



RELATIONSHIP BETWEEN CAREER MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA

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ABSTRACT

This study sought to find out the influence of career management strategies on employee performance in state corporations in Kenya, relevant theories and empirical data. The study was guided by the following specific objectives: to assess the relationship between succession planning and employee performance in state corporations in Kenya; to identify the relationship between career training and employee performance in state corporations in Kenya. The research designs used were cross-sectional survey and explanatory survey design. The study targeted employees of state corporations in the 14 Kenyan ministries. The study sampled 55 state corporations in Kenya. The state corporations were the unit of analysis while the head of departments of the state corporations were the unit of observation. The sample size for the study was 385 respondents. The study collected both primary and secondary data. Sources of primary data were questionnaires. Descriptive and inferential statistics collected were used to analyze the quantitative data collected. This study made use of multiple regression analysis. Analysis of qualitative data was thematic and it was presented in prose form. Presentation of the findings was done using chart, figures and table. The study found that succession planning positively and significantly influences employee performance in state corporations in Kenya; career training positively and significantly influences employee performance in state corporations in Kenya. The study recommends organization to first ensure that its employees are aware of policies of managing career development and that there is sufficient communication from supervisors on ways employees could better their career. The study also recommends state corporations to match their staff members with their skills and the position that best suit them; this will help them attain both long and short term competitive advantage.

Key words: Career Management, Career management Strategies, Career mentoring, Career training Career, Employee Performance, Policies, State Corporation, Succession planning

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INTRODUCTION

According to a survey that was conducted by Pay Scale Malaysia (August 22, 2012), insurance agents with less than 4 years' work experience earn not more than RM 20,000 annually. It is an indication that because of an increase in competition in the sector, it has become much harder for the agents to get business opportunities, therefore affecting their profitability. Therefore, as the insurance agents try to attain satisfaction in their career, it might be hard for them to secure their career. For insurance agents in Malaysia, it is very important for them to strengthen their career satisfaction.

Hassan (2016) revealed that in Pakistan the association between HRM practices and employee performance was significant. In addition, employee performance can be improved by providing the staff members with chances of making decisions that are effective. The way the staff members perform can be improved by involving staff members and through training (Munjuri, 2017). Singh (2018) in his research indicated that there was a positive association between the practices of HRM and the way staff members perform (Qureshi *et al.*, 2016). From the research study, HRM practices and activities significantly affects the way staff members perform (Tabiu & Nura, 2016). The conclusion made was that HRM practices betters performance of staff members which affect how the employees perceive performance (Khalid, *et al.*, 2018).

In Uganda, Mwanje (2015) did a study in the banking industry of Uganda on motivating employees and development of career. Results showed that if the training program does not increase the chances of an individual being promoted then it's considered to be irrelevant. It was revealed that there lacked opportunities on career paths. It was also established that despite that fact that the Ugandan banks did recognize skills as well as what is accomplished after training, employees are not benefiting from advanced career after they undergo training. In addition, the structure of an organization that is not flexible, poor policies regarding promotions, and training

that isn't relevant, are some of the factors that hindered development after the employees had been trained. There were a number of ways that were identified for curbing those constraints to advanced career and they were: have policies that are clear and transparent and having competition for promotional positions that is free and fair. It was also established that motivation greatly and significantly affects advancement in career.

In Tanzania the responsibility of coordinating training of all staff members of public service is the responsibility of OPSM and when making changes to the existing training program or when creating new programs they are always consulted. The role that is played by the PSO in training and development includes orienting of all the new recruits and a program for developing skills that is done annually or a minimum of one time in 2 years. Every single staff member has a program that is specifically designed for them based on their level and the assessed training needs. The career progression of the officers, personal performance appraisal and gender balance.

An individual is also prepared for a top position in the company through leadership training (Rugumyamheto, 2016). The Tanzanian policy on training indicates that the country needs to be self-sufficient in workers who are trained and skilled which is important in manning the economy (URT, 1998). It is usually common that training is done locally; but in cases where there are no adequate facilities or they do not exist, training opportunities and scholars that are provided by other countries can be utilized (Wangwe & Arkadie, 2015).

Lyria, Namusonge and Karanja (2016) revealed that if practices of managing career are greatly adopted by NSE listed companies and that would result to bettered performance. The companies that wish to maintain superior performance need to have mechanisms supporting management of career like career mentoring and counseling and also have succession plans in place. From the content analysis the findings showed that there could be other variables of managing career that can affect the

way a company performs in the listed companies in NSE.

Kenya Airports Authority (KAA) employs staff with varied skills set and expertise to help deliver on its mandate. Because of its unique operations, the Authority has experienced challenges whenever employees have left the organization in search of green pastures and on retirement. In order to manage its employee's turnover, the Authority has made some effort in improving career management practices (KAA, 2018). However, these practices have not fully addressed the issues of career management as the turnover of employees has remained high at above 20% per annum. This has forced the Authority to invest huge sums of money in recruitment, hiring and training new staff joining the organization (KAA, 2018).

