



East African Journal of Business and Economics

eajbe.eanso.org

Volume 7, Issue 2, 2024

Print ISSN: 2707-4250 | Online ISSN: 2707-4269

Title DOI: <https://doi.org/10.37284/2707-4269>

EANSO
EAST AFRICAN
NATURE &
SCIENCE
ORGANIZATION

Original Article

Career Development Practices and Employee Performance in Murang'a Water and Sanitation Company Limited in Kenya

Christine Syombua Kathukya^{1*} & Dr. Caroline Igoki, PhD¹

¹ Murang'a University of Technology, P. O. Box 75-10200 Murang'a, Kenya.

* Correspondence ORCID ID: <https://orcid.org/0000-0002-6379-0068>; Email: csyombua@mut.ac.ke

Article DOI: <https://doi.org/10.37284/eajbe.7.2.2423>

Date Published: ABSTRACT

19 November 2024

Keywords:

*Career
Development,
Career Planning,
Career
Management,
Career Counselling,
Employee Performance*

Career development encompasses a range of practices designed to enhance employees' skills, knowledge, and competencies, enabling them to progress in their careers. As organizations strive for competitive advantage in a rapidly changing labour market, fostering employee growth has become a strategic priority. The purpose of this study was to determine the effect of career development practices on employee performance in Murang'a Water and Sanitation Company Limited in Kenya. The study had a target population of 150 employees working in MUWASCO. The researcher employed a census sampling technique and used self-administered questionnaires in data collection. Data analysis was conducted using SPSS version 22, which involved both descriptive and inferential statistics. The study found that career management, planning, and counselling significantly influenced employee performance, with career counselling emerging as the most effective practice at MUWASCO. Regression analysis indicated that changes in career development practices would impact employee performance. The study concluded that there is a positive and statistically significant relationship between career development practices and employee performance. The findings indicate that effective career development initiatives lead to increased employee engagement, motivation, and job satisfaction, all of which contribute to enhanced performance. Therefore, it is recommended that MUWASCO invest more resources in skills development, offer incentives to encourage participation in development programs, establish clear career guidance policies, and organize regular seminars, mentorship programs, and conferences. Additionally, adopting a variety of career development practices, such as job rotation, career progression ladders, job enrichment, and succession planning, could help achieve optimal performance.

APA CITATION

Kathukya, C. S. & Igoki, C. (2024). Career Development Practices and Employee Performance in Murang'a Water and Sanitation Company Limited in Kenya. *East African Journal of Business and Economics*, 7(2), 241-250. <https://doi.org/10.37284/eajbe.7.2.2423>

CHICAGO CITATION

Kathukya, Christine Syombua and Caroline Igoki. 2024. "Career Development Practices and Employee Performance in Murang'a Water and Sanitation Company Limited in Kenya". *East African Journal of Business and Economics* 7 (2), 241-250. <https://doi.org/10.37284/eajbe.7.2.2423>.

HARVARD CITATION

Kathukya, C. S. & Igoki, C. (2024) "Career Development Practices and Employee Performance in Murang'a Water and Sanitation Company Limited in Kenya", *East African Journal of Business and Economics*, 7(2), pp. 241-250. doi: 10.37284/eajbe.7.2.2423.

IEEE CITATION

C. S., Kathukya & C., Igoki "Career Development Practices and Employee Performance in Murang'a Water and Sanitation Company Limited in Kenya", *EAJBE*, vol. 7, no. 2, pp. 241-250, Nov. 2024.

MLA CITATION

Kathukya, Christine Syombua & Caroline Igoki. "Career Development Practices and Employee Performance in Murang'a Water and Sanitation Company Limited in Kenya". *East African Journal of Business and Economics*, Vol. 7, no. 2, Nov. 2024, pp. 241-250, doi:10.37284/eajbe.7.2.2423.

