management programs in Kenya. Based on the research find it is established that organization culture highly affect the implementation of career management programs in Kenya public organization.

4.1.8 Training

Table 4.4 whether training affects the implementation of career management programs

Response	Frequency	Percentage
Yes	33	73
No	12	27
Total	45	100

From table 4.4, 73% of respondent, indicated that training affects the implementation of career management programs. While 27% indicated that training does not affect. Most of the respondents' explained that the organizations conduct career management seminars and workshops. However some of the respondents stated the job training conducted are majorly for the top and middle level management therefore does not affect all employees in the organization. Based on the research findings it was conclude that training it a key factor in the implementation of career management programmes in public organizations in Kenya.

4.1.9 Training

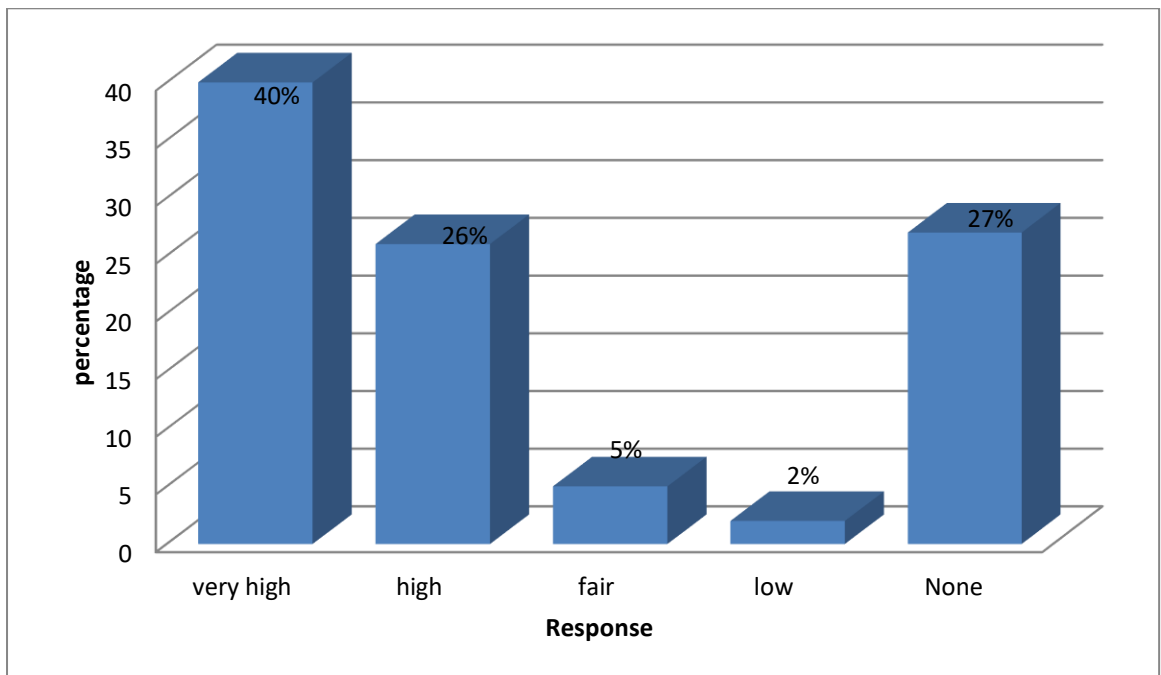


Figure 4.5 Extent to which training affects the implementation of career management programs

From the findings in figure 4.5 the response of 40% indicated that training affects the implementation of career management programs to a very high, 26% high, 5% fair, and 27% indicated none at all while 2% indicated low. From the findings it can be interpreted that training does affect the implementation of career management programs highly.

4.1.10 Leadership style

Table 4.5 whether leadership style affect the implementation of career management programs

Response	Frequency	Percentage
Yes	41	92
No	4	8
Total	45	100

From the table 4.10 indicates the effect of leadership style on the implementation of career management programs, from the analysis of findings, 92% of the respondents stated that leadership style affects the implementation of career management programs, however 8% of the respondents stated leadership style does not affect the implementation of career management programs. Majority of the respondents explained that being subjects to the upper management therefore most decision on career management is done by the top management and it's the middle management who implements this career management, while others stated they have selected some representative in the lower management who represent them and offer leadership and influencing staff on what they should push the top management to put in to consideration in the career management. It was concluded that leadership style does affect the implementation of career management programs since leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of organization in career management.