The State Corporations Acts (1987) revised in 2013 gives 10 criteria through which an institution can be considered to be a state corporation. The common variable in all the 10 is control by the government of Kenya. A state corporation is therefore an entity which the government has significant influence over it. By law, state corporations are guided by government regulations and appointed bodies such as the State Corporations Advisory committee (SCAC) and the Efficiency Monitoring Unit and Public Procurement Oversight Authority (PPOA). The terms and conditions guidelines for state corporations released through the State Corporations Advisory committee emphasizes that there is no alternative for state corporations but for them to adopt practices of managing businesses that are modern.

Through the guidelines, it is further pointed out that every single corporation needs to have corporate strategies that clearly outline their goals, mission, values and objectives. Njiru (2018) stated that the reason why the Kenyan government has state corporations is for meeting commercial as well as social needs which include rectifying failures in the market, exploitation of social and political objectives and the provision of education, health, and the development of the marginalized areas.

From June of the year 2005, the Kenya government requires that state corporation board sign performance contracts with CEOs and the government and it is then cascaded to individual employees (GoK, 2018).

This has been a solid attempt to improve state corporations by making sure that they improve and sustain their performance and levels of service delivery. Based on state corporations mandate and service, they are grouped into eight various categories. Those categories are financial, commercial, regulatory, public universities, service, regional development authorities, tertiary education and training and finally training and research (Munjuri, 2017). Until the early 2000's, Strategic planning practices had not been evident in any arm of the Government of Kenya including state corporations with the only attempt to plan having been manifested through the annual budget that covers a government financial year from July to the following June (Government Printer, 2018).

Then came the NARC government took power in 2003 and an attempt to embrace strategic planning was made through the Economic Recovery Strategy for Wealth and Employment Creation (ERS) of 2003 – 2007 (Kenney, 2015). This was closely followed by a launch of a longer term strategic plan on 30th October 2006 which resulted to the Vision 2030 launched by President Kibaki 10th June 2008 to cover the period 2008. These plans were cascaded down to state corporations which were tasked to develop their own strategies which should be in line with the 'corporate strategy' of the Kenyan government, currently the Vision 2030. Kenya has more than 125 state corporations (Ajwang, 2015). Looking at the performance of the government over the last 10 years, it is evident that there has been an improvement in performance of state corporations with most of them having turned around from loss making entities to reporting billions of shillings as profits.

Statement of the Problem

Performance of employees is greatest factor determining the way the company will perform.

Those organizations that have become successful have come to establish that there are several factors affecting their performance but the most crucial one is HR (Mello, 2015). Despite state corporations in Kenya having the HR department whose function is career development and motivation of employee, the levels of employee performance is still low (Kimani, 2018). In cases where employee expectation in career advancement is not fulfilled, their morale is affected which in return negatively affect performance. Therefore, it is important to include training as well as advancement in education in all areas of corporations in the company.

Kenya's state corporations for the past years have experienced an increase in employee turnover and there are no signs of change in the trend (Murungi, 2018). For instance KAA have experienced exit of their talented employees including pilots and cabin crew to both international and local companies as a result of poor working conditions and poor pay (Mumero, 2016; Nyanjom, 2017). Based on a report that was produced by ROK ICT center in Kenya (2015), KCB lost approximately 400 of its talented employees who were highly skilled to both local and other international broadcasting corporation from 2009 to 2018 (Kimani, 2019). It has also been found that 75% of doctors after three years of serving in public sector, travel abroad for better positions and pay or venture into private practice (Mwende, 2015).

Majority of the companies today find it important to acquire and retain talented individuals (Kamau, 2016). Vaiman and Holder (2016) researched on management of talent in private institutions and established that despite the fact that management of career is very important in PSS, the amount of research and guidelines on the way the government can impellent effective practices for managing career and therefore improving the performance of employees remain to be scares. Njiru, (2018) researched on Kenya's state corporations and established that those corporations are suffering from deficiencies which could be because of low

tenure, lack of effective commitment of employees and their retention schemes aren't attractive.

The domain for managing career in Kenya has not been emphasized on in approximately 60% of all state corporations and this has led to the reduction in level of employee retention by up to 30% (Njoroge, 2016). It is approximated that more than 38% of civil servants quit their jobs every year and move to private sector or be self-employed and therefore the corporations loose most of its talented workers. Njoroge, (2016) established that challenges of managing career results to issues related to recruitment of employees and reward management of employees in the organizations.

Wanjiku (2015) studied factors that affect implementation of programs for managing careers in Kenya's public sector. The study was a case study focusing of Kenya Tourism Fund. Kamau (2017) researched on factors that affect practices of managing career on retention of employees in public institutions of higher learning a case of TUK. There was little empirical evidence; therefore this study sought to fill the research gap by establishing the relationship between career management strategies and employee performance in state corporations in Kenya.

