

**CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE: A CASE STUDY OF  
KAPCHORWA DISTRICT LOCAL GOVERNMENT**

**BY**

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF APPLIED ECONOMICS  
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UNIVERSITY**

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**DECLARATION**

I **CHEBET CALEB**, do here by declare that, to the best of my knowledge, have never been presented for a bachelor's degree in human resource management in any university. It is my original work where by every primary and secondary data from various sources has been acknowledged

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Signature



Date..... 18 ..... / ..... 03 ..... / ..... 2015 .....

**APPROVAL**

I certify that the work submitted by this student was under my supervision

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SIGNATURE *Kabagambe*

DATE *18/03/2015*

## **DEDICATION**

I dedicate this research work to my beloved dad Mr. kipyeko Alfred , my mum Chelimo Betty ,my sisters Cheruto Ruth , and Cherotich Rachael , my brothers Joshua,Moses,and Amos and also Chelimo Collin the youth leader Kapchorwa P.A.G. and youth pastor Sam Satya , Aunt Betty , Fatina and best friend Chemutai Winnie and also I dedicate this research to my supervisor Kabagambe Francis comet for the tireless effort has enabled me to reach to this level of accomplishment.

## ACKNOLEGEMENT

First of all, I thank the almighty God for the far he has brought me as regards my studies.

Would take this humble pleasure to honor and thank all those who supported me in producing this research. For without their assistance and efforts it would have been hard for me to produce this research successfully especially my supervisor Mr. Kabagambe Francis comet whose sincere tireless efforts and guidance account most to the production of this report.

I would like to extend my heart felt appreciation to my beloved parents, brothers, sisters, and friends for their effort towards my entire academic career and above all other things accorded to me throughout this study.

Lastly to all those who extended their love, moral, spiritual and financial support during my study Kampala international university

May the lord surely bless you all, Amen

## ABSTRACT

This research looks at organizational career development and individual performance among the employees of Kapchorwa District local government. It was undertaken because the district was experiencing a difficulty in employee's performance.

The purpose of the research was to establish the effects of career development on individual / employee performance. The objectives of the study were; to establish the relationship between career development and employee performance, to identify the different methods used by the management to develop employee's career in the organizations and to asses' ways of improving career development in organizations

The research was conducted in Kapchorwa district local government in eastern Uganda. This research was focused towards the relationship between career development and employee performance. The questionnaire was developed and distributed to the sample. The sample comprised various managers and employees working in Kapchorwa district local government. A total of 160 questionnaires were sent but only 75 were returned, thereby achieving a response rate of 46.8%.

The research employed a combination of analytical and descriptive research designs more so the research engaged both random sampling and purposive techniques. The study also covered a target population of 300 and a sample population of 75 undertaken. The research found out in its findings that there was a significant relationship between organizational career development and individual performance. It also found out that the methods of career development identified were available but not properly in use and finally the study managed to find out the ways on which career development can be improved in an organization which were lacking in Kapchorwa district local government

In its conclusion, it was stated that there was a significant relationship between career development and employee performance in Kapchorwa district, it was also conclude that the methods used to develop peoples careers had a significant on the performance of both the employees and the organization and finally the research conclude that the ways of improving career development if properly managed/followed can actually lead to improved employee performance.

The recommendation made found out that in dealing with individuals, the organization top management and the HR department should review the career policy of the organization so as match the demands of employee's careers.

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## CHAPTER ONE

### 1.0 Introduction

This chapter deals with the background of the study, statement of the problem, the purpose of the study, objective of the study, scope of the study, significance of the study and the conceptual frame work .

### 1.1 Background of the study:

In the dynamic business environment people have become one of the critically important elements to gain competitive advantage. Instead of focusing only on financial capabilities and product quality , Dreher and Dougherty (2001) suggested that high performing organization should engage in competitive search for the most capable employees .These capabilities can be achieved through the development of employees .According to a report by Steven (1996) ,effective career development system was found to project employee performance. be the (Steven 1996) Feldman (1988) also noted that career management is essential for organizations to retain the most talented employees available .Organization often decided to adopt career management programs because they believe that those programs can increase employee individual performances (Fish \$wood ,1993) as well as foster positive attitudes and corporate loyalty among works

Career development is a continuous life long process of development experience that focus on seeking, obtaining, and processing information about self ,occupational and educational alternatives ,life styles and role options 'Hanson (1976) therefore career development refers to he process through which people come to understand themselves as they relate to the world of work and their role in it. Career development refers to those personal improvements one undertakes to achieve a personal career plan. Wrether and Davis (1986)

Career development involves concerted efforts directed towards assessing a workers' potentials identifying likely career paths for that employee and designing and implementing "various forms career development as a human resource function, such activity is called career guidance, which s composed of three sub –processes or steps : forecasting, planning and counseling .The

second step is to estimate when and where job opening will occur and to identify liking candidates are assessed to determine their existing skills and these skills are compared with those required for the job. Training may then be planned to correct any skills deficiencies that are identified through this comparison (Peterson & Tracey, 1979). Career development has both personal and organizational dimension. In organizational level, it is a planned program that includes recruitment policy encourages a full exchange of organization between the applicant and the company prior to hiring; a promotion policy that considers the needs and objective of the organization and employee. The interest of career development also entails a successful placement of employees in positions that made their needs as well as organization's needs. Therefore, employee career must be of concern to the organizations and managers in order that human resources may be developed to meet constantly changing environmental condition (Aplin & Gerster, 1978; Flippo, 1980).