4.1.11 Leadership style

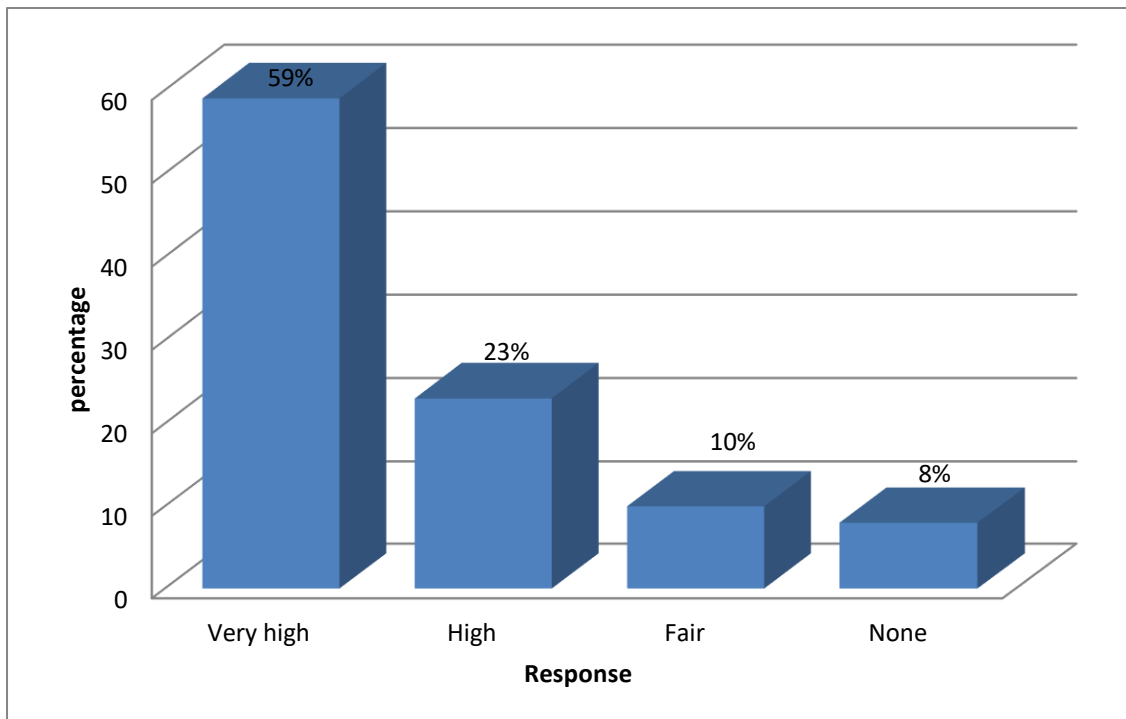


Figure 4.6 Effect of leadership style on the implementation of career management programs

According to table 4.6 shows the rating of effect of leadership style on the implementation of career management programs, from the analysis of data it was found that 59% of the respondents stated leadership style affects the implementation

of career management programs to a very high extent, 23% of the respondent rated leadership style on the implementation of career management programs as high, 10% of the respondents rated leadership style on the implementation of career management programs as fair and the minority of the respondent represented by 8% stated leadership style does not affect the implementation of career management programs in any way. The research concluded that leadership style highly affect the implementation of career management programs in Kenya.

4.1.8 Employee motivation

Table 4.6 whether employee motivation affects the implementation of career management programs

Response	Frequency	Percentage
Yes	43	96
No	2	4
Total	45	100

Majority of the respondents represented by 83% stated that employee motivation affects the implementation of career management programs and 17% stated it does not. Most employees explained that free on job training, allowances and a fair management highly motivates employee promoting career management in the organization, however some employee believed that employee for career management to be implemented the organization need educate its employee on the importance of career management so as to motivate its employees to take up career management as some see it as additional tasks with no increased remuneration, few employees stated career management is more of a directive order hence for its implementation of career management would rely on planning and management more than employee motivation. The researcher concluded that employee motivation does highly affect the implementation of career management programs.

