

**EFFECT OF CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT
IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

Declaration by Candidate

I declare that this is my original work and has not been presented at any institution for any academic award. No part of this thesis is to be reproduced without the consent of the author and/or Moi University.

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DEDICATION

I dedicate this thesis to my family members and friends for their continued support during the process of research and writing this thesis.

ACKNOWLEDGEMENT

First and foremost, I would like to thank the Almighty Lord for His providence and adequate grace that has led me this far.

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ABSTRACT

Career development is one strategy that employers deploy to reduce employee turnover and to improve employee's morale, motivation and engagement at work. Employees at Nairobi City County feel that they are not well engaged in their work despite of their long term development and capabilities. Employees' engagement and assignment of duties is marred by favourism and biasness; this coupled with unclear structures has led to regular employee tardiness, high absenteeism, long lunch breaks, frequent unrests and poor service delivery. This study sought to establish effect of career development on employee engagement. Specific objectives included, establishing effect of employee training on employee engagement, to determine the effect of career planning on employee engagement, to evaluate effect of career counselling on employee engagement and, to evaluate effect of career mentoring on employee engagement. This study was anchored on Expectancy theory, Ego identity theory and Social cognitive career theory. The study adopted explanatory research design. The target population involved was two hundred and eighty two (282) staff of Nairobi City County HR department. A census sampling technique was employed to determine the study sample, thus taking the entire population as a sample. Data for the study was collected by use of questionnaires. Data was analysed descriptively using mean, mode, standard deviations. In addition, correlation and regression analysis were used to test the relationship and effect of independent variables on the dependent variable. The findings established that employee training; career planning, mentorship and counselling are basic elements which make employees engaged in their work and make them productive to the organization. The regression findings showed R^2 is 0.471; this implied that holding all other factors constant, the study variables which are training, career planning, career counselling, and career mentoring significantly accounts for 47.1% of employees' engagement at work places. Statistically, the overall relationship was very significant with significant value, P value = 0.000, ($P < 0.05$). In conclusion, this study established that employee training ($p=0.168$, $r=0.001$), career planning ($p=0.495$, $r=0.000$), career counselling ($p=0.570$, $r=0.000$) and career mentoring ($p=0.152$, $r=0.101$) were positive predictors of employees' engagement at NCC. However, hypothesis testing showed that employee training, career planning and career counseling have significant effect on employee engagement; they all showed coefficient values less than 0.05 ($P < 0.05$), while career mentoring proved to have no significant effect on employee engagement at Nairobi City County, $P=0.101 > 0.05$. This study recommended that governments through legislations and policy making process should give the County governments' HR departments' ability to implement training programs and other career development initiatives to improve on employees' competencies. Secondly, the County government should put up structures and policies that promote career development and growth of employees. Additionally, this study recommends that the County government should formulate mentorship programmes to ensure skill transfer from senior staff to the newly recruited employees. This ensures that a strong succession plan and a clear career path for all employees at Nairobi City County.

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ACRONYMS AND ABBREVIATIONS

CIPD	:	Chartered Institute of Personnel Development
NCC	:	Nairobi City County
SACCO	:	Savings and Credit Co-operative Society.
UNDP	:	United Nations Development Programme
UNEP	:	United Nations Environmental Programme
UNESCO	:	United Nations Scientific and Cultural Organization
UNICEF	:	United Nations Children’s Fund
UNIDO	:	United Nations Industrial Development Organization
WARMA	:	Water Resource Management Authority

OPERATIONAL DEFINITION OF TERMS

- Career -** The interaction of work roles and other life roles over a person's lifespan including both paid and unpaid work in an individual's life. People create career patterns as they make decisions about education, work, family and other life roles.
- Career development -** The total constellation of economic, sociological, psychological, educational, physical and chance factors that combine to shape one's career
- Counseling -** Actively listening to an individual's story and communicating understanding, respect and empathy; clarifying goals and assisting individuals with the decision-making process. It is a mutual relationship between a counsellor (a professionally trained helper) and a client (a consumer of counselling services).
- Employee engagement –** this is the extent to which the organization values their employees' contributions and cares about them
- Employee Performance -** this simply refers to the outcomes of worker, a record of a person's accomplishments.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter provides the background of the study, statement of the problem, objectives of the study, hypothesis, significance and scope of the study.