Objectives of the study

The general objective of this study was to establish the relationship between career management strategies and employee performance in state corporations in Kenya. The study was guided by the following specific objectives;

- To establish the relationship between succession planning and employee performance in state corporations in Kenya
- To identify the relationship between career training and employee performance in state corporations in Kenya

The study was guided by the following research questions

- What is the relationship between succession planning and employee performance in state corporations in Kenya?

- What is the relationship between career training and employee performance in state corporations in Kenya?

The research Hypotheses were;

- H_{A3} Succession planning has a positive relationship with employee performance in state corporations in Kenya
- H_{A4} Career training has a positive relationship with employee performance in state corporations in Kenya

LITERATURE REVIEW

Theoretical Framework

Social Exchange Theory

Homans, (1961); Blau, (1964) developed this theory. This theory indicates that the process of exchange is what results to social behavior. Exchange aims to maximize benefits while minimizing costs. The theory indicates that individuals weigh between the risks of social relations and their benefits and when the risks are more than the rewards they will end the relations.

Career association between a person and the company is characterized by exchange that is continuous. This theory provides a unitary framework that explains various variations in the behavior of the organization (Cropanzano & Mitchell, 2005) and can be applied as a foundational basis for comprehending the employment association (Shore & Shore, 1995). The theory can be applied specifically in explaining the association between various practices of HR and commitment of the employee to the company (Eisenberger, Cotterell, & Marvel, 1987), and one can establish an increase in interest by using this theory in researches that aim to investigate the reason behind the work attitude of employees and their behavior (Aryee, Budhwar & Chen, 2016).

Today, the exchange that takes place in institutions are more of social and it's important to differentiate traditional economic and the social exchange. The economic exchange have their basis on formal contract and particular amount that is provided and

it is to be exchanged, while social exchange doesn't suggest any specific obligation but rather it is re expectation of returning favour in exchange. Because it is not possible to get assurance of the social exchange return, the association mainly depends on feeling of being personally obliged, trust among the involved parties and gratitude (Blau, 1964).

In the development of job association, social exchange plays a very crucial role because it develops trust and obligation. Social exchanges has been said to be initiated by the way a company treats its staff members and the treatment follows expectations like actions that are reciprocated by staff members (Blau, 1964). Employment association seen in a different way as an exchange association (Aryee et al., 2016), an individual has the expectation that workers will show a positive attitude to their company as their employer provides them with something they see as being valuable for example a chance to develop (Maurer & Lippstreu, 2016). It's also argued that staff members willingness to perform at high levels will increase and the likelihood of them resigning will be low if they feel that the company appreciates their efforts and contribution (Gould-Williams, 2017).

When leadership is developed within the organization, the cost of training new leaders is reduced. Internal employees understand the organization better than an outsider. Hence, when a leader retires or leaves the organization, it is good to replace them someone from the company. The theory supports the variable of succession planning by linking the social exchange theory to performance of employee in state corporations in Kenya.

Social Cognitive Theory

This theory was formed based on Bandura's general social cognitive theory where psychosocial learning is influenced by intersection of various factors both the intrinsic and the extrinsic. The theory is regarded as the one that is highly promising that proves satisfactory in retaining employees and in their development. Lent and Brown (2016)

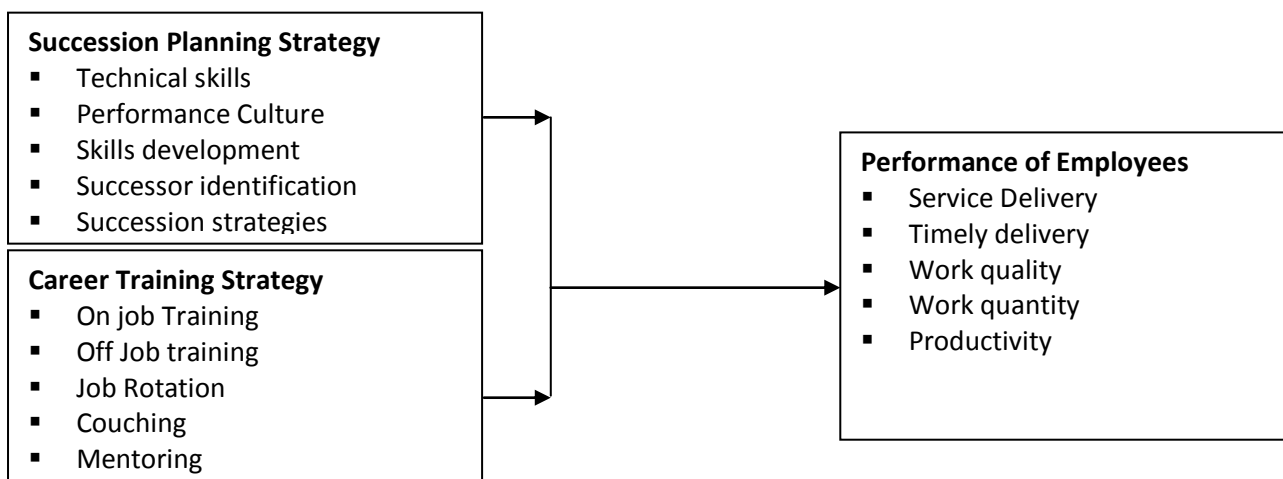
expounded on this theory by providing a new and associated model of social – cognitive that was developed to elaborate ways through which inputs that had been identified previously like result expectations and self-efficacy along with individuals and contextual variables associated with job satisfaction.

