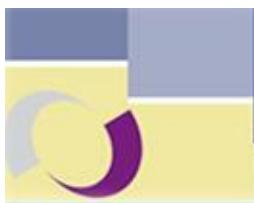




EFFECTS OF CAREER MANAGEMENT ON EMPLOYEE PERFORMANCE AT BUKURA AGRICULTURAL COLLEGE,
KAKAMEGA COUNTY

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ABSTRACT

Organizations' employee performance is plagued by a number of issues, including lower productivity, difficulties setting priorities, making mistakes on projects, and missing deadlines. The main purpose of the study was to assess the effects of career management on Employee Performance at Bukura Agricultural College, Kakamega County. The study was guided by Self-Concept Theory. This study used descriptive survey research design. The target population of the study was 130 respondents and the sample size was 98, this comprised 3 Management Staff, 72 Academic Staff and 23 Support Staff. Data collection instrument for the study was questionnaires. The data collected was analyzed using descriptive and inferential statistics. Analyzed data was presented using tables. The study results showed that over three quarters of the respondents with an average Mean=3.81 and SD=0.361 agreed that career preparation provides an interface between current performance and future development, training of employees supports growth that enhances employee performance, training of employees is rarely done which contributes to the dismal employee performance and career preparation has been affected by the institutional culture which fail to recognize succession planning. The standard deviation suggests that variability was modest. Half of the respondents with a Mean=2.78 and SD=0.921 agreed that training of employees is done annually at Bukura Agricultural college. The standard deviation suggests that responses from the mean varied slightly. In conclusion career management plays a great role in the human resource sector and dictates employee performance of the organization. The study recommends to college principals and university chancellors to implement and evaluate a career management policy which is affected by the institutional culture that fails to recognize succession planning.

Key Words: Career Management, Employee Performance, Succession Planning.

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INTRODUCTION

Career management in an organization is the process of designing and implementing goals, plans and strategies that enable HR professionals and managers to satisfy workforce needs and allow individuals to achieve their career objectives (Bagdadli, & Gianecchini, 2019). Career management serves as a bridge between in-the-moment productivity and long-term growth, as suggested by Greenhaus, Callanan, and Godshalk (2018). Therefore, both employees and managers need to think about how to optimize their performance in their current roles and explore potential next steps to ensure the best possible match between their abilities and the needs of the firm (Greenhaus et al., 2018).

Employee performance is a technique for organizational communication that links to the goals, objectives, strategies, and values of the workforce as well as the organization's purpose and vision, and it turns the firm's policies into personal performance standards (Sudnickas, 2016). Managers should consider succession planning as an organizational framework while evaluating employee performance so that workers will view the process favorably. Planning for succession makes it easier to find, develop, and keep key employees who are required to fill those positions in order to meet current and future organizational goals (Barton, 2019).

Employees are encouraged to invest more time in their personal development by Bagdadli and Gianecchini (2019). A good succession plan has a variety of effects on a worker. It covers planning for employee internal recruiting, training, talent management, career development, compensation management, and employee retention rate. The lifelong process of allocating resources to an employee's future professional aspirations is known as career management. You can adjust to the shifting demands of our dynamic economy through this ongoing process. Practices in career management have improved employee performance (Bagdadli & Gianecchini. 2019).

Employee performance in Canada is a reflection of organizational output in the form of task performance, which consists of specific job behaviors and essential job obligations that are provided as part of the job description. Task knowledge, task competence, and task habits are the main factors that facilitate task performance, which calls for greater cognitive ability (an innate ability to respond to assigned jobs that either facilitate or impede the performance). Succession no longer merely refers to the replacement of important CEOs. Regardless of leadership level, it concentrates on important talent pools whose output makes the firm competitive in the market. Selection, development, and performance are all incorporated into strategic talent management to identify potential and maintain a consistent flow of employees moving up and across the firm (Becker, Connolly, & Slaughter, 2020).

According to recent research, by 2025, the majority of international organizations would lose 40% of their top executives in sub-Saharan Africa, creating a void that must be addressed. It is unquestionably a crucial subject for any company, team, or individual to analyze how it plans for the future, even though it may not have received as much attention in the general management literature as one might think. This is further demonstrated by the large number of open vacancies. Even though succession planning is urgently needed, it has not yet been widely adopted, particularly by nongovernmental organizations (Hardwick, 2021).