1.1 Background to the Study

The concept of employee engagement has gained significant attention as organizations worldwide strive to enhance their workforce's productivity, satisfaction, and overall well-being. Employee engagement refers to the emotional commitment and involvement employees have towards their work, the organization's goals, and its values (Saks, 2016). Engaged employees are more likely to invest discretionary effort in their tasks, remain loyal to the company, and contribute positively to its growth and success. This concept is crucial for maintaining a motivated and productive workforce, leading to increased job satisfaction, lower turnover rates, and improved organizational performance (Macey, & Schneider, 2018).

Globally, employee engagement has become a central focus for businesses seeking competitive advantages through human capital management. Organizations are recognizing that engagement goes beyond basic job satisfaction and involves fostering a sense of purpose, clear communication, growth opportunities, and a supportive work environment (Kahn, 2010). In the context of US firms, employee engagement has gained significant attention due to its potential impact on organizational performance and competitiveness. According to research conducted by Gallup (2021), the leading analytics and advisory company, employee engagement has direct correlations with key performance indicators such as productivity, profitability, and customer satisfaction.

Employee engagement in African firms reflects a multifaceted interplay of cultural diversity, economic dynamics, and organizational practices. Rooted in communal values, engagement emphasizes the alignment of personal and organizational goals. Research by Agyemang, Ofei, and Affum-Osei (2019) highlights the impact of local values on engagement, where factors such as recognition, job security, and workplace relationships play pivotal roles. Amid Africa's evolving economic landscape, firms are recognizing the need to balance global trends with localized strategies, prioritizing employee development, inclusivity, and meaningful work. As African organizations strive for growth, fostering engagement emerges as a cornerstone, uniting a motivated workforce with organizational success.

Kenya, as a representative of the African context, has seen a growing emphasis on employee engagement as its economy evolves. The country's vibrant and expanding industries, including technology, finance, and agriculture, have recognized that engaged employees drive innovation and competitiveness. Research conducted by various Kenyan scholars, such as Onditi and Magutu (2018), underscores the positive correlation between employee engagement and organizational performance within the Kenyan context. Their findings indicated a strong positive association between employee engagement and various performance metrics, such as productivity and customer satisfaction. Moreover, the Kenyan government's focus on industrialization and economic growth has further underscored the significance of a motivated and engaged workforce.

1.1.1 Career development

Career development in public service is a critical part of an employee's ability to succeed and advance (Reed, 2014). Development opportunities give employees the chance to learn new skills, improve on existing ones, and develop career goals that

can lead to greater job satisfaction and career advancement. For example, an employee may receive training to become proficient in a particular area of public service, such as project management or organization development, that will enable them to pursue higher level roles or even move into executive positions (Ahmed 2015). Career development also helps employees gain the necessary knowledge and experience to successfully compete in a competitive job market (Hutchinson, 2012). Additionally, career development programs give employees the opportunity to stay up to date on the latest trends in their field, as well as providing them with the skills to eventually take on leadership roles and help shape the direction of the organization.

According to Greenhaus, Robbins, Pinnington and Thomas (2010) stated that career development benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ (Kakui & Gachunga 2016). Moreover, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Hall & Lorgan, 2009). Career development practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Greenhaus *et al* 2010).

According to Peterson and Tracey (2009) a career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. This promotes employee satisfaction and optimal use of employee abilities. Moreover, career development helps to retain and

motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Xu & Thomas, 2011). The main purpose of career development is to match an employee's career aspirations with opportunities and challenges available within the organization (Aplin & Gerster, 2017). The interest of career development also entails a successful placement of employees in positions that meet their needs as well as the organization's needs.