INTRODUCTION

In today's world, organizations operate in an exceptionally competitive and dynamic environment, requiring them to not only attract but also retain qualified workers. After that is accomplished, firms must devise strategies that will assist workers improve their performance (Tajeddini, Martin & Ali, 2020). Since workers are an organization's most precious asset, human resource managers ought to take action to optimize the value they add to the aims and objectives of the firm while simultaneously lowering the risk of work-life conflicts (Dastisheh & Farooq, 2018). The work output of all workers within an organization determines its capacity to meet its targets and goals. For this reason, employee performance has a significant impact on the company's capacity to achieve its objectives (Fahim, 2018). When workers are assigned exciting tasks to complete, they have a greater likelihood to be driven to do so, and their output will undoubtedly be positive (Kudret, Erdogan & Bauer, 2019). In order to achieve optimum performance in an organization, the management of an organization must concentrate on maximizing the abilities of its workforce.

Employee performance is a person's output in terms of the quantity and quality of what is required of each employee in a particular job (Pradhan & Jena, 2017). Armstrong and Brown (2019) describe an employee's performance as his or her ability to execute duties efficiently in his or her job, which requires that he or she understands

and has an up-to-date job description for their position. If an organization desires to strengthen its relationship with its workers and build a lasting connection between them, it has to contribute to their development. (Al Ahababi, Singh, Balasubramanian & Gaur, 2019). Skill development involves offering employees opportunities for advancement and facilitating training that enhances their abilities. This is crucial for boosting their employability both within the organization and in the broader job market (Walden, Jung & Westerman, 2017). There is no doubt that companies that prioritize career development for their employees tend to achieve greater productivity and performance, making them more competitive in the labour market than those that do not.

Career development benefits both employees and organizations (Matla, 2019). The positive effects are felt by both parties, as individual growth also supports the firm (Al Ahababi et al., 2019). Investing in career development enables employees to acquire new skills, build confidence, and enhance their competencies, which in turn boosts their motivation and productivity at work (Muntz, Dormann & Kronenwett, 2019). Ngeny (2022) emphasized that career development fosters employee commitment by helping them envision a future within the organization and providing the support needed to navigate ongoing challenges (Otera, 2018). Thant and Chang (2021) noted that a lack of career growth can make employees feel stagnant, increasing their desire to leave and seek opportunities elsewhere.

Career development involves acquiring or transferring the necessary knowledge, skills, and abilities to carry out specific tasks (Paposa & Kumar, 2019). It offers strategic benefits for both employers and employees (Hammond & Churchill, 2018). The primary aim of career development is to enhance employees' abilities to meet organizational goals and fulfil customer needs. As organizations strive to boost performance and productivity, career development has become increasingly appealing (Mandhanya, 2015). This process starts with identifying the organization's needs and the competencies of its employees (Van Vianen et al., 2018). Companies with highly skilled employees benefit from better navigation of their internal labour markets and a greater awareness of the importance of maintaining relevant skills (Akpan, Owzor & Nsikan, 2017). Career development supports individuals and groups at all organizational levels (Fountain, 2018). As new skills are developed, employees gain greater competencies and improved performance. Ultimately, career development is a key strategy for attracting, motivating, and retaining top talent (Sheraz, Batool, & Adnan, 2019).

Gaebel et al., (2018) stated that career development enhances productivity, creativity, and long-term organizational effectiveness. These practices focus on supporting employees in achieving their career goals and can be sustained throughout their tenure with the organization. Additionally, career development can significantly reduce costs associated with high turnover rates and help maintain overall staff capabilities (Kollom et al., 2021). Many employees find themselves in positions with limited opportunities for advancement, leading to a sense of stagnation. This study examines various career development practices, such as career planning, counselling, and management, and their connections to employee performance, as supported by existing literature.

Statement of the problem

Career development initiatives provide benefits for both employees and employers. Employees

acquire enhanced, marketable skills that promote professional mobility, while organizations experience increased commitment, talent retention, and performance, along with reduced employee turnover. A report highlighted that career development was a factor in 22% of employee departures (Work Institute, 2020). Effective career development enables staff to pursue growth opportunities that align with their abilities, resulting in significant personal satisfaction from fully utilizing their skills (Puffer, 2023).