William (1998) has clearly divided the concept of performance and behavior-oriented performance. While discussing the performance from the output perspective; this author has outlined in various terms that are widely used in organization, to indicate performance as output. These terms include results, objectives, goal achievements and performance standards. According to Nick Kamariah (1995), output-oriented sales performance in an insurance organization can be measured by;

- Sales volume can be in currency and in units for the quarter, semiannually or annually.
- Quarters quantitatively objects expressed in absolute terms assigned to each salesperson.
- Number of new accounts opened: the number of new customers contacted and purchased insurance in the period specified.
- Annual earnings or income obtained from sales activities such as salary, bonus, commission and other financial benefits.

The concept of performance that was applied in the present study is based on the concept of outcome performance as suggested by the above-mentioned authors. This concept does not consider the behavioral aspect of performance but only focuses on performance as an outcome or output. The reason why outcome performance was chosen is that many experts in the field of personal selling proved that it has a positive relation with salespeople performance (Roman & Munera, 2002). Additionally, in the pay-for-performance incentive system (Gomez-

Mejia ,Balkin \$Cardy ,2004) as insurance organization ,end result is the most appropriate and fair indicator to determine the performance.

The public services of Kapchorwa district should consider giving employees opportunities in order to increase the effectiveness of their performance for example looking at the following.

When there is career development like career workshop in respective of their field of operation for example accountants, managers, supervisors in order to increase their productive level meaning that career development leads to employee performance in organization.

Promotion opportunists should be consider in public services to those qualified for example those who have advanced in their education levels which hence being a motivating which cause improve performance in public services.

Inclusion therefor if managers are to increase performance in public services career development should priority in order to increase the knowledge ,skills and experiences of the employees and hence implying that career development and employee performance correlated together in public services.

### **1.2 Statement of the problem**

The public services of Uganda has put tremendous effort to improve its performance .it has for nstance devised strategy like result oriented management ,however employees performance has remained low as manifested by customer complaints like delay of delivery of services absenteeism, much as a number of factors may account for low employee performance ,lack of career development is thought to play a big role .The researcher therefore intends o carryout a study on career development and employee performance.

### **1.3 Purpose of the study**

The purpose of the study was to examine the relationship between career development and employee performance.

#### **1.4 Specific objective of the study**

1. To determine the different methods used by public service to developed careers of its employees.
2. To determine the level of the employee performance in public service.
3. To establish the relationship between career development and employee performance in organization.

#### **1.5 Research question.**

1. What were the different methods used by management to improve employees careers?
2. What was the level of employee performance?
3. What was the relationship between career development and employee performance?

#### **1.6 Scope of the study**

##### **1.6.1 Geographical scope**

The research was conducted in Kapchorwa district local government in eastern Uganda in 2015.

##### **1.6.2 Content scope**

The study was focused towards the role of career development on employee performance.