Recently done researches were cited (Heller, Watson & Lies, 2018), linking job satisfaction to general well-being and therefore provided a rationale to be used in the theory for the current research study. It mainly focuses on elements of social cognitive which are: self-efficacy and expected results. Self-efficacy is a person’s sense of control and being responsible for their own environment. Also it can be said to be said to be the ability of one to plan and carry out an act with the aim of obtaining particular results. The main concern of Self-efficacy is how capable one is in exercising control over ones acts and events affecting their life. The choices made in life, motivation, capabilities of overcoming adversities and how quality actions are is influenced by beliefs. There are three main sources of self-efficacy: social persuasion, mastery and vicarious experience. The

process where a person observes another similar person who successfully executes a task and copies from them is referred to as vicarious experience.

This generation has growth having a lot of mentors in their lives starting from their parents and they expect the same at their work place. This theory relates failure of an individual to lack of skills and knowledge which could be acquired. It is therefore very important that staff members be provided with opportunities to be trained and also to develop. The theory is greatly relevant in this study since career behavior is pushed by self-efficacy or the belief that something worthwhile can be accomplished. The level of achievement is mainly influenced by two factors; the expected outcome or the idea that initiation of a particular behavior will lead to attainment of particular outcome.

If a person is confident about their abilities are likely to act with the aim of attaining them. The likelihood that an employee will stay in a company is if the company supports their coals and advancements in their career. The theory supports the variable of career training by linking the social cognitive theory to employee performance in state corporations in Kenya.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

LITERATURE REVIEW

Career management practice like succession planning is a practice companies depend on for the

purpose of building effective and efficient employees in preparedness for the future. What guides succession plans is the findings obtained

from the need to train analysis whose aim is establishing the training that is required for building the abilities of the staff members for major positions in the company.

Social exchange theory explains that exchange aims to maximize benefits while minimizing costs (Blau, (1964). When leadership is developed within the organization, the cost of training new leaders is reduced. Internal employees understand the organization better than an outsider. Hence, when a leader retires or leaves the organization, it is good to replace them someone from the company. This theory therefore supports that succession planning can help enhance the performance of an employee. This study therefore used the variable in determining is influence on employee performance in state corporations.

Organizations are therefore required to upgrade and redefine their plan of succession which is made up of both on and off training programs to make sure that the processes will be beneficial to the individual and the overall strategy of the company Aberdeen Group, (2016). Succession planning is a career management practice company's need to start with as basics; creating processes that are strong and investing in future training that will better the technical skills of the staff members. The practice of managing career is inclusive of succession planning in establishing a companywide training program policy.

Libri (2014) defined coaching as a practice of developing career which mainly a short-term intervention and is focusing on improving performance and the development of a specific competence. It creates an opportunity for supervisors to provide learning as well as ensure that developments takes place on the job as job training enhancing performance and bettering the staff members. Coaching is a very popular tool for capacity-building, mainly in leadership development. Mostly it is said to be the main element in capacity-building that is good and it is mostly reviewed and proposed.

Despite all these, majority of the individuals are still not aware of the things involved in coaching and where it works. With the aim of understanding the practice it's crucial for one to clearly understand what is done by a coach; where the idea originated; the most appropriate place to use coaching (CIPD, 2014). The concept of coaching applied in sports is now being applied in organizations. Coach emerge as a career development practice in Organizational psychology as a different practice policy mainly concerned with applying psychological theories, research techniques and strategies of intervening problems arising at work. In a trial of addressing issues of change in culture at various levels of the company and also group dynamics and behaviour, life and leadership coaching were created.

The social cognitive theory relates failure of an individual to lack of skills and knowledge which could be acquired. Therefore, it is very important that staff members be provided with opportunities to be trained and also to develop. The theory is greatly relevant in this study since career behavior is pushed by self-efficacy or the belief that something worthwhile can be accomplished. The level of achievement is mainly influenced by two factors; the expected outcome or the idea that initiation of a particular behavior will lead to attainment of particular outcome (Lent *et al.*, 2016). If a person is confident about their abilities they are likely to act with the aim of attaining them. This study selected the theory to help in understanding the influence of social cognitive theory to employee performance in state corporations in Kenya.