Water companies have not been as vigilant as other industries in developing the careers of their labour force. In the public sector, the correlation between career development and employee performance has been extensively studied elsewhere and published in HR journals, but very few such studies are carried out in Kenya. Employees in Murang'a Water and Sanitation Company Limited have been very relevant in ensuring that people living in Murang'a have reliable sources of safe and sufficient water and sewerage services. MUWASCO has invested in the career development of its workers, however, there is still a performance gap in terms of customer satisfaction and efficiency in service delivery. If MUWASCO does not set in place the proper career development practices in their productivity improvement strategies, they run the risk of experiencing a decline in company performance owing to the loss of important staff and the financial effects of employee turnover. It is against this background that the research will explore the effect of career development practices on employee performance to provide a better insight into this relationship.

Objective of the Study

The primary objective of this study was to examine the effect of career development practices on employee performance in Murang'a Water and Sanitation Company Limited in Kenya.

METHODOLOGY

The study adopted a descriptive survey research design. The target population of this study was

150 workers of MUWASCO. The researcher employed a census sampling technique which allowed everyone in the organization to participate in the study. Data was collected through the administration of questionnaires. The unit of measure adopted was a 5-point Likert scale where respondents were asked to indicate their response from the parameters given. Cronbach alpha was used to test the validity and reliability of the study instrument with all the items scoring 0.839 which is above the recommended

coefficients of 0.70 and above. The data obtained was analyzed using the Statistical Package for Social Sciences (SPSS) version 22 where descriptive and inferential statistics were computed. Descriptive statistics were presented in their relative forms of means and standard deviations. Inferential statistics were presented using the regression analysis model.

RESEARCH FINDINGS AND DISCUSSION

Table 1: Demographic Profile of Respondents

Characteristic	Percentage
Department	
Technical	67%
Commercial	20%
ICT	5%
Administration	8%
Total	100
Gender	Percentage
Male	60%
Female	40%
Total	100
Age	Percentage
20-29	47%
30-39	20%
40-49	27%
50 and above	6%
Total	100
Highest level of education	Percentage
Certificate	34%
Diploma	47%
Graduate	16%
Post-graduate	3%
Total	100
Years in MUWASCO	Percentage
1-3 years	25%
4-5 years	38%
6-10 years	26%
Over 10 years	11%
Total	100
Previous Work Experience	Percentage
YES	70%
NO	30%
Total	100

The study found that the vast majority of the respondents, 67% were working in the technical department considering the role of the organization, 20% were in the commercial

department, 8% were in the administration department and 5% were in the ICT department. The study established that 60% were male while 40% were female. This shows that both genders

were represented in the study. Regarding the age of the respondents, the study established that the majority were between the ages of 20 and 29 as represented by 47% with only a very small percentage of 6% who were 50 years and above. Those between 30-39 years were 20% while 27% were in the age bracket of 40-49 years. This implies that different age groups participated in the study and both young and older employees had an equal chance of being chosen without segregation and were offered the opportunity to provide information on the data collection instrument. A vast majority of the respondents had gone up to the diploma level (47%), followed by the certificate level 34% with (16%) having bachelor's degrees. Only 3% of the targeted population had attained a Master's degree. The respondents were adequately informed to understand the concepts of career development

and employee performance. Therefore, execution would go as planned if the level of education was something to go.

Findings revealed that the majority of the workers as represented by 38% had been working in MUWASCO for a period of 4 to 5 years indicating that they had spent enough time in the organization to respond to queries regarding career development practices. 24% had worked between 1 and 3 years, 26% between 6 and 10 years and 11% over 10 years. These findings imply that the majority had worked in MUWASCO long enough to enjoy the career development practices offered in MUWASCO. Results indicated that 70% of the respondents had previous work experience before joining MUWASCO while 30% had joined MUWASCO as their first employer.

Table 2: Career Development and Employee Performance

Parameters	Mean	Std. Deviation
My efficiency has improved because of the career management at MUWASCO.	3.75	0.423
I am more satisfied with my job because of the career planning availed.	3.72	0.393
The career counselling offered has increased my commitment.	3.74	0.133
Career growth plans availed at MUWASCO have enhanced my productivity.	3.78	0.844
Career development has positively contributed to my performance.	3.93	0.732
Total	18.90	2.525
Aggregate Mean	3.78	0.505