##### **1.6.3 Time scope**

It's carried out within six month in the year 2015

#### **1.7 Significance of the study**

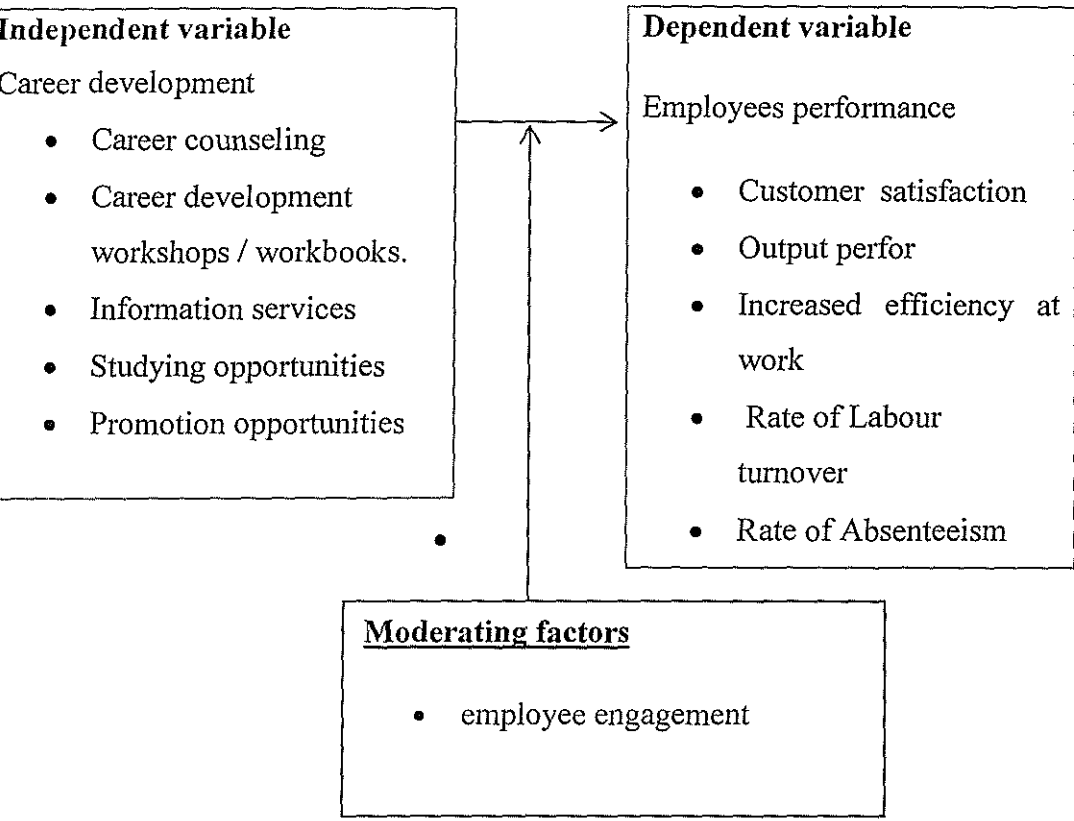
The significance of study were as follows

- To help management to properly identity the requirement of their employees in an efforts to serve to them more effectively and effectively

- influence the business undertaking to improve on career development through  
 management of employees and the entire public to focus on employees dissatisfaction  
 &over
- enhance the skills of the researcher in doing research and also enrich him with further  
 career development .Therefore the research helped to improve the researcher  
 ability to carry out the research.
- To help management know how working conditions affect employee performance, more  
 so management to improve on the ways they develop careers of their employees.
- To enable management understand the reasons why employees needed career  
 development at work.

**1.8 The conceptual framework**

The illustration below explains the various interactions and workings of independent variables/career development and employee



**Adopted:** From Kapchorwa district local government 2014/2015

From the above illustrations, the independent variables career development affects employee performance the dependent variable with the help of moderating variable affecting the two variables as seen above. Career development affects the performance in a manner that career development practice like counseling career development workshop information services organization assessment services among others leads to improve employee performance in form customer satisfaction output per hour, efficiency at work, rate of labour turnover, and rate of absenteeism. This is moderated by employee engagement.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter deals with methods of career development, identified levels of performance and relationship between career development and employee performance

#### **2.1 Methods of career development systems**

A variety of career components {i.e. activities and tools exist for use in organization}. Human resource manager should be familiar with components since they often serve as internal or external consultants responsible for designing the career planning tools and others are commonly used for organizational career management. In general, the most effective career development program uses both types of activities hence

##### **Self-assessment tools**

Self-assessment are usually among the first techniques implemented by organizations in their career development efforts; thus it is important for managers to become familiar with the different self-assessment and career exploration instruments available. Typically, individuals completing assessment exercises for career planning purposes go through a process where they think through their life roles, roles, interest, skills, and work attitude and performance. They try to plan their short and long term goals, and develop action plans to meet those goals and identify any obstacles and opportunities that might be associated with them [Armstrong]

##### **Career development workshop**

After individuals complete their self-assessment, they may share their findings with other individuals in career workshops. In general, most workshops use experimental exercises in a structured, participative group format to educate individuals on how to prepare in and follow through on their career strategies. A group format helps participants to receive feedback from others so they can check the reality of their plans and consider other alternatives.

**Individual counseling**

One common career development activity is career counseling .Individual career counseling is to help employee discuss their career goals in one on one counseling session using workbooks and other self-assessment exercises .Discussion of employee interests , goals current job activities and performance and career objectives often occur .because counseling sessions are often conducted

**Information services**

Internal communication systems are often used by organizations to alert employees on employment opportunities at all levels including upward keep on doing downward and levels. they also may be used to keep on records of employees skills ,knowledge ,work experience and preferences .The records are valuable for pointing out possible candidates for job posting system ,skills inventory career ladders and career resource centers.

**Job posting**

Job posting systems are commonly used by companies to inform employees about

Opening in the organization using websites ,bulletin boards ,newsletter, computer system and other company publications .while they service an instructional purpose ,posting may also be useful as a motivational tool .They imply that the organization is more interested in selecting employees from within the company than outside the organization.

**Skills inventories**

These are company files of data on employee s skills ,abilities ,experience ,and education that re often computerized .they may contain comprehensive records of employees work related histories ,qualification ,education ,degrees and knowledge major fields of the study accomplishments ,training completed ,skills and knowledge rating career objectives eographical preferences and anticipated retirement.