More importantly, career development plays an important role in improving employee engagement in the workplace. Employee engagement is the psychological connection employees have to the workplace, their job, and their colleagues, and is directly linked to employee performance, job satisfaction and productivity (Harter, Schmidt, & Hayes, 2012). Career development provides employees with an opportunity to learn, grow and take on new challenges, which is essential for maintaining high levels of engagement. By providing employees with opportunities to explore new roles, gain new skills and increase their responsibility, organizations can create a culture of continuous learning and development that keeps employees feeling engaged and motivated (Gallup, 2019).

Additionally, career development initiatives can help employees feel their career paths are aligned with their interests and goals, which can lead to greater engagement (Ginzberg, 1951). By investing in career development initiatives, organizations can cultivate a more engaged, motivated and productive workforce. Overall, career development is important for the success of any public service organization and its employees.

1.1.2 Career development and Employee Engagement

Career development has long been recognized as a key factor in employee engagement. Research has shown that when employees are provided with opportunities to develop their skills and advance their careers, they are more likely to be engaged, motivated, and committed to their work (Bersin, 2011). Career development activities, such as mentoring, job rotation, and coaching, can also help to foster a sense of belonging and loyalty among employees, as well as provide them with a sense of purpose and meaning in their work (Oldham & Hackman, 2010). Additionally, career development initiatives can provide employees with a greater sense of job security, helping to reduce turnover and create a more stable work environment (Bersin, 2011). Overall, career development activities can have a positive impact on employee engagement and performance.

According to a study conducted by the Society for Human Resource Management (SHRM), career development has been positively associated with employee engagement in the United States. The study found that employees who had access to career development programs were more likely to be motivated, productive, and committed to their work (SHRM, 2017). Additionally, the study found that employees who had access to career development programs were more likely to stay with the organization for longer periods of time and were more likely to recommend their organization to others (SHRM, 2017). This research suggests that providing employees with access to career development programs may be beneficial for both the organization and the employees.

A study conducted in UK by the Institute for Public Policy Research (IPPR) in 2017 found that employees who received career guidance and support were more likely to be engaged in their work and to remain with their employer (Gardener & Wood,

2017). This effect was particularly evident among younger employees, who reported higher engagement when they received regular support and guidance in their career paths. Similarly, a 2019 study by the Chartered Institute of Personnel and Development (CIPD) found that employees who felt their employer was committed to helping them develop their career were more likely to report higher levels of engagement and loyalty (CIPD, 2019). These results suggest that providing employees with meaningful career development opportunities can help to increase employee engagement and loyalty in the UK.

Research has consistently shown that career development has a positive effect on employee engagement in China (Chen & Huang, 2011). According to Chen and Huang (2011), career development has been found to increase motivation, commitment, job satisfaction, and organizational loyalty in Chinese employees. Moreover, career development programs can help employees to develop a sense of self-efficacy and increase their self-confidence, which can further enhance their engagement at work (Huang, Li, & Chen, 2014). Furthermore, career development can also help Chinese employees to become more competitive in the job market and be more willing to take on greater responsibility (Chen & Huang, 2011). These findings suggest that career development can play an important role in increasing employee engagement in China.

Similarly, the effect of career development on employee engagement in Africa has been studied extensively. In a study conducted by Iwuji and Ojukwu (2016), the researchers examined the relationship between career development and job engagement in Nigeria. They found that career development had a positive effect on job engagement, as employees with career development initiatives felt that their careers were advancing, and they felt more motivated to perform their job. According

to a study conducted by the Uganda Institute of Human Resources and Development (UIPHRD) in 2017, career development and advancement opportunities have been found to have a positive impact on employee engagement and job satisfaction. The study found that employees who had access to career development programs such as mentoring and training, as well as access to career advancement opportunities, felt more engaged in their work and had a more positive attitude towards their jobs.

Furthermore, those who had access to career development had higher job satisfaction scores than those who did not. The study also found that employees who had access to career development opportunities were more likely to stay with their current employers for longer periods of time (Kiyimba, 2017). In a study conducted by Ndambi *et al.* (2018), the authors surveyed employees in Kenya and Tanzania to explore the impact of career development initiatives on employee engagement. They found that employees who had access to career development initiatives reported significantly higher levels of job engagement compared to those without access to such initiatives. Overall, the evidence suggests that career development initiatives have a positive effect on employee engagement in African countries. This is likely due to the fact that career development initiatives provide employees with a sense of purpose, as well as a pathway for advancement and growth. The aim of this study is to examine the effects of career development on employee engagement at Nairobi City County in Kenya.

1.1.3 Nairobi City County

The Nairobi City County was established in 2013 on the same boundaries as Nairobi Province, after Kenya's 8 provinces were subdivided into 47 counties. It is one of County governments envisioned by the 2010 Constitution of Kenya as the units of

devolved government. County Government of Nairobi, under the leadership of the governor, The County is composed of 17 Parliamentary constituencies (NCC, 2013).

Originally founded on empty swampland in 1899, it is now a major diplomatic, commercial, and culture centre, in particular housing many International Organisations, including the United Nations Environment Programme (UNEP) and the United Nations Centre for Human Settlements (UN-Habitat) headquarters, as well as United Nations Children's Fund (UNICEF), the United Nations Scientific and Cultural Organization (UNESCO), United Nations Industrial Development Organization (UNIDO) and United Nations Development Programme (UNDP) regional offices (Odhiambo & Kamau, 2013).

Nairobi as capital city of Kenya is currently the 12th largest City in Africa, including the population of its suburbs. Due to Nairobi County's huge population, it got an allocation of Sh15.1 billion given to the County governments (Odhiambo & Kamau, 2003). The mandate of County Government is to execute development activities in collaboration with the National Government through its employees.

Despite the development in technology, most objectives of Nairobi County Governments have remained unmet due to lack of commitment and engagement and improper human resource policies. Regardless of the commitment and engagement, it is evident that the County Governments is inefficient and ineffective based on competency of its employee (GOK, 2013). However, the motive behind this study is to investigate the effect of career development on employee engagement with a focus on Nairobi County Government.

1.2 Statement of the Problem

Employees are major assets to any organization as they play an active role towards the organization's success that cannot be underestimated. Successful organizations are increasingly realizing that employee engagement is clearly the most critical element in ensuring employee commitment and performance. Similarly, career development is one of the primary functions of human resource management that develop, engage and motivate an effective, efficient and professional workforce that will meet the strategic objective of the organization. Many public organizations fails to effectively utilize the capabilities of their employee, as a result employee feels neglected and poorly motivated. Employee engagement involves development and putting employees in positions compatible with their individual career interests, needs, and goals.

According to a study conducted by The Institute of Economic Affairs in Kenya, employee engagement in the public sector in Kenya has been found to be below the global average, with only 18.7% reporting that they are actively engaged in their work (Mwaniki, 2016). This is a significant drop from the global average of 32.7%. The majority of public sector workers (63.8%) reported that they were not engaged in their work, compared to the global average of 54.4%. Furthermore, 17.5% reported that they were actively disengaged, significantly higher than the global average of 13%. These figures suggest that there is a need for increased investment in employee engagement initiatives in the public sector in Kenya.

Similarly, a report by the Kenya Institute of Public Policy Research and Analysis (KIPPRA) in 2019, only 14% of the public sector workforce in Kenya had access to career development opportunities. The report also revealed that the majority of public sector employees (62%) lacked the necessary skills to secure career advancements.

Furthermore, the report found that the majority of public sector employees (66%) had not received any training in the last three years. These findings demonstrate that there is a significant gap in career development opportunities in the public sector in Kenya (KIPPRA, 2019).

Omondi and Wanjau (2020) highlighted a concerning trend, revealing that only 30% of employees in Nairobi City County reported high levels of engagement, while 45% expressed moderate engagement, and 25% were disengaged. This data underscores the urgency to address engagement challenges to ensure a motivated workforce that contributes optimally to the county's development. With the complex blend of urban challenges and service demands, there is a critical need to investigate and implement strategies that enhance employee engagement, thereby fostering improved public service outcomes.

Various studies have been conducted to establish the effect of career development on employee engagement. Mwanje (2010) in his study that career advancement had a highly significant effect on employee engagement and commitment. Kelly (2012) explored on career development practices among commercial Banks in Kenya and established that there is existence of career growth information for employees, treating career development as a core HR function, practicing career counseling, and incorporating career growth into the appraisal process at the banks.

Waweru and Omolo (2020) examined the effect of career development on employee engagement in Kenya. The study found that career development significantly impacted the level of employee engagement, with those employees who had access to more career development opportunities having higher levels of engagement. Additionally, the study showed that employees who felt their career development opportunities were limited had lower engagement levels. These findings suggest that

organizations in Kenya need to provide meaningful career development opportunities to their employees in order to foster a more engaged workforce.

A study by Onyango (2015) found that employees who participated in career development activities such as career planning and development training were more likely to be engaged and committed to their jobs. In another study conducted by Githinji, & Kinyanjui, (2018) showed that career development activities in county governments in Kenya are inadequate, resulting in lower levels of employee engagement. The study also revealed that employees who are not provided with adequate career development opportunities are more likely to be dissatisfied with their job and less likely to be committed to their organization. However, it is noted that empirical studies conducted on the effect of career development on employee engagement in county governments in Kenya are limited. It is for this reason that this study be carried out to determine the effect of career development on employee engagement at Nairobi County Government.

1.3 Objectives of the Study

1.3.1 General Objective

The study sought to determine the effect of career development on employee engagement at Nairobi City County, Kenya.

1.3.2 Specific Objectives

This study was guided by the following objectives:

- i. To establish effect of employee training on employee engagement at Nairobi City County;
- ii. To determine the effect of career planning on employee engagement at Nairobi City County;

- iii. To evaluate effect of career counseling on employee engagement at Nairobi City County
- iv. To analyze effect of career mentoring on employee engagement at Nairobi City County

1.4 Hypotheses

This study was guided by the following hypotheses:

- i. (H₀₁): Employee training has no significant effect on employee engagement at Nairobi City County
- ii. (H₀₂): Career planning has no significant effect on employee engagement at Nairobi City County.
- iii. (H₀₃): Career counseling has no significant effect on employee engagement at Nairobi City County.
- iv. (H₀₄): Career mentoring has no significant effect on employee engagement at Nairobi City County.

1.5 Significance of the Study

The study is of great benefit to the Government, public sector employees, human resource practitioners, other researchers and students in appreciating the effect of career development on employee engagement in public organizations in Kenya.

The study will be of great use to the County Governments of Kenya in coming up with appropriate strategies and policies for employee performance and improvement at Counties.

The human resource practitioners will use the findings of the study to come up with effective strategies to improve employee engagement by coming up with supportive strategies to boost employee growth and their performance.

The findings of the study will be instrumental in improving policy formulation by public sector organizations and County governments to ensure successful engagement of the employees, and to ensure improved service delivery to the citizens. To other researchers and other academicians will use the results of this study as a reference document especially those advancing in the area of employee engagement in organizations.

1.6 Scope of the Study

The study was limited to effect of career development on employee engagement in public sector using Nairobi City County as the case. The study focused on four career development attributes; employee training, career planning, career counseling and career mentoring and how they influence employee engagement. The study was conducted in the period between August and November 2020. The study employed explanatory research design. The target population was 282 employees of Nairobi City County working in the Human Resource Department. The study employed census sampling and the data collected by use of questionnaires.

1.7 Assumptions of the Study

They study had the following assumptions;

- (1) It was assumed that the population sample taken was representative of the whole population and therefore the findings would be generalizable to the entire population.
- (2) That the respondents gave true information requested in the questionnaire.
- (3) That all the results obtained from the study were representative of all County governments and public organizations in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviews the previous studies related to career development and employee engagement in public organizations. The review covers the theoretical and empirical reviews of the existing literature so as to expose the research gaps and finally concludes with the conceptual framework.

2.1 Concepts of Employee Engagement

Employee engagement is defined as employees' willingness to learn, concentrated on the job, ability to perform at work, willing to participate themselves fully in their roles, willing to put extra effort to achieve better outcomes and help the organization succeed, mainly by providing optional effort on sustainable basis in line with the organization's value and strategy (Peter Cheese, 2010; Hellevig, 2012; Kibui, 2015). According to Nasomboon (2014), employee engagement also defines the individual's feeling of enthusiasm and satisfaction in work-related activities for the organization. The level of involvement and commitment of an employee towards the organization (Lindholm, 2013) will increase organizational service quality and performance (Markos & Sridevi, 2010).

According to Maslach *et al* (2011) engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and ineffectiveness. Kahn (2010) in his study developed the following types of engagement; overall engagement, cognitive engagement, emotional engagement, physical engagement, engagement by gender, engagement by age and managerial engagement. He further expressed that cognitive aspect of employee engagement deals with the employees' beliefs about organization factors such as, how

it is led, by whom and the working conditions which exist within the organization. The emotional element deals with how the employee feels about each of the three aforementioned factors and if they possess a positive or negative attitude towards the organization and its leader (Kahn 2010). The physical aspect of Kahn's definition relates to the physical energies employed by individuals in order to carry out their organizational role.

On the other hand, Saks (2016) proposed a split to the concept of engagement into two distinct levels: job engagement and organization engagement, which he puts forward, are related but separate constructs. He argues that the relationship between job and organization engagement vary in numerous ways, resulting in the inference that the psychological states which result in the two aforementioned levels of engagement and their consequences are not the same. The consequences of employee engagement, which have been discussed by academics and practitioners tends to be positive. It has been proven that a highly engaged workforce can deliver increased organizational performance and high profits for an organization (Havill 2010). Studies by a number of researchers prove that employee engagement supports organizational performance and success (Salaman *et al.*, 2015).

As literature claims that the outcomes of employee engagement are exactly what most organizations are looking for, there is no surprise in corporate executives seeing the development of the engagement of employees as a priority for organization (Murray, 2008).

In addition, Towers Perrin (2003) has indicates that there is a relationship between employees' engagement and staff talent retention and consequently employee engagement is essential importance to successful implement staff's talent management. Bhatnagar (2007) also viewed employee engagement as a significant

indication since it has been associated to increase retention of talent as an effect of Talent Management processes. Besides that, according to Glen (2006), employee engagement is the rationale to retention of talent and Suharti & Suliyanto (2012) also believe that employee engagement has positive impact on the organisation and becomes one of the vital factor in the success of an organization. White (2009) also emphasize that the lack of employee engagement in an organization would deteriorate workers long term commitment to the organization, which will cause difficulty to develop, align and retain highly talented employees.

Employee engagement in Nairobi City County is a crucial aspect of public sector management, given the county's status as the capital city and a hub of economic, political, and administrative activities in Kenya. Employee engagement refers to the emotional commitment and enthusiasm that individuals working within the county exhibit towards their roles, the organization, and its objectives. It involves factors such as job satisfaction, motivation, organizational commitment, and a sense of belonging. In the context of Nairobi City County, a study by Kinyanjui and Kamau (2019) indicated that the engagement of county employees is a multifaceted issue influenced by urban complexities, diverse service demands, and the need for effective governance. The devolution of power to county governments in Kenya has further underscored the significance of a motivated workforce in achieving efficient service delivery. Given the varied challenges and opportunities within Nairobi City County, exploring strategies to enhance employee engagement is imperative to ensure not only improved public service outcomes but also the overall development and sustainability of the county.

2.2 Theoretical Review

Theoretical frameworks according to Kothari (2014) are explanations about the phenomenon under study. It provides the research with the lens to view the world. This study focuses on three theories; these are theories or models that explain constructs relating to career development and employee engagement. These theories will include: Expectancy theory, Ego Identity Theory and Social Cognitive Career Theory.

2.2.1 Expectancy Theory

Expectancy theory was proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of employee commitment and engagement as it is believed that employee commitment and engagement is influenced by the expectations concerning future events (Salaman *et al.*, 2015). Expectancy theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals.

The theory further argues that there are two distinctive sets of factors affecting employee attitudes towards job and motivation. Factors in the first group are motivators (intrinsic) and consists of the following elements: achievement, recognition, work itself, responsibility, advancement and growth. The second group of factors are classified as hygiene factors (extrinsic) and include supervision, company policy, relationship with (peers, subordinates, supervisor) working conditions, salary, personal life, status, security (Herzberg *et al.*, 1993).

Expectancy theory is founded on the premise that human beings think in a rational, calculative and individualistic way. Consequently, career development of employees transforms their behavior, thinking and work capabilities. It allows them explore more important and innovative ways of executing work, hence creating sense of self fulfillment and satisfaction. This theory is adopted to inform this study with the premise that it hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals; thus, supports the fact that employee training, career planning, career counseling and career mentoring has link to the general performance and engagement of employees.

Expectancy Theory can inform this study by providing insight into how employees view the rewards and benefits associated with their career development and the degree to which they are motivated to pursue those rewards. Specifically, the theory suggests that employees are more likely to be engaged in their career development efforts if they believe their efforts will lead to desired outcomes, such as promotions and financial rewards. This means that the study should assess the extent to which employees believe they will be rewarded for their career development efforts, as well as the degree to which they are motivated to pursue such rewards. Additionally, the study should explore the relationship between employee engagement and the rewards associated with career development and how it affects perceived job satisfaction.

2.2.2 Ego Identity Theory

This is a theory coined by Tiedeman and O'hara (1963), he examined the process of career development as a part of a continuing process of differentiating ego identity. They contend that variables such as a person's early childhood experiences within his family, the psychological crises encountered at various developmental stages, the

equilibrium between vocational goals, the individual needs and those of the society and the personality characteristics of an individual all have great impact on commitment and engagement. Tiedeman and O'hara (1963) further emphasized that there is an intervention relationship between career and personality in organization, the former exerting significant influence on the later. In their view, career development is a process of modeling a career identity through differentiation and personality integration as one come across a work related problem.

It is their conception that differentiation relates to the uniqueness which exists in the individuality and how he expresses his individuality. They conceive integration on the other hand as the ways in which the individual adjusts himself to accommodate others around him in order to become an integral part and an acceptable member of the society. In their opinion, the decision the individual makes in relations to his work, daily activities, form the basis and framework of his career development. Their theory places emphasis on the progressive developmental stages of career development with career decision being significant in the process. It is therefore believed that career development leads to ones career identity through change in personality and perception of the whole world activities. In particular, career development activities such as employee training, career planning, career counseling and career mentoring among others contribute to employee's capabilities at work, thus boosting on employee engagement within the organization.

Thus, Ego Identity Theory provides a theoretical framework for understanding the development of the self in relation to employment and the workplace. The theory suggests that the individual's self-image and sense of identity are shaped by their career choices and the environments they enter. As such, ego identity theory can inform research on career development and employee engagement by looking at how

an individual's self-image and identity are affected by their career choices, the environment of the workplace, and their engagement in the workplace. By understanding how these factors shape the individual's identity, researchers can gain a better understanding of the factors that influence career development and employee engagement.

2.2.3 Social Cognitive Career Theory

Social Cognitive Career Theory (SCCT) Lent, Brown and Hackett (2002) is anchored in Bandura's self-efficacy theory (1977, 1997), which postulated a mutually influencing relationship between people and the environment. SCCT offers three segmental, yet interlocking process models of career development seeking to explain; the development of academic and vocational interest, how individuals make educational and career choices, and educational and career performance and stability. The three segmental models have different emphasis centering around three core variables, which are self-efficacy, outcome expectations, and personal goals.

Self-efficacy expectations influence the initiation of specific behavior and the maintenance of behavior in response to barriers and difficulties (Lent 2015). SCCT theorized that self-efficacy expectations are shaped by four primary information sources or learning experiences, which are personal performance accomplishments, vicarious learning, social persuasion, and physiological and affective states. Overall, it is hypothesized that an individual's outcome expectations are formed by the same information or learning experiences shaping self-efficacy beliefs which is one attribute of employee development. This theory affirms career development through training and learning translates to employee's growth and good performance.

Social Cognitive Career Theory (SCCT), therefore, is a theoretical framework that considers the influence of social, cognitive, and contextual factors on career decision-making and development. This theory can inform this study on career development and employee engagement by examining how these social, cognitive, and contextual factors influence the career decisions of employees and how they impact their engagement in their work. Specifically, SCCT can help researchers understand how the social context in which employees work, their cognitive abilities, and their ability to make informed career decisions can impact their engagement. Additionally, SCCT can provide insight into the impact of different career development interventions on employee engagement, such as offering employees career coaching, providing career development tools, or offering employees the opportunity to take part in professional development programs.

2.3 Empirical review on Career development and Employee engagement

Employee engagement and career development are two closely related concepts that are vital for the success of any organization. Employee engagement is the level of commitment and involvement an employee has in their job, organization, and its goals. It is often measured through employee satisfaction surveys and is seen as an important indicator of organizational performance. Career development, on the other hand, is the process of developing an individual's career path by providing them with the skills, knowledge, and resources necessary to meet their career goals. It is often seen as a way to improve employee engagement and morale, as it provides employees with a sense of purpose and direction.

McDougall and Vaughn (2016) argue that career development involves aligning individual subjective and more objective career aspects of an organization to find a

match between individual and organizational needs, personal characteristics and career roles. This author views career development as a mutual role, based on the needs and circumstances of both individuals and organizations. Research has shown that there is a strong correlation between employee engagement and career development. Studies have found that when employees are provided with opportunities for career development, they are more likely to be engaged and motivated in their work (Gong, Zhang, Sun, & Ni, 2018; Needleman, 2017).

Additionally, career development programs have been found to increase job satisfaction, organizational commitment, and job performance (Lambert & Hogan, 2014; McLean, 2018). It has also been suggested that career development initiatives can help to reduce turnover and improve employee retention (Budhwar, Debrah, & Sparrow, 2004). Overall, the research suggests that employee engagement and career development are closely linked and that organizations should invest in career development initiatives in order to improve employee engagement and performance. By providing employees with the skills, knowledge, and resources necessary to meet their career goals, organizations can create a more engaged and motivated workforce.

Career development is significant for employee engagement and retention where if organization desires to reinforce their bond with their employees, they must spend some effort on development of employees. These can also be ensuring that talent with the experience and qualifications are available when organization needed (Kibui, 2015). Organization can also treat career development process as a form of internal hiring which help the organization to retain talented worker and save cost from advertise and recruit individuals that are unfamiliar with the organization (Abiodun, 2011). The employees also have the chance to plan their career and grow with the

organization by realizing their full potential for the benefit of the organization (Abiodun, 2011). Employees in general will react positively toward advancement opportunities and career development (Kibui, 2015).

In this case, career development is a factor in ensuring full engagement and retention of employee within an organization. Cook (2008) in his research prove that career development improves on employees' engagement; through career development employees feel motivated by their achievements and they really care about the future of the organization as well as willing to work hard to make the organization succeed. Lunenburg (2011) also asserts that if an organization is able to meet employee expectations toward their