According to a study by Amushila and Bussin (2021) in South Africa, succession planning has the following advantages: by developing competency models or job descriptions, businesses can determine where they stand in terms of talent, and from there, managers can swiftly find and employ the best people to fill open positions; it provides a forum for present and future succession planning and discussions about how to develop talent; and it defines career pathways through job descriptions. Due to management's ability to spot possible

shortages and hire or train personnel, succession planning can significantly lessen the skills gap among organizations.

According to a recent study conducted in Kenya by Akinyi (2017), every business will experience the loss of key personnel or high performers at all levels for a variety of reasons, including family, promotions, external calls, resignations, and even sudden death. Recent times have seen a huge increase in the popularity of career management, which involves intentional replacement of such workers by a concerned management. Thinking forward is a core management philosophy and practice that is essential to good succession management. There is shortage of trained workers at Bukura Agricultural College. None of the researchers have concentrated their research on academic institutions. This study aims to assess the effects of career management on employee performance at Bukura Agricultural College in Kakamega County based on the gaps identified.

Statement of the Problem

The Bukura Agricultural College used to be quite competitive, but during the past ten years, there have been unsatisfactory and significant changes observed. Poor succession planning, which does not favor future college personnel, is to fault for everything (Mugweru, 2020). The college's staff has struggled with the problem of service delivery. Poor employee output and job dissatisfaction are the results of this. A higher number of students are enrolled in college as a result of the government's evolving programs over time which has made it difficult to achieve targets of the school (Murphy, Scott-Clayton, & Wyness, 2019). This has raised the burden for the staff, which needs skilled and competent administrator to deliver which has occasionally caused negative stress.

Study Objective

The general objective of the study was to assess the effects of career management on Employee Performance at Bukura Agricultural College,

Kakamega County. The study was guided by the following research questions;

- How does career management affect Employee Performance at Bukura Agricultural College, Kakamega County?

LITERATURE REVIEW

Self-Concept Theory

This study was guided by Self-Concept Theory. In 1969, Donald E. Super came up with the self-concept theory. Self-concept theory is one of the fundamental concepts about career advancement and preference. Development theories focus on a life time opportunity strategy to career path and change and have understanding of the changes that people experience as they age. According to Super (1990), one's self-concept is the result of intricate interactions between a number of variables, including one's personal experiences, mental development, skills, beliefs, environment, physical growth, and how one applies these traits to various roles in life. According to Super's thesis, environmental, individual, and situational elements have an impact on how professionally a worker develops.

According to Lyria, Namusonge, and Karanja (2017), career management strategies like technical skills and actively recruiting instructors who can change how employees see themselves and, in turn, how they see their careers so they can be more effective at work, can be used to apply the self-concept theory of career growth. The self-concept theory of career development is applicable to career management's impact on employee performance is reasonable in light of the context of the present investigation.

Since the competency of an organization's personnel impacts its success, the self-concept theory is essential to this investigation. This theory supports the variables related to career management, training, and talent management. Through career management methods, employee internal recruitment strategies, and talent management practices, it can be used to improve the effectiveness, commitment, contentment, and

productivity of employees (Wang & Brower, 2019). The quality of employees' work will thereafter increase as their talents are strengthened. The way supervisors interact with their staff has an impact on how they view the world and how they behave. The workers' overall productivity is impacted by the performance feedback given to them by their superiors. Because it emphasizes the importance of implementing career management strategies inside a business to ensure employee performance is maximized, this idea is fundamental.

Career Management on Employee Performance

Bagdadli and Gianecchini (2019) examined the correlation between an organization's career management methods and measurable professional achievement. Results demonstrated that performance assessment, the process of evaluating an employee's effectiveness in certain aspects of their job, is an integral part of career management. The results can be used to gauge if an individual is ready for more responsibility or whether they need further training. The theorization of the relationship between organizational investments in career development and individual success remains underdeveloped, and empirical tests of this relationship, which have been dispersed among several disciplinary areas, have produced inconsistent results.