### **Career ladders and career paths.**

Organization usually map out step that employee might follow overtime .The steps are used to document possible patterns of job movements including vertical or upward moves and lateral or cross-functional moves. Career paths and ladders are helpful for answering employee's questions about career progressions and future job opportunities in the organization

### **Career resource center and other communication formats:**

One of the least expensive approaches for providing career information is setting up a career resources center. A career resource center consists of a small library set up to distribute career development materials such as reference books, learning guides, videos, and self-study tapes. Universities are well known for having career centers where students can obtain company brochures and videos and center books and gain access to computers to research firms on internet

### **Organizational assessment programs;**

Assessment programs consist of methods of evaluating employee's potential for growth and development in the organization for example Johnson and Johnson has used career assessment to facilitate career staffing and development of special "tiger teams" which are formed to speed up the development of high-priority new products. Some of the most popular assessment programs include; assessment centers, psychological testing, 360-degree appraisal, promo ability forecasts and succession planning.

### **Assessment centers;**

In addition to their use as decision-making tools, assessment centers are popular as developmental tools.

One survey found that 43% of surveyed firms used assessment centers as part of their career development programs. AT & T, J Cpenney, sears Roebuck & co, IBM, GE, TVA, bandit and 'ratt & Whitney are among the companies using assessment centers for career development as well as employee decision making. Assessment centers are particularly predictive of advancement criteria such as career progress, salary advancement, long term promotion and potential development.

**Psychological assessment;**

Diagnostic tests and other inventories may be used for self-assessment with career counseling. They consist of written tests and questionnaires that help individuals determine their vocational interest, personality type, work attitudes and other personal characteristics that may reveal their career needs and preferences.

**Promote ability forecasts;**

Forecasts are used by the organization to make early identification of individuals with exceptionally high career potential. Once individuals are identified, they are given relevant developmental experiences (for example attending conferences, training) to groom them for higher positions.

**Succession planning;**

Succession planning involves having senior executives periodically review their top executives and those in the next lower level to determine several back-ups for each senior position. This is important because it often takes years of grooming to develop effective senior managers. Succession planning is usually restricted to senior management positions and can be informal or formal. For informal succession planning, the individual manager identifies and grooms his or her own replacement but formal succession planning involves an examination of strategic (long-range) plans and human resource forecasts and a review of data on all potential candidates. The objective is to identify the candidate and increase managerial depth as well as promoting from within the company.

**Developmental programs;**

Developmental programs consist of skills assessment and training programs that organizations may use to develop their employees for future positions. Development programs can be internal and run by a human resource staff or be offered externally in the form of seminars and workshops. Some commonly used programs for development include assessment centers, job rotation programs, In-house programs and tuition refund or assistance plans.

## **Monitoring;**

Another development program gaining in popularity is monitoring. This consists of establishing formal relationship between junior and senior staff, colleagues and peers. These relationships contribute to career functions (for example sponsorship, coaching and protection of the colleague, exposure to important contacts and resources, assignment of challenging tasks/work) and psychological functions (for example role modeling, counseling, acceptance and confirmation Of the colleague friendship).Matt Starcerich and Fred friend, "Effective mentoring relationship from the mentees perspective"

### **2.3 Identified levels of performance in kapchorwa district**

Abseetism is the most occurrences example because most employees do not attend their work regularly resulting downfall of performance in the public servicers since monitoring is low hence clients cannot be attend to.

Tribalism is also happening where by the government officials wants to recruit their own relatives in workplace instead of looking for qualified candidates who fit the position hence leading the fact that there will be reduction of performance since the employees cannot offer their best in public services.

Corruption among government leaders in public services and this is the most challenging event since the people who has money can acquired the job in in respective of qualification in the organization therefore employers especially public services should be considerate in giving jobs so that performance can be improve in public services.

Delay in services delivery that is to say most government official's leaves their work before time and there are not always at their respective officials and therefore it implies that people may not be position to acquire what they need in time hence leading delay efficiency.

Sexual harassment especially to females and these happens in way that before you are given a job ,boss ask for sexual offer and in such a situation some qualify employees can end up refusing to offer themselves which means that performances can be reduces in public services.

## 2.4 Relationship between career development and performance

In (1994) has studied the relationship between career development and career effectiveness on 129 employees on variety of organization both in private and public section in UK. Most of them were in the supervisory position. He studied career effectiveness in terms of salary growth, promotion received, career performance and career satisfaction. From the factor analysis conducted in his study, he identified three components, career management policies and career planning. The results of his study demonstrated that career policies, it also provided evidence that career information has a stronger effect on performance, compared to the other two factors. In terms of gender difference, Pazy, S (1987) study has demonstrated the similarity in the means score between men and women in terms of their perception on the existence of activities in Organisation. However, there was a different perception between men and women in terms of career development on their career effectiveness. According to Pazy 1987, when women feel the organization takes an interest in managing their careers development played a very important role in women performance development, While organizational career development did not influence men's performance.