Employee results are usually used to measure their performance levels. It can also be looked at in terms of their behaviour (Armstrong, 2015). Kenney *et al.* (2016) indicated that the performance of staff members is determined in reference to the set standards by the company. There exists several other aspects that can be considered when determining performance and they include, production level, how efficient, effective, and quality the outcome are and profit levels (Ahuja, 2016). *Profitability* is the ability of earning profits

that are consistent over a particular period of time. According to Wood and Stangster (2016) profitability is expressed as a ratio of gross profit to returns, capital used or sale. Capacity to produce proper outcome using least amount of resources is said to be *efficiency* and *effectiveness* is employees ability to attain the different company objectives (Stoner, 2016). *Productivity* is variation of inputs and outputs (Stoner, Freeman & Gilbert, 2015). It measures the level to which a company is able to convert their resources into goods or services; it implies the output that is produces per unit of the resource used (Lipsey, 2019). *Quality* refers to the character of the product or services with the ability of satisfying the needs (Kotler & Armstrong, 2016). It's to achieve better goods and services at a price that is continuously competitive (Stoner, 2016).

Draft (2018) noted that its managers responsibility to ensure the organizations work towards achieving high levels of performance. This implies that its responsibility of managers to determine the performance level at any particular time. They can do it by setting goals as well as standards in which the performance of staff members can be measured against. Organizations make sure that their staff members contribute toward the production of high quality goods and services by managing performance. Through the management of performance, staff members are encouraged to take part in planning of the organisation and thereby participating in having a role to play in the creation of motivation for higher levels of performance.

Management of performance is inclusive of those activities that make sure that the goals of the company are met effectively and efficiently. The focus of management performance is the way staff members perform, departments; processes of building products/services etc. researches that were conducted early on the level of staff productivity established that high satisfaction level among employees will increase the rate of retention compared to when the employees aren't satisfied with their jobs in the organization (Landy,

2015). Furthermore, Kinicki and Kreitner (2016) documented that staff members' performance is high for those who are satisfied and it is easy for the management to motivate higher performance for the purpose of attaining the targets of the company.

METHODOLOGY

This study used explanatory and cross-sectional survey design. According to Saunders *et al.*, (2017), a research that is exploratory is the one describing what happens, and asks questions and assesses the phenomenon in respect to a new aspect; a descriptive study explains a situation exactly as it is without any manipulation; and an explanatory study establishes causal association among variables. This study targeted staff members of 110 Kenyan state corporations under the 14 Ministries in Kenya. The study targeted management employees from the 6 main departments in the organizations. There are approximately 10,000 staff members in Kenyan state corporations, who formed the target population of the study.

For this study, the sampling frame was a list of 10,000 employees in 110 state corporations in Kenya. The researcher selected a sample of 50% of the state corporations in Kenya. The heads of departments were the respondents in the study. 55 State corporations were selected which formed slightly more than 50% of the target population. The respondents of the study were 385 heads of various departments in the sampled state corporations. The study used simple random sampling technique.

Both primary and secondary data were used. Survey Questionnaire was the tool for collecting primary data and it comprised of open and closed ended questions. Descriptive and inferential statistics were used in analysing Quantitative data. Qualitative data was analysed using content analysis and its presentation was done in prose form. Inferential analysis was used in examining the association between career management strategies and the way employees of state corporations in Nairobi perform. The researcher made use of the

correlation coefficient to test for strength and the direction of the relationship between the variables. The study computed multiple regression analysis which assisted in generating weighted estimation equation which assisted in the prediction of values (Cooper & Schindler, 2016) for response variable from the values for several predictor variables. The study sought to predict employee performance of state corporations in Nairobi on the basis of career planning, career mentoring, succession planning, career training and Human Resource policies. The regression model adopted was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

Y = Employee Performance

X₁ = Succession Planning

X₂ = Career training

β₀ = constant coefficient

β₀₋₂ = are regression coefficients to be estimated

ε = Error term

RESULTS AND DISCUSSIONS

The study distributed 385 questionnaires but only 341 questionnaires were returned having been fully filled. The response rate was 341 questionnaires which translated to 88.6%. As Mugenda and Mugenda (2018) explained, a response rate of 50% and above is adequate for analysis and reporting, a response rate of 60% and above is adequate while that of 70% and above is excellent. Therefore, a response rate of 88.6% was excellent and was used for further analysis and reporting.

Descriptive Statistics

In this section, the study presents findings on the Likert scale questions. Mean (M) and standard deviation (SD) values are used to interpret the findings. The study used as 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. Means and standard deviation values were used to interpret the findings.

Succession Planning

Respondents were asked to indicate their level of agreement with various statements that relate with succession planning. The findings in Table 1 showed that the mean values lied between 3.5 and 4.4 an indication that on average, the respondents agreed with the statements on career mentoring. The standard deviation values were also below two an indication that the responses did not deviate much from the mean values. Specifically on technical skills, 68.9% respondents were in agreement that the organization helps in developing employee's computing knowledge (M=3.961, SD=1.149); 71% agreed that the organization helps employees to develop knowledge of handling complex tasks (M=3.955, SD=1.199); and 73.6% that the organization retains employees with technical skills (M=3.836, SD=1.234).