From the findings, the majority of the workers reported that they were more efficient as a result of the career management at MUWASCO. This was demonstrated by a mean of 3.75 and $SD=0.423$. These findings are consistent with a study conducted by Lyria, Namusonge, and Karanja (2017) who established that career management techniques contribute to the overall performance of an organization by improving the competency, retention, and commitment of its workforce. With a mean of 3.72 and $SD=0.393$, the employees reported that they were more satisfied with their jobs because of the career counselling availed within the organization. These findings echoed a previous study by Afifah (2011) who established that career planning is significant

as it helps improve work effectiveness and performance. Navaid (2015) added that career planning is very likely to produce qualified personnel. A study by Adekola (2011) shows that career planning has a link to future employee career development and it also helps individuals adjust to changes in the future (Rbu, Popa and Pipaş, 2014).

The study further sought to establish whether career counselling offered in the organization enhanced the commitment of employees. The results showed that the majority were in agreement as indicated by a mean of 3.74 and $SD=0.133$. The findings of this study were in alignment with a similar study by Trivellas, Kakkos, Blanas, and Santouridis (2015), which

demonstrated empirically and statistically that career counselling improves employee performance. Further, respondents also reported that the career growth plans availed at MUWASCO have improved their productivity. This was demonstrated by a mean of 3.78 and 0.884. These findings support the previous work of Akkermans, Nykänen, and Vuori (2015) which established that career growth plans can enhance career competencies such as motivation, success, networking, self-profit, exploration of work and career control, freedom, resistance to a setback, career behaviour-related, perception of work worthwhile and active participation in the workplace.

Results indicated that a vast majority of the respondents agreed that career development has positively contributed to their performance. Respondents added that career development initiatives offered improved their skills, confidence, loyalty, and commitment to the organization. From the analysis, employees of

MUWASCO reported that career development practices have a great effect on their performance. They attributed their efficiency, job satisfaction, commitment, productivity, motivation, and overall contribution towards the organization to the career development practices. The results of this study are in tandem with the work of Muspawi (2017) and Kaseger (2013), who found a significant relationship between career development and employee performance. Their study revealed that assisting potential employees in continually improving their capabilities may include creating a favourable working environment for them to achieve optimal performance. Similarly, a study done by Worotitjan (2016) established that employee performance improves as better career development practices are implemented.

The results were further analyzed through inferential statistics to establish whether there was a significant relationship between the independent and dependent variables of the study.

Table 3: Model Summary for Career Development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.717	0.19079

a. Predictors (Constant), Career Development

The R-value of 0.86 indicates that there is a linear relationship between career development and employee performance because of the strong correlation coefficient. The coefficient of determination, R-square value of 0.74 implied that 74% of the variation in employee performance is

influenced by career development practices while the remaining 26% is explained by other practices which are not examined in this study. An adjusted R square value of 0.717 implied that 71.7% of the variance in employee performance can be explained by changes in career development.

Table 4: ANOVA for Career Development

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.543	6	2.0905	2.481	.000 ^b
	Residual	4.407	121	0.0364		
	Total	16.950	127			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development

Since the p-value of the F- statistic was less than 0.05, it implied that considering the simple regression model above fitted, career

development practices had a significant effect on employee performance at MUWASCO.

Table 5: Coefficients of Regression

Coefficients	Coef.	Std. Err.	Beta	t	P-value (Sig at 5%).
(Constant)	1.099666	1.152199		.95	0.000
1. Career Management	.315950	.127262	.31595	2.84	0.000
2. Career Planning	.025791	.130508	.025791	.22	0.000
3. Career Counselling	.097957	.200348	.397957	3.84	0.000

Dependent Variable: Employee Performance in MUWASCO

$$Y_i = 1.099666 + 0.31595 X_{i1} + 0.025791 X_{i2} + 0.397957 X_{i3} \dots \quad \text{Eqn (1)}$$

From Table 5, the regression coefficient of career management is 0.315950, implying that for every unit increase in career management, the dependent variable, employee performance increases by 0.315950 units. Further, the statistics ($t=2.84$, $p\text{-value} = 0.000 < 0.05$) indicate that there exists a statistically significant relationship between employee performance of MUWASCO and career management at a 5% level of significance. This implies that changes in career management are related to changes in employee performance at MUWASCO.