4.1.13 Employee motivation

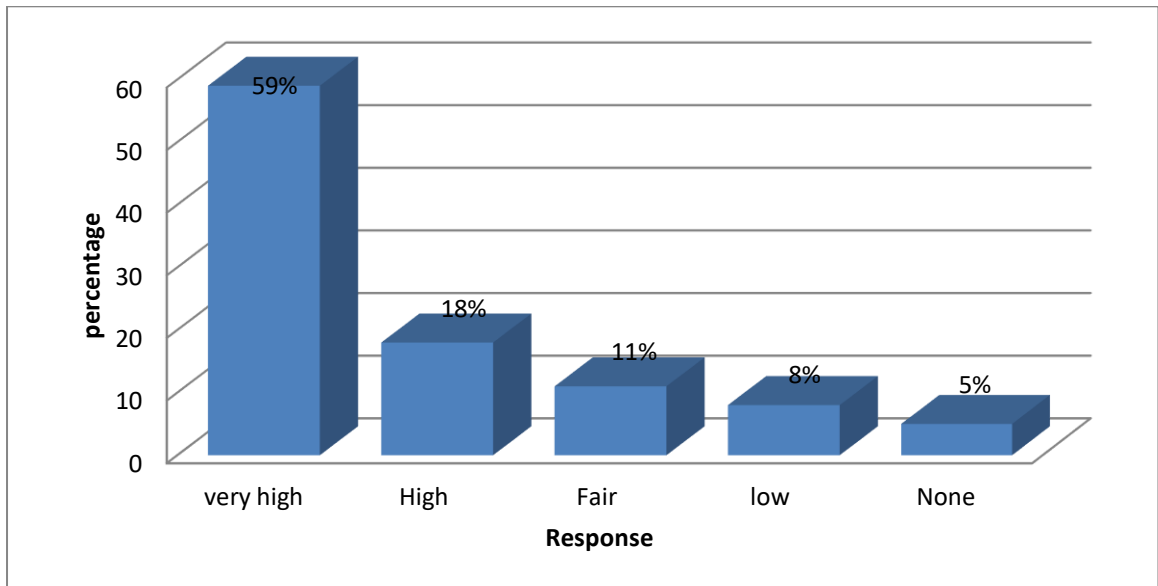


Figure 4.7 rating employee motivations on the implementation of career management programs

From the analysis of figure 4.7 it indicated that 59% was represented by majority of the respondents and stated that employee motivation affects the implementation of career management programs in a very high extent, 18% stated in a high way, 11% rated it fair, and 8% rated it low and 5% None. Thus the researcher concluded that employee motivation affects the implementation of career management programs to a very high extent.

4.2 Limitations of the Study

4.2.1 Suspicion

The researcher was suspected of collecting information and leaking it to unauthorized persons. However, the researcher used letter of introduction from the Management University of Africa that help inform the respondents that the information collected is for academic purposes only and was treated as very confidential.

4.2.2 Lack of Cooperation

The constraint of suspicion facilitated poor cooperation from respondents. Moreover, the respondents restricted themselves to the responsibilities and duties. This made the researcher to be ignored when enquiring relevant materials on information. However, the researcher informed the respondents on the importance of the study and cites the top beneficiaries.

4.2.3 Questionnaires

The study used questionnaires as data collection instrument. The constraint of literacy level on career management and lack of cooperation resulted into respondents taking questionnaires as very personal hence some of the respondents did not complete the questionnaires in time. However, the researcher pre- tested the questionnaires, and appointed a confidant among the respondents who assisted in expediting the filling, completion and collection of questionnaires.

4.3 Chapter Summary

The chapter focused on data analysis, results presentation and discussion of the findings. The general objective of the study was to establish the factors affecting the implementation of career management programs in the public sector in Kenya. The study also sought to determine the effect of organization culture, training, leadership style, motivation on implementation of career management programs in the public sector in Kenya. The research findings were presented in form of tables, graphs and charts.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter contains findings which were then summarized better capitalization and understanding. In summary, this chapter included the introduction of the chapter, summary of the findings, conclusion and recommendations and as well as suggestion for further studies.

5.1 Summary of the Findings

Majority of the respondents (82%) indicated that organizational culture affects the implementation of career management programmes, it was established that employees develop themselves without waiting for career development support from their organizations since the organization has little concern on the individual aspects and needs on the career management. Individuals who focus on occupational goals prefer long-term career development and want to be successful in their careers. Individual career management has been noted as important to employee's career success. The respondents at tourism fund explained that organization culture is a shared believe on how things should be done in the organization, at tourism fund the respondents indicated the culture is to have a meeting representatives from the top management, middle level and the lower management and staff and discuss on how career management should incorporate, where each groups air out their expectations and specific expectations. These findings concurs with Ahmad (2012)who also found out that organizational culture has an effect on career management.

With regards to training majority of the respondents (73%) indicated that training affects the implementation of career management programmes. Further percent of the respondents indicated that training affects implementation of career management programmes to a high extent. In summary it can be deduced from the above responses that, training for staff in areas of effective career management highly affects the implementation of career management, majority of respondents mentioned that the only type of training received was employee orientation. However majority of staffs at the tourism fund interviewed indicated that training and career management provided by organization have impact on their main activity in terms of increased job security, improved working condition/environment and increased job satisfaction.