On the other hand, training has been identified as an element in career development (Pazy, 1987) Baruch 1996. Therefore the literature review is extended to cover this aspect. The study by Roman when the training content was taught. Furthermore, Rangelands, Johnson and Mawhinney, (1998) suggested that in-service training is an effective way to improve employee performance.

Many researchers (Pazy, 1987 Orphen 1994 Langland et al 1998 Roman et al 2002) indicated that were related to performance. Rangeland et al. 1998 and Walk and Redman (1998) revealed that goal setting has great impact on performance improvement. On the other hand, Appelbaum, and Shapiro (2002) indicated career planning has no direct relationship with performance. Regarding career strategies, none of the literature exhibit that it is directly related to performance. The areas that have been reviewed were career success and salary progression.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter deals with the following, research design, study population, sampling technique, sampling size, source of data, primary data, secondary data, data collection method, questionnaire administration, interview method, data analysis, reliability and validity of data, research procedure, limitation of the study.

#### **3.1 Research design**

The study engaged a combination of analytical and descriptive research designs in order to find out career development plays an important role in improving employee performance. The study included both qualitative and quantitative research in that; findings were analyzed in an explanatory and descriptive form. This is because it entailed answering questions like what, discovering and reporting relations as well as presenting ones views. It is a non-intervention study as the researcher observed and analyzed the situation at hand.

#### **3.2 study population**

The researcher used respondents like the managers, assistant managers, employees, supervisors, and clients. This is because they were either directly responsible for the working conditions of the organization or task the service. The total research population was 300 at various in the public.

#### **3.3 sampling size**

The sample size was 75 respondents. This was reached at by using solvent formula 1973. According to this method, 40 clients and 10 staffs out of a total population of 300 of the company have been selected from different locations to represent a large number of customers and staffs of the company.

$$n = \frac{N}{1 + (N \cdot e^2)}$$

Where

N=Sample size

n=study population

e=ratio error

$$n = \frac{300}{1 + (300 \times 0.01)}$$

$$n = \frac{300}{4}$$

Therefore n=75

**3.4 Sampling procedures**

Stratified sampling was used where the researcher categorized as employees basing on their managerial levels including the top, Middle levels and lower level. Purposive sampling was then used to allocate respondent to the above mentioned categories.

**3.5 Source Of data**

Data was collected through both primary and secondary source and with the use of various research methods namely; simple random sampling as already explained above.

**3.5.1 Primary data**

Primary data refers to the type of information obtained by the researcher right from the field or while conducting the research. Primary data could mean that data is collected afresh and for the first time and thus happen to be original in character .data was obtained from the employee working in the district more especially the civil servants.

**.5.2 Secondary data;**

Secondary data on the other hand, are those which have already been collected by someone else and which have already been passed through the statistic process. The researcher was able to



revisit the information that has been researched by different researchers in libraries and in the internet and helped me in compiling this research.

**3.6 Data collection methods;**

Data was collected by applying a number of techniques which among them; the questionnaire and the interview.

**3.6.1 Questionnaire administration**

Questionnaire technique in getting the invisible information relating the information include the historical background of Kapchorwa district and also the methods used to administer career development and I applied this when I interacted with the personal officer of kapchorwa district local Government to employees working with the administrative department .Through verbal permission from the administrators of kapchorwa district local Government a total of 160 questionnaires were distributed personally to all department of the organization .A total of 75 questionnaires were collected ,Which made up a return a return rate of 46.8% but only 55 questionnaire were used for further analysis due to incomplete returns.

**3.6.2 Interview methods**

The interview method of collecting data involved presentation of oral –verbal stimuli and reply n the terms of oral –verbal response. This method can be used through personal interviews. basing on the above method ,I was able administer personal interviews to some of the key administer in the district ,although we could in most cases communicate on phone during time when I needed information urgently.

**3.7. Data analysis:**

Under data analysis, the researcher edited all the data from various questionnaires for accuracy and completeness of the information that will be got .Data from various interviews was also undertaken in the same process and then it will be organized basing on the various categories of respondent in the study.

### **3.8 Reliability and validity of the data.**

The reliability and validity of the data will be tested through in depth from various employees, supervisors, managers and responses from questionnaires. The researcher compared the data that will be got from the different response .The researcher found out that it will be more or will be more or less the same thereby showed the coherence of the data .Thus the data collected was true and in line with the topic in discussion and the research hypothesis.

### **3.9 Research procedure**

The researcher obtain the letter of information from the head of department human resource and supply management, Kampala international university and look it to kapchorwa district local government where I chose as my case study .And this type of introduction enabled me to undertake /carry out and administer the questionnaire and interviews which helped me tracking the information used in this research

### **3.10 Limitation of the study**

While carrying out some research, I was faced by the following problems.

- Some journals, articles needed to be purchased on line and this became a barrier to get access to the required information.
- Lack of openness by the respondents for fear of safety of the jobs.
- Language barrier where by some people do not know the language I spoke to them most especially.