On performance culture, 72.1% respondents agreed that a culture of performance in the organization facilitates recruitment of highly skilled and talented employees (M=3.896, SD=1.210); 77.4% agreed that the employees adhere to the performance culture of the organization (M=3.836, SD=1.313); and 74.2% that the organization set performance standards for all employees (M=3.803, SD=1.248). Regarding skills development, 74.2% respondents agreed that employees committed to the succession process helps in identifying employee development goals (M=4.021, SD=1.265); 73.6% agreed that the organization creates a succession plan and invest in the development of employees, assesses its progress toward the intended outcome (M=3.902, SD=1.235); and 68.9% agreed that the succession planning aim at building the competencies and skills for current and future organizational needs (M=3.810, SD=1.142); on successor identification, 68.9% respondents agreed that talented employees are identified in succession planning process (M=3.988, SD=1.182); 73.6% agreed that succession in the organization is mainly done internally (M=3.902, SD=1.235); and 70.4% that committed employees are identified and their skilled assessed in the succession process

(M=3.738, SD=1.168). On succession strategies, 79.5% respondents agreed that founder exit decision made (M=3.909, SD=1.359); and 73% agreed that successor skills assessment done (M=3.850, SD=1.220); and 77.4% that succession criteria determined (M=3.836, SD=1.313).

The study findings concurs with findings of Odhiambo, Njanja and Zakayo (2014), that

succession planning significantly affected businesses internally and also contributed to the growth. The study also agrees with Aberdeen Group, (2016) that some of the technological challenges that were experienced were lack of tools for assessment, for succession plan and for career development practice; another challenge that faces succession planning that the top management do not give it the needed support.

Table 1: Descriptive Statistics on Succession Planning

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Technical skills							
The organization helps employees to develop knowledge of handling complex tasks	3.2	4.7	3.2	71.0	17.9	3.955	1.199
The organization helps in developing employee's computing knowledge	1.2	4.7	7.9	68.9	17.3	3.961	1.149
The organization retains employees with technical skills	4.7	3.2	7.3	73.6	11.1	3.836	1.234
Performance Culture							
The organization set performance standards for all employees	4.7	4.7	6.5	74.2	10.0	3.803	1.248
The employees adhere to the performance culture of the organization.	3.2	3.2	7.9	77.4	7.9	3.836	1.313
A culture of performance in the organization facilitates recruitment of highly skilled and talented employees	4.7	0.0	10.0	72.1	13.2	3.896	1.210
Skills development							
Employees committed to the succession process helps in identifying employee development goals	3.2	1.2	3.2	74.2	17.9	4.021	1.265
The succession planning aim at building the competencies and skills for current and future organizational needs	4.7	5.3	7.9	68.9	13.2	3.810	1.142
The organization creates a succession plan and invest in the development of employees, assesses its progress toward the intended outcome	3.2	3.2	6.5	73.6	13.2	3.902	1.235
Successor identification							
Committed employees are identified and their skilled assessed in the succession process	6.5	3.2	10.0	70.4	10.0	3.738	1.168
Talented employees are identified is in succession planning process	4.7	1.2	4.7	69.8	19.9	3.988	1.182
Succession in the organization is mainly done internally	3.2	3.2	6.5	73.6	13.2	3.902	1.235
Succession strategies							
Succession criteria determined	3.2	3.2	7.9	77.4	7.9	3.836	1.313
Successor skills assessment done	4.7	1.2	10.0	73.0	11.1	3.850	1.220
Founder exit decision made	3.2	4.7	1.2	79.5	11.1	3.909	1.359

Career Training

Respondents indicated their level of agreement with various statements that relate with career training. The findings in Table 2 showed that the mean values lie between 3.5 and 4.4 an indication that on average, the respondents agreed with the statements on career mentoring. The standard deviation values were also below two an indication that the responses did not deviate much from the mean values. Specifically on job training, 66% respondents agreed that the organization provides on job training services to employees (M=3.955, SD=1.199); and 64.2% that on job training provides employees with specific skills to perform tasks (M=3.961, SD=1.149). On off job training, 68.3% agreed that the organization provides Off Job training services to employees (M=3.836, SD=1.234) and 68.9% that on job training improves employees knowledge in their area of work (M=3.803, SD=1.248).

The study also found on job rotation, that 67.2% respondents agreed that job Rotation promotes career growth since employees knowledge is enhanced (M=3.896, SD=1.210); and 72.1% that the organization practices job rotation to reduce

monotony and assist employees gain knowledge in different areas (M=3.836, SD=1.313). On coaching, 76% of the respondents agreed that supervisors guide employees as they undertake their roles (M=3.866, SD=1.279); and 77.1% that supervisors guide employees on what to be done and how to do it (M=3.785, SD=1.310). On mentoring, 72.4% respondents agreed that mentoring promotes employee development (M=3.873, SD=1.211); and 67.7% that employees learn their roles and tasks from each other (M=3.692, SD=1.115).