The regression coefficient of career planning is 0.257906, which implies that for every unit of increase in career planning, the dependent variable, employee performance increases by 0.257906 units. The statistics ($t=0.22$, $p\text{-value}=0.000<0.05$) indicate that there is a statistically significant relationship between the employee performance and career planning of MUWASCO at a significance level of 5%. This indicates that career planning initiatives result in positive changes in employee performance.

Notably, the regression coefficient of career counselling is 0.097957, which implies that for every unit of increase in career counselling, employee performance increases by 0.097957 units. The statistics ($t=3.84$, $p\text{-value}=0.000<0.05$) indicate that there is a statistically significant relationship between employee performance and career counselling of MUWASCO at a significance level of 5%. This implies that career counselling services contribute to employee performance.

CONCLUSION

The study established a significant relationship between career development and employee performance. Career development positively contributed to employee performance through improved efficiency, job satisfaction, employee commitment and overall productivity of the workers increased. From the findings, the study concludes that career management and employee performance have a strong and positive relationship with supervisory support and performance feedback being the most excellent parameters. Further, career planning has a statistically significant relationship with employee performance. Based on the findings, the study concludes that career counselling is a significant element in career development and also has a significant relationship with employee performance.

The study recommends that MUWASCO's management should invest sufficient resources in skills development to improve employee competencies. Recognizing the crucial role of performance feedback, the study suggests that supervisors should provide regular feedback on results and monitor employees' behavioural patterns and productivity. Additionally, the study recommends that organizations host in-house conferences and support employees in attending relevant seminars, workshops, and conferences for exposure and to enhance their skills. Offering incentives to boost participation in development programs is also recommended. To optimize performance, the study encourages the implementation of diverse career development practices, such as job rotation, career progression ladders, job enrichment, and succession planning. Furthermore, organizations should establish a clear policy for career guidance in their

development programs. Utilizing training needs analysis can help design effective training and coaching initiatives. Lastly, the study advocates for mentorship programs for all employees to prepare them for future roles, equip them to handle challenges and improve their performance levels.

REFERENCES

- Adekola, B. (2011). Career Planning and Career Management as Correlates for Career Development and Job Satisfaction a Case Study of Nigerian Bank Employees. *Australian Journal of Business and Management Research*, 1(2), 100–112
- Afifah, M. (2011). The Influence of Motivation, Compensation, and Career Development on the Performance of Vocational High School Teachers at Nusantara. *Journal of the Department of Management, Faculty of Economics and Business, Syarif Hidayatullah State Islamic University.*"
- Akkermans, J., Nykänen, M., & Vuori, J. (2015). Practice makes perfect? Antecedents and consequences of an adaptive school-to-work transition. In *Sustainable working lives* (pp. 65-86). Springer, Dordrecht.
- Akpan, J. W., Owzor, A. G., & Nsikan, E. J. (2017). Workplace mentoring strategies and sustainable commitment of university teaching hospital staff in south region of Nigeria. *Global Journal of Medical Research*, 17(7), 26-34.
- Al Ahababi, S. A., Singh, S. K., Balasubramanian, S., & Gaur, S. S. (2019). Employee perception of impact of knowledge management processes on public sector performance. *Journal of Knowledge Management*, 23(2), 351-373.
- Armstrong, M., & Brown, D. (2019). Strategic Human Resource Management: back to the future. *Institute for Employment Studies reports*, 1(1), 1-36.
- Dastisheh, A., & Farooq, M. (2018). Antecedents of Employees' Performance in Malaysia IT Industries. *IOSR Journal of Business and Management*, 20(7), 52-60.
- Fahim, M. G. A. (2018). Strategic human resource management and public employee retention. *Review of Economics and Political Science*, 3(2), 20-39.
- Fountain, L. T. (2018). Mentoring elements that influence employee engagement. Walden Dissertations and Doctoral Studies Collection at ScholarWorks, Walden University
- Gaebel, M., Zhang, T., Bunescu, L., & Stoeber, H. (2018). Learning and teaching in the European higher education area. New York: European University Association asbl.
- Hammond, H., & Churchill, R. Q. (2018). The role of employee training and development in achieving organizational objectives: A study of Accra Technical University.
- Kaseger, Regina, G. (2013). Career Development and Self-Efficacy on Employee Performance at PT. Matahari Department Store Manado Town Square. *Journal Emba*, 1(4), 906–916.
- Kollom, K., Tammets, K., Scheffel, M., Tsai, Y. S., Jivet, I., Muñoz-Merino, P. J., & Ley, T. (2021). A four-country cross-case analysis of academic staff expectations about learning analytics in higher education. *The Internet and Higher Education*, 49, 100788
- Kudret, S., Erdogan, B., & Bauer, T. N. (2019). Self-monitoring personality trait at work: An integrative narrative review and future research directions. *Journal of Organizational Behavior*, 40(2), 193-208.
- Lyria, R. K., Namusonge, G. S., & Karanja, K. (2017). The effect of career management on organizational performance of firms listed in the Nairobi Securities Exchange. *Journal of Human Resource and Leadership*, 1(3), 31-42.

- Mandhanya, Y. (2015). Training and development strategies: Motivational tool for increasing employee retention.
- Matla, S. J. (2019). *An investigation of the job satisfaction of teachers at well-performing secondary schools in the Gauteng Province* (Doctoral dissertation, North-West University).
- Muntz, J., Dormann, C., & Kronenwett, M. (2019). Supervisors' relational transparency moderates effects among employees' illegitimate tasks and job dissatisfaction: A four-wave panel study. *European Journal of Work and Organizational Psychology*, 28(4), 485-497.
- Muspawi, M. (2017). Managing Staff Career Planning in an Organization. Scientific Journal of Batanghari University Jambi.", 17(2), 103–110.
- Navaid, N. (2015). Impact of Individual Career Planning On Employee Career Development: A Study of Banking Sector of Karachi. 1-INTRODUCTION. *International Journal of Management Sciences and Business Research*, 4(10), 99–114
- Ngeny, E. K. (2022). *Effects of Infrastructure Development, Human Capital Development, and Foreign Direct Investment on Housing in Kenya* (Doctoral dissertation, University of Nairobi).
- Otera, C. (2018). Job satisfaction and employee performance in the Telecommunication sector in Kenya: A case of Telkom Kenya Ltd. *Unpublished thesis. Kenyatta University, Kenya*.
- Paposa, K. K., & Kumar, Y. M. (2019). Impact of Training and Development Practices on Job Satisfaction: A Study on Faculty Members of Technical Education Institutes. *Management and Labour Studies*, doi:10.1177/0258042x19851649.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business perspectives and research*, 5(1), 69-85.
- Puffer, K. A., Brooks, R., & Davis, E. (2023). Predicting Religious Undergraduates' Career Development: The Salient Roles of Religious Calling, Life Satisfaction, and Quest Religiosity. *Religions*, 14(5), 629.
- Rbu, J. S. Î, Popa, M., & Pipaş, M. D. (2014). Professional Career Planning - Practice and Results. *International Journal of Academic Research in Business and Social Sciences*, 4(7), 350–362. <https://doi.org/10.6007/IJARBS/v4-i7/1014>
- Sheraz, F., Batool, S., & Adnan, S. (2019). Employee's retention and job satisfaction: Mediating role of career development programs. *The Dialogue*, 14(2), 67-78.
- Tajeddini, K., Martin, E., & Ali, A. (2020). Enhancing hospitality business performance: The role of entrepreneurial orientation and networking ties in a dynamic environment. *International Journal of Hospitality Management*, 90, 102605.
- Thant, Z. M., & Chang, Y. (2021). Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory. *Public Organization Review*, 21(1), 157-175.
- Van Vianen, A. E., Rosenauer, D., Homan, A. C., Horstmeier, C. A., & Voelpel, S. C. (2018). Career mentoring in context: A multilevel study on differentiated career mentoring and career mentoring climate. *Human Resource Management*, 57(2), 583-599.
- Walden, J., Jung, E. H., & Westerman, C. Y. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation. *Journal of Public Relations Research*, 29(2-3), 73-89.
- Worotitjan Feidy Ch., Adolfina, Walangitan M., D. (2016). Education Level, Training, and Career Development (A Study on Their

Influence on Employee Performance at the Provincial Disaster Management Agency of North Sulawesi). Journal of Scientific Efficiency."