## CHAPTER FOUR

### PRESENTATION AND INTERPRETATION OF THE FINDINGS

#### 4.0 Introduction

This chapter deals with analysis, interpretation of research findings

The analysis and the findings were interpreted and analyzed basing on the research questions. The study was set to investigate the relationship between career development and employee performance of Kapchorwa district local government .The findings were obtained through the use of the questionnaire, interviews and documents from Kapchorwa district local government which was the case study.

#### 4.1 Demographics characteristics

**Table 1 showing respondent categorization**

Respondents	Frequency	Percentage
Male	40	53.3
Female	35	46.6
Total	75	100

**Source: primary data 2014**

From the above table it can be seen that the majority of the respondents are the male that is to say 40 respondents representing 53.3% of the respondents and 35 respondents are female representing 46.6% of the respondents. This reflects gender imbalance in the district.

#### 4.1.1 Academic qualification

**Table 2 showing academic qualification of the respondents**

Academic qualification	Frequency	Percentage
Diploma	25	33.3
Degree	30	40
Postgraduate	20	26.6
Total	75	100

**Source: primary data 2014**

From the above table it is seen that the majority of the staff in kapchorwa district local government are degree holders representing 40% followed by diploma holders with 33.3% and postgraduate holders with 26.6%. This implies that the staff of kapchorwa district local government is well educated and therefore the information obtained from them can be based on/relied upon for the purpose of the study.

**4.2 Methods used in the process of career development in kapchorwa district local**

**Table 5 shows some of the methods of career development in kapchorwa district local government**

The employees were asked on a five (5) linkage scale wither, the following methods lead to career development at Kapchorwa.

Method	Strongly agree		agree		Not sure		disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
rough training program	20	26.6	25	33.3	10	13.3	5	6.6	15	20	75	100
rough career counseling	30	40	40	53.3	0	0	5	6.6	0	0	75	100
rough succession planning	15	20	25	33.3	15	20	10	13.3	10	13.3	75	100
use of assessment centers	25	33.3	30	40	5	6.6	10	13.3	5	6.6	75	100
in house training	15	20	20	26.6	10	13.3	15	20	15	20	75	100
use of career development workshops	20	26.6	25	33.3	10	13.3	10	13.3	10	13.3	75	100
use of career information centers	25	33.3	35	46.6	5	6.6	8	10.6	2	2.6	75	100

source: primary data 2015

26.6% Of the respondents strongly agreed with use of training programs, 33.3% agreed, 13.3% of the respondents were not sure 6.6% and 20% of the respondents agreed and strongly agreed respectively.

Career counseling was commented by 40% of he respondents who disagreed with the solution.

20% of the respondents agreed with succession planning as a methods, 33.3% agreed, 20% of the respondents were not sure, 13.3% of the respondent disagreed with 13.3% Of the respondents who strongly disagreed

Use of assessment centers was commented by 33.3 of the respondents who strongly agreed, 40% of the respondents agreed 6.6 % Of the respondents were not sure, with 13.3% of the respondents who strongly disagreed respectively.

Use of in house training was commented by 20% of the respondents who strongly agreed , 26.6% Of the respondents agreed ,13.3% were not sure and 20% disagreed , with 20% of those respondents strongly disagreed .

Use of career development workbooks was commented by 26.6% of the respondent who strongly agreed, 33.3% were not sure and 20% disagreed and 13.3% of the respondents strongly disagreed.

Use of career information centers was commented by 33.3% of the respondents who strongly agreed, 46.6% Of the respondents agreed, 6.6% were not sure, 10.6% and 2.6% of the respondents also disagreed, and strongly disagreed con currently.

Use of periodic Job change / job rotation was commented by 13.3% of the respondent who strongly agreed, 26.6% of the respondents agreed, 20% of the respondents were not sure, 53.3% of the respondents disagreed and 6.6% of the respondents strongly disagreed with the solution

**4.3 Employee performance**

The researcher found it logical to ask the client about the performance not the employees who performed the felt. This was because the researcher wanted together accurate information which employees were likely not to provide qualitative approach was used as seen in table below,

**Table 4 Employee performance**

Absenteeism	At public services, employee is supposed to work for five days that is to say from Monday to Friday. However it is common to report to a particular office and do not find the person who is supposed to serve you and you decide to come the next day or a week
Reporting on time	An employee is expected to report at 8:30 Am and leave at 4:30pm however, it is common to report in an office at 9:30 and you do not find a person to serve you or go and 4 pm and find it closed.
Efficiency	As a client when you go to an office, you expect to be served in the shortest time possible. However it is common to wait in an office for 2 to three hours which brings a lot of boredom to clients.
Customer satisfaction	The service given does not meet the customer needs and expectations the customer is not well explained for instance why a particular document is missing.

**4.4 The relationship between career development and employee performance**

The response to the research question, what is the relationship between career development and employee performance was as follows.