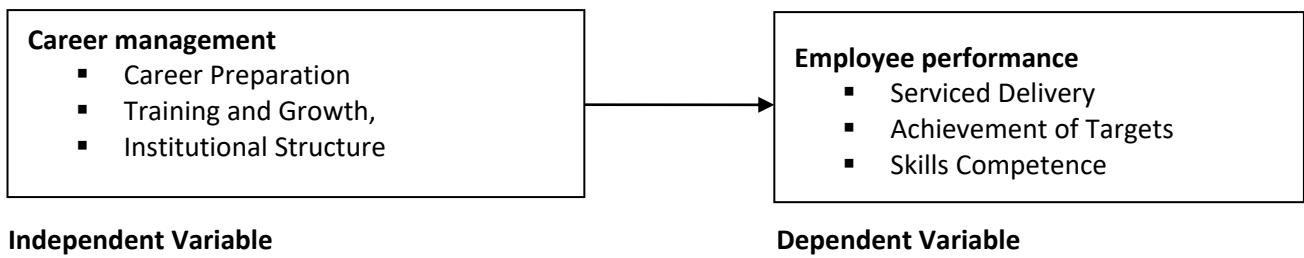
Lyria, Namusonge and Karanja (2017) explain that management of one's career includes both succession planning and career development. In order to increase the likelihood of success in one's chosen field of work, career management entails gathering data on one's values, interests, and areas of strength and weakness in terms of relevant skills, settling on a specific professional objective, and taking action to accomplish that goal. It was also discovered that, from the company's point of view, a lack of employee career motivation can lead to a talent gap in filling unfilled jobs, a decrease in

employee dedication, and waste of training and development budgets.

Jung, Lee, Yim, Park and Kim (2015) looked into how convergent career management systems affected hospital employees' capacity for job growth and dedication to their professions. Employees were given questionnaires to fill out so that data could be collected. According to the results, the presence of a strong network for career management has a significant effect on job satisfaction, which in turn influences career satisfaction. Unfortunately, the results of this study did not establish a connection between career management systems and enhanced productivity.

After analyzing the effects of demographic variables and perceived organizational career management, Kathukya and Machogu (2021) found that career flexibility performed a distinct role in predicting pay. These connections were mediated by professional satisfaction. The data also demonstrated that career adaptability mediated the association between perceived organizational career management and job satisfaction, indicating that this positive relationship was stronger among employees with a greater level of career suppleness.

A study by Lyria et al., (2017) examined the effect of career management on organizational performance of firms listed in the Nairobi Securities Exchange. The study used descriptive and correlation survey research designs methodology. Stratified simple random sampling technique was employed. The target population was 534 top managers of listed companies in the NSE and a sample size of 224 respondents was picked from the listed firms. Results revealed that there is a strong and positive relationship between career management and organization performance of all listed companies. The results also revealed that career management is statistically significant in explaining organization performance.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

This study used descriptive research design because it accurately describes a situation, or even population. Descriptive study was used when describing the characteristics of the variables in a phenomenon (Al-Ababneh, 2020). Descriptive research design uses a wide variety of research methods to look into a single variable or multiple variables. None of the variables are manipulated by the researcher; rather he/she observes and measures them.

The targeted population of the study was 130 respondents who are the permanent employees and have served for the longest period at Bukura Agricultural College. The target population comprised of; Management staff (4), Academic staff (96) and the Support staff (30). The management staffs are the principal, assistant principal, administration manager and human resource manager. The academic staffs are the lectures and

tutors while the support staffs are the farm foremen, chefs and security officers at Bukura Agricultural College.

The sample size was determined using Slovin's Formula [$n = N / (1+Ne^2)$] the sample size which was 98 respondents. The study administered 98 questionnaires; 3 to Management Staff, 72 to Academic Staff and 23 to Support Staff. This study collected primary data using structured open and close ended questionnaires which requires respondents to fill the questionnaires on their own after making necessary clarifications and getting their full consent.

RESULTS AND DISCUSSIONS

Career management

The study objective study was to assess the effects of career management on employee performance at Bukura Agricultural College, Kakamega County. The study results are presented in table 1.

Table 1: Career management on employee performance

	Mean	Std. Deviation
Career preparation provides an interface between current performance and future development.	4.23	.835
Training of employees supports growth that enhances employee performance.	4.00	.960
Training of employees is done annually at Bukura Agricultural college.	2.78	.921
Institutional structure has a succession planning which helps improve employee performance.	3.97	.953
Training of employees is rarely done which contributes to the dismal employee performance.	4.12	.832
Career preparation has been affected by the institutional culture which fails to recognize succession planning.	4.06	.527
Average mean	3.86	0.838

Source: Field data, 2023

Table 1 show that over three quarters of the respondents with an average Mean=3.81 and SD=0.361 agreed that career preparation provides an interface between current performance and future development, training of employees supports growth that enhances employee performance, training of employees is rarely done which contributes to the dismal employee performance and career preparation has been affected by the institutional culture which fail to recognize succession planning. The standard deviation suggests that variability was modest.

Half of the respondents with a Mean=2.78 and SD=0.921 agreed that training of employees is done annually at Bukura Agricultural college. The standard deviation suggests that responses from the mean varied slightly. The study results show that BAC to some extent considers career management of employees. However, it is noted that a number of them are not aware of that institutional structure has a succession planning which helps improve employee performance (M=3.97; SD=0.953).

The study findings concur with Lyria et al., (2017) who examined the effect of career management on

organizational performance of firms and found that there is a strong and positive relationship between career management and organization performance of all listed companies. The results also revealed that career management is statistically significant in explaining organization performance. Kim and Yim (2015) also stated that the presence of a strong network for career management has a significant effect on job satisfaction, which in turn influences career satisfaction. Unfortunately, the results of this study did not establish a connection between career management systems and enhanced productivity.

Correlation Analysis Results

Correlation is a statistical technique that shows how strongly pairs of variables are related. The correlation coefficient ranges from -1.000 to +1.000. The correlation coefficient value of -1.000 indicates a perfect negative correlation, correlation coefficient value of +1.000 indicates a perfect positive correlation and a correlation coefficient value of 0.000 implies that there is no correlation between the study variables (Purwanto, 2021). The correlation results were shown in Table 2.

Table 2: Overall Correlation Analysis Results

		Career management	Employee performance
Career management	Pearson Correlation	1	
	Sig. (2-tailed)		
Employee performance	Pearson Correlation	.374**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

The goal of the study was to assess the effects of career management on Employee Performance at Bukura Agricultural College, Kakamega County. Table 2 findings; illustrate how career management has a favorable and statistically significant impact on effectiveness of employee performance. This is revealed by the relationship that exists ($r=0.374$; $p=0.00$). This suggests that career management directly influence effectiveness of employee performance. There is need to use appropriate

career management since affects employee performance at Bukura Agricultural College.

Multiple Regression Analysis

The study used multiple linear regression analysis to determine the combined linear relationship between the dependent variable and the independent variables. Table 3 show results of model summary.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.851	.844	.239

The model summary of the study shows coefficient results from correlation coefficient (R) and determination (R^2), which is the degree of association between career management and employee performance. The results in Table 3 on model summary indicated that $R=0.922$, $R^2=0.851$ and adjusted $R=0.844$. R-value gives an indication that there is a linear relationship between career management and employee performance at Bukura Agricultural College. The R^2 value indicates that explanatory power of the independent variables is 0.851. This means that the study variables (career

management and employee performance) accounts for 85.1% for the employee performance at Bukura Agricultural College, whereas 14.9% of employee performance at Bukura Agricultural College is accounted by other factors that are not included in the study.

Fitness of Regression Model

The analysis of variance (ANOVA) was used to determine if the multiple regression model was fit for the data. The results were as shown in table 4.

Table 4: ANOVA for Testing Multiple Regression Model

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4	6.948	121.005	.000 ^b
	Residual	85	.057		
	Total	89			

a. Dependent Variable: employee performance; b. Predictors: (Constant), career management.

The results from table 4 indicates that the influence of independent variables on the dependent variable was statistically significant ($F=121.005$; $p<0.05$). This implies that the multiple regression model was fit for the data on career management and employee performance.

Regression Coefficients

T-test of statistical significance of each regression coefficient was conducted in order to determine the beta (β) which shows how strongly each independent variable influences the dependent variable. Table 5 shows the regression analysis results.

Table 5: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.877	.224	4.363	.000
	Career management	.202	.034		

The study findings in table 5 shows the regression coefficients results whereby career management had a positive and statistically significant effect on employee performance at Bukura Agricultural College ($\beta=0.202$, $p<0.05$). The multiple regression

equation for Career management was as shown below:

$$Y_i = 0.877 + 0.202X_1$$

This implied that at constant career management and employee performance is at 0.877 units. The coefficient 0.202 indicates that improvement on career management by one unit increases employee performance by 0.202 units.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that career management plays a great role in the human resource sector and dictates employee performance of the organization. Career preparation provides an interface between current performance and future development at Bukura Agricultural College. Career preparation has been affected by the institutional culture which fails to recognize succession planning. Training of employees supports growth that enhances employee performance. Further training of employees is rarely done which contributes to the dismal employee performance and career

preparation has been affected by the institutional culture which fails to recognize succession planning. Based on the study findings the study recommends to college principals and university chancellors to implement and evaluate a career management policy which is affected by the institutional culture that fails to recognize succession planning. Career management plays a great role in the human resource sector and dictates employee performance of the organization.

Suggestions for Further Research

The study made the following recommendation after considering shortcomings within the current study. A study should be conducted to evaluate the challenges that hinder succession planning on employee performance. Future studies should examine other variables on succession planning such as the turnover rate, supervisor's support, organizational conflicts and nepotism.

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