Based on the research findings majority of the respondents (92%) indicated that leadership style highly affects the affects the implementation of career management programmes. The research findings concurs with Glinow (2010) whose findings also found out leadership style affects the implementation of career management in state corporations. The question of leadership style having any impact on implementation of career management programs was predominantly popular among the responses, as the management of tourism found applies various forms of influence-particularly persuasion and related tactics that build commitment-to ensure that staffs in the organization have the motivation and role clarity to achieve specified goals.

Majority of the respondents (88%) indicated that employee motivation affects the implementation of career management programmes. Most employees explained that free on job training, allowances and a fair management highly motivates employee promoting career management in the organization, however some employee believed that employee for career management to be implemented the organization need educate its employee on the importance of career management so as to motivate its employees to take up career management as some see it as additional tasks with no increased remuneration, few employees stated career management is more of a directive order hence for its implementation of career management would rely on planning and management more than employee motivation. This research finding concurs with Mwanje (2010) whose findings stated employee motivation affects the implementation of career management in state corporations.

5.3 Recommendations

5.3.1 Organization Culture

Based on the research findings the research recommends that the organization top management should adopt a culture that promotes career management being the head of the organization they would be able to influence the entire organization to form an organizational culture that would promote career management practices.

5.3.2 Training

Based on the research findings it's recommended that for the easy implementation of career management programs the organization should regularly conduct on job training programs so as to impact of the knowledge on how career management

should be managed and the various techniques that are involved in the implementation of a successful career management programs

5.3.3 Leadership Style

Based on the research findings the research recommends the management of tourist fund should adopt a leadership style that is influence and very flexible to adapt to various changes in the implementation of the career management programs

5.3.4 Motivation

Therefore the research recommends that the organization should promote employee motivation initiatives such, gifts promotions, good working condition, free flow of information this would make it easier for the employees to be able to be committed to career management programs.

5.4 Suggestions for Further Study

The study focused on these variables namely organization culture, training, leadership style, motivation. However, there are other factors affecting the implementation of career management programs in the public sector in Kenya but have not been discussed in this study. This study therefore recommends that further study should be conducted on the effects of management structure and economic status, and management techniques on the implementation of career management programs in the public sector in Kenya.

5.5 Conclusions

This chapter contained the summary of the findings, conclusions and recommendations for practice. This study aimed at establishing the factors affecting implementation of career management programs in the public sector in Kenya with a special reference to Kenya Tourism Fund, Lastly suggestion for further studies.

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Appendix I: Questionnaire

Serial No.....

The questionnaire is meant to collect information on factors affecting the implementation of career management programs in the public sector in Kenya a case study of Tourism Fund. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

SECTION A: GENERAL INFORMATION

1. Gender

Male	{ }
Female	{ }

2. Age of Respondents

18 yrs. – 30 yrs	{ }
31 yrs. – 40 yrs	{ }
41 yrs – 50 yrs.	{ }
Above 50 yrs.	{ }

3. Highest Educational Level

Primary	{ }
Secondary	{ }
College	{ }
University	{ }

4. Highest Educational Level

Primary	{ }
Secondary	{ }
College	{ }
University	{ }

5. Experience level

- Less than 2 years { }
- 2- 5 years { }
- 6-7 years { }
- 8-10years { }
- Above 10 years { }

SECTION B: ORGANIZATION CULTURE

4. Does organization culture involvement affects the implementation of career management programs in public institutions in Kenya?

Yes { }

No { }

Please explain your answer

.....
.....
.....
.....

5. To what extent does organization culture affect the implementation of career management programs in Kenya tourism fund?

Very high

High

Fair

Low

SECTION C: TRAINING

6. Does training affects the implementation of career management programs in Kenya tourism fund?

Yes { }

No { }

Please explain your answer

.....
.....
.....
.....

7. To what extent does the training affects implementation of career management programs Kenya tourism fund?

Very high { }

High { }

Fair { }

Low { }

SECTION D: LEADERSHIP STYLE

8. Whether leadership style involvement affects the implementation of career management programs in Kenya tourism fund?

Yes { }

No { }

Please explain your answer

.....
.....
.....
.....

9. To what extent does a leadership style affect implementation of Career management programs in Kenya tourism fund?

Very high { }

High { }

Fair { }

Low { }

SECTION E: EMPLOYEE MOTIVATION

10. Does employee motivation affects the implementation of career management programs in Kenya tourism fund?

Yes { }

No { }

Please explain your answer

.....
.....
.....
.....

11. To what extent does employee motivation affects implementation of Career management programs in Kenya tourism fund?

Very high { }

High { }

Fair { }

Low { }

Thank you!!