**Table 3. The relationship between career development and employee performance**

Response	Frequency	Percentage
Yes	50	66.6
No	15	20
Not sure	10	13.3
Total	75	100

**Source: primary data 2015**

From above respond, 66.6% respondents agree that career development relate to employee performance, 20% did not agree and 13.3% were not sure .however this disagreement was less compared to those who agreed. Therefore the findings of the research were based on the facts presented and so any recommendation made was applicable.

**4.2.1 Factors for the relationship between career development and employee performance**

**Table 4 showing factors influencing the relationship career development and employee performance**

Factor	Strongly agree		Agree		Not sure		disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
A clear process of career movement	50	66.6	15	20	0	0	10	13.3	0	0	75	100
Professional courses	60	80	10	13.3	5	6.6	0	0	0	0	75	100
Distribution brochures/pamphlets/ Booklets on career	15	20	20	26.6	10	13.3	5	6.6	0	0	75	100
Succession planning	40	53.3	20	26.6	10	13.3	5	6.6	0	0	75	100

Continuous training programs	15	20	20	26.6	10	13.3	18	24	12	16	75	100
Career counseling by Immediate manager	25	33.3	30	40	5	6.6	10	13.3	5	6.6	75	100

Source: primary data 2015

From table for above, the factor of a clear movement had 66.6 of the respondents who strongly agree, 20% agree, 0% were not sure, and disagree 0% strongly disagree

13.3 of the respondent agree with respect to professional course, 80% of the respondent strongly agree and 6.6 of the respondent were not sure, 0% of the respondent disagreed and strongly disagree respectively

26.6 of the respondent agreed with distribution of brochures /pamphlets/booklets on careers 20% of the respondent strongly agreed, 13.3% were not sure, 26.6% and 13.3% of the respondents disagreed and agreed respectively.

Succession planning was commented by 26.6% of respondent who agree, 20% of the respondents strongly agreed, 13.3% of the respondents were not sure, 24% and 16% of the respondents disagreed and strongly disagreed respectively.

10% Of the respondent in support of career counseling by the immediate supervisor, 33.3% strongly agreed 6.6% of the respondents were not sure, 13.3% disagreed and 6.6% of the respondent strongly disagreed.

#### **.5 Ways of improving career development in kapchorwa District local government.**

The respondents who on this area include, the clients were asked to comment on employees service delivery and the following are the answers.

Table 6 shows some of the ways of improving career development in kapchorwa district local government.



Ways	Agree		Not sure		Disagree		Total	
	F	%	F	%	F	%	F	%
By conducting individual development and career discussions annually	50	66.6	10	13.3	15	20	75	100
By holding supervisors in various departments accountable for development efforts	60	80	0	0	15	20	75	100
By creating programs and activities to provide skills development	60	80	5	6.6	10	13.3	75	100
Creating job vacancy listings	45	60	15	20	15	20	75	100
Supporting lateral moves within the organization	45	60	10	13.3	20	26.6	75	100

Source: primary data 2015

56.6% OF the respondent agreed with respect to conducting individual development and career discussions annually as a way of improving career development, 13.3% were not sure and 20% of the respondents disagreed respectively.

Holding supervisors in various departments accountable for supporting employee development efforts was commented by 80% of the respondents, who agreed, while 20% Of the respondent disagreed.

60% of the respondents agreed with respect to creating job vacancy listing, 20% of the respondents were not sure and 20% of the respondents disagreed.

Supporting lateral moves within the organization was agreed upon by 60% of the respondents 13.3% were not sure and 26.6% disagreed respectively.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATION**

#### **5.0 Introduction**

This chapter presents the discussion, summary, conclusion and the recommendations made based on the study findings. They were made basing on the research question?

#### **5.1 Discussion of the findings**

This section presents the discussion of the finding which was based on the research question?

##### **5.1.1 The relationship between career development and employee performance.**

In relation to the first research question which seeks to find out the relationship between career development and employee performance in government organization, having measured the interactions between career development and employee performance in the present study has allowed us to better understand the relationship between career and individual performance. The 66.6% of the respondents who agreed showed a positive relationship between the dimensions of organizational career development and individual ,which is parallel to opens (1994) study .Although all factors are related to individual performance , further analysis has found that only career development is a significant factor in influencing individual performance The study conducted by Lange land et al (1998) discovered that employees opportunity to learn he exact behavior needed in performance the specific job led to higher performance.

##### **5.1.2 The methods of career development**

basing on the research question what were the methods of career development used in apchorwa district, it was found out that out of the methods identified by the researcher, all of them were being practiced and this was evidenced by 70% of the respondents who agreed with the methods suggested by the researcher. This was in line with the previous research by (Bruch 1996 ;pazy ,1987 and Roman et al 2002 who also identified similar methods of career development as training programs ,succession planning and career counseling .

##### **5.1.3 Ways of improving career development**

he ways of improving career development was seen to include the following:

Annually ,conducting an individual development plan and career decision with employees and require other supervisors in your department to do the same , holding supervisors in your department accountable for supporting employee development efforts , creating programs and activities to provide skill development such as job rotation cross training , mentoring ,internship ,coaching an career strategy groups , Recognizing that your role includes providing support and release time for staff members , serving as a role model by participation in career and professional development opportunities yourself , seeing staff members application for other positions as a healthy sigh of a dynamic workplace , support lateral move within your organization , create job vacancy listing that allow for the most diverse applicant pool while honoring transfer skills.

**5.2 Conclusion**

According to the objectives set out in this research, the researcher observes that career development as appositve impact in employee performance as per evidence showed by the finding of the study.

The methods used to develop people’s career had a remarkable impact on the performance of both employees and organization in general as reveal by such finding.

From the finding on the ways of improving career development can be concluded that the ways of improving career development administer well can lead to improve employee and organization .suggested a considerable high possibility of success for the staff if the individual and career development effort are carried out with care .

**5.3 Recommendation**

The following recommendation was made.

based on the results of the study, the relationship between career development dimensions and employees performance reveal some implication to managerial practices .in dealing with an individual in the organization top management and human resource management should review his career development and career policy of the organization .they should draft policies and rocedures that will enhance employee career development in a long run.

All factors in organization career management were related to individual performance. However, since the results suggested that not all factors in organization career management have significant contribution towards performance organization should be very careful when career programs. The factors that should be considered most are career development and career management policy as these factors could have more influence on individual performance.

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**APPENDICES:**

**APPENDIX 1: QUESTIONNAIRE**

**Dear respondent**

**I CHEBET CALEB** is a third year student of Kampala international university pursuing a bachelor's degree in Human resource Management.

I am carrying out research with the topic: career development and employee performance a case study of Kapchorwa District Local Government.

This questionnaire is purely for academic purpose and the information will be kept confidential

**PART A: GENERAL INFORMATION**

1. Job description (title)

2. For how long have you been working in the above mentioned position? Give the answer in years.....

3. Sex

Male  Female

4. In which age bracket are you in?

18-30  31-49

5. Education level

Diploma  Degree   
Masters  post graduate

Other specify.....

**PART B.**

Is career development as a human resource activity practiced in your organization?

Yes  No  not sure

If yes is it important in the following ways.

- (1) Strongly agree  (2) Agree
- (3) Strongly disagree  (4) disagree
- (5) Not sure

Tick the appropriate box.

Benefits derived from career development	1	2	3	4	5
Improves on employee skills					
Encourages efficiency and effectiveness					
Improves on job satisfaction					
Encourages employee commitment					
Improves the general organizational performance					

If there are any other ways in which career development is beneficial to kapchorwa district local government,

Mention them.....

**PART C**

What are the sources of the likely challenges encountered in career development at Kapchorwa District local Government?

- (1) Strongly agree  (2) Agree
- (3) Strongly disagree  (4) disagree
-



(5) Not sure

**Tick the appropriate box.**

Challenges faced in career development	1	2	3	4	5
Favoritism and nepotism					
Declining career opportunities					
Interaction of career issues with family issues					
Poor management control					

If there are other challenges of career development in kapchorwa district local government,

Please mention them.....

7. What are the solutions to the challenges faced above?

- (1) Strongly agreed  (2) disagree   
 (3) Agree  (4) strongly disagree   
 (5) Not sure

Tick the appropriate box.

Solutions to the challenges facing career development	1	2	3	4	5
Use of career pathing					
Challenging the job assignments					
Use of job rotations/transfers					
Use of career counseling					
Opening up career development workshops					

If there are other solutions to the problems facing career development in kapchorwa district apart from the above,

Please mention them.....

**PART D**

Does career development have any significant impact on the general performance in kapchorwa district local government?

Yes  no  not sure

If yes does the impact on performance on the following ways?

(1) Strongly agree  (2) agree   
 (3) Strongly disagree  (4) disagree   
 (5) Not sure

Tick the appropriate

How career development impact on career development	1	2	3	4	5
improves on company reputation					
The organization gains a competitive advantage					
improves organization effectiveness					

If there are other ways in which career development impact performance in kapchorwa district,

Please mention them.....

## APPEDIX 11

### RESEARCH BUDGET

This is the estimated cost and expenses that the research was to meet during the course of the study.

Item	Qty	Unit cost ( ug.sh)	Amount (ug.sh)
Reams of paper	2	12,000	24,000
Pens	5	1,000	5,000
Pencils	3	300	900
Note books	4	1000	4,000
Transport	3 times	30,000	90,000
Preparing questionnaires and interview guide			20,000
Editing data, printing and binding		50,000	50,000
Airtime		30,000	30,000
Umbrella	1	5,000	5,000
Refreshments		60,000	60,000
<b>Total</b>			<b>288900</b>

Thank you for your time