The findings of the study agreed with Ombayo, Egessa and Shiamwama (2018) that the more the respondents were trained, the higher their level of productivity. It also concurs with Patrick and Kumar (2017) that career direction, influential positions, organize building, growing new abilities, taking up extraordinary assignments and accepting beneficial criticism from the manager assume the most vital job in making the tilt way less demanding and furthermore helps in the execution and representative development.

Table 2: Descriptive Statistics on Career Training

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
On job training							
The organization provides On Job Training services to employees.	2.9	4.4	2.9	66.0	16.7	3.955	1.199
On job training provides employees with specific skills to perform tasks	1.2	4.4	7.3	64.2	15.8	3.961	1.149
Off job training							
The organization provides Off Job training services to employees.	4.4	2.9	6.7	68.3	10.6	3.836	1.234
On job training improves employees knowledge in their area of work	4.4	4.4	6.2	68.9	9.4	3.803	1.248
Job rotation							
The organization practices job rotation to reduce monotony and assist employees gain knowledge in different areas	2.9	2.9	7.3	72.1	7.3	3.836	1.313
Job Rotation promotes career growth since employees knowledge is enhanced	4.4	0.0	9.1	67.2	12.3	3.896	1.210
Coaching							
Supervisors guide employees as they undertake their roles	2.1	5.0	7.0	76.0	10.0	3.866	1.279
Supervisors guide employees on what to be done and how	2.6	2.3	13.5	77.1	4.4	3.785	1.310

to do it

Mentoring

Employees learn their roles and tasks from each other	6.2	6.5	9.7	67.7	10.0	3.692	1.115
Mentoring promotes employee development	3.8	3.8	7.3	72.4	12.9	3.873	1.211

Employee Performance in State Corporations

Respondents were asked to rate the extent to which each of the statements in the matrix represented below influences employee performance in their organization. Findings presented in Table 3 showed that 73.3% respondents agreed that in their organization career mentoring enhances employee performance (M=3.994, SD=1.343); 74.5% agreed that in their organization career planning enhances employee

performance (M=3.981, SD=1.371); 68.3% agreed that in their organization career training enhances employee performance (M=3.902, SD=1.235); and 70.4% that in their organization success planning enhances employee performance (M=3.777, SD=1.275). The study findings are in agreement with Kenney *et al.* (2012) indicated that the performance of staff members is determined in reference to the set standards by the company.

Table 3: Employee Performance in State Corporations

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
In our organization career mentoring enhances employee performance	1.8	1.8	3.8	73.3	12.3	3.994	1.343
In our organization career planning enhances employee performance	2.3	1.8	2.3	74.5	11.7	3.981	1.371
In our organization career training enhances employee performance	2.9	2.9	6.2	68.3	12.3	3.902	1.235
In our organization success planning enhances employee performance	4.4	4.4	6.7	70.4	7.3	3.777	1.275

Inferential Results

The relationship between study variables was determined by computing inferential statistics. This study computed correlation and multiple regression analysis.

variables was significant. This concurs with the findings of Odhiambo, Njanja and Zakayo (2014) that succession planning significantly affected businesses internally and also contributed to their growth.

Correlation Analysis

The strength and direction of relationship between two variables is determined by computing correlation analysis. From the findings in Table 4, succession planning was also seen to have a positive and significant relationship with performance of employees ($\beta=0.864$, $p=0.000$). Since the p-value obtained (0.000) was less than the selected level of significance (0.05), the study concluded that the relationship between the two

Career training was also seen to have positive and significant relationship with performance of employee ($\beta=0.698$, $p=0.000$). Since the p-value (0.00) was less than significance level (0.05), the relationship between the two variables was considered to be significant. This findings agrees with those of Ombayo, Egessa and Shiamwama (2018) that the more the respondents were trained, the higher their level of productivity.

Table 4: Correlation Matrix

Variable		Employee performance	Succession Planning	Career Training
Employee performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	341		
Succession Planning	Pearson Correlation	.864**	1	
	Sig. (2-tailed)	.000		
	N	341		
Career Training	Pearson Correlation	.698**	.264	1
	Sig. (2-tailed)	.000	.000	
	N	341	341	341

Multiple Regression Analysis

The study computed multiple regression analysis to establish the relationship between career management strategies and employee performance in state corporations in Kenya. The findings were presented in three tables presented hereunder.

Model Summary

Model summary was used to establish amount of variation in performance of employee that can be explained by changes in career planning, career mentoring, succession planning and career training.

From the findings in the above Table 5, the value of adjusted R square was 0.762 which suggests that 76.2% variation in performance of employee can be explained by changes in succession planning and career training. The remaining 23.8% suggests that there are other factors that can be attributed to variation in employee performance in state corporations in Kenya that were not discussed in this study. Correlation coefficient (R) showed the relationship strength between the study variables. From the findings the variables were strongly and positively related as indicated $r = 0.876$.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.762	.08495

a. Predictors: (Constant), Career Training, Succession Planning

Analysis of Variance

Analysis of variance is used to determine whether the model is significant; whether the model was a good fit for the data. The significance of the model was tested at 5% level of significance. The results in Table 6 indicate that the model was significant since the p-value (0.000) was less than 0.05. Therefore,

the model was statistically significance in determining the influence effect of career planning, career mentoring, succession planning and career training on employee performance in state corporations in Kenya. Further, the F-calculated (15.585) was greater than the F-critical (2.399) suggesting significance of the model.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.436	4	0.109	15.585	.000 ^b
	Residual	2.352	336	0.007		
	Total	2.788	340			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Career Training, Succession Planning

Beta Coefficients of the Study Variables

From the results of the Table 6, the regression equation model was fitted as follows:

$$Y = 1.534 + 0.271 X_1 + 0.774 X_2$$

The model equation above reveals that holding the variables succession planning, and career training to a constant zero, employee performance in state corporations in Kenya will be at a constant value of 1.534.

The first research hypothesis of the study was **H_{A1}** Succession planning has a positive relationship with employee performance in state corporations in Kenya.

From the findings in Table 7, succession planning had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.004) were less than the selected level of significance (0.05). The finding further showed that the influence of succession planning on employee performance in state corporations in Kenya was positive ($\beta=0.271$). This therefore suggested that succession planning positively and significantly influences employee performance in state corporations in Kenya. This implied that we accept the null hypothesis and conclude that

succession planning has a positive relationship with employee performance in state corporations in Kenya. The findings were in agreement with Garg and Weele (2016) that majority of the shareholders concurred that succession plan that is good adding value to the companies and they increase sustainability.

The second research hypothesis of the study was **H_{A2}** Career training has a positive relationship with employee performance in state corporations in Kenya.

The findings also showed that career training had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.000) were less than the selected level of significance (0.05). The finding further showed that the influence of career training on employee performance in state corporations in Kenya was positive ($\beta=0.774$).

This implies that we accept the null hypothesis and conclude that career training has a positive relationship with employee performance in state corporations in Kenya. The study findings agree with the findings of Ombayo, Egessa and Shiamwama (2018) that the more the respondents were trained, the higher their level of productivity.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.534	.154		9.961	.000
1 Succession Planning	.271	.044	.195	6.159	.004
Career Training	.774	.064	.779	12.188	.000

a. Dependent Variable: Employee performance

CONCLUSIONS AND RECOMMENDATIONS

The study found that succession planning had significant influence on employee performance in state corporations in Kenya. The study further showed that the influence of succession planning on employee performance in state corporations in Kenya was positive. The study also found that succession planning positively and significantly

influences employee performance in state corporations in Kenya; this implies that a unit increase in succession planning will result to an increase in employee performance in state corporations in Kenya. The study concludes that succession planning has a positive relationship with employee performance in state corporations in Kenya.

The study found that career training had significant influence on employee performance in state corporations in Kenya. The study further showed that the influence of career training on employee performance in state corporations in Kenya was positive. This therefore suggested that career training positively and significantly influences employee performance in state corporations in Kenya. Therefore an increase in career training will result to an increase in employee performance in state corporations in Kenya. The study concludes that career training has a positive relationship with employee performance in state corporations in Kenya.

Organizations should conduct training need analysis which will guide them in identifying which training is needed to prepare the employees for major positions in the company. Organizations should also upgrade and redefine their plan of succession which is made up of both on and off training programs to make sure that the processes will be beneficial to the individual and the overall strategy of the company. Upgrading and redefining of the succession plan by companies is very important in making sure that the processes are beneficial to the company and the employees. In addition, organizations should ensure that they have sufficient tools for assessment, for succession plan and for career development practice. It is also important for the management of the organization to provide all the needed support.

It is important to make sure that assessing employees and company needs is done and the findings are applied in selecting the most suitable training practices and in determining the participants of the training. It is also important to

ensure that the programs designed for training are in line with organizations objectives and requirements and also fit the strategies of the business this will ensure program's success. Since programs of career training are always continuous and systematic; the organization should view training as a long term process and not just some process that lasts for a short while. With the aim of making sure that coaching is applied in developing success in careers, it is important to understand the various aspects of career development motives that every employee has.

They recommended organizations to review performance elaborately, assess to identify talent and confirm it, plan job moves based on the programs that are already determined; once these are done and an individual is found to be very good, the company should promote them. Organizations also need to develop policies that deal with 'plateaued' manager who have already gotten far and cannot go further than that; they added that in the policy it is important for it to recognize that there are those managers that should be encouraged to begin their careers in other places. Organizations should conduct appraisals to obtain information; this will enable managers to assess staff members who have the potential.

The study recommended policy makers to develop policies on career management. They should ensure that the policies provide employees with guidance, support, and encouragement they need to fulfill their potential and achieve a successful career within the state corporation. The organizations should also develop policies for dealing with the 'plateaued' manager who has got so far but will get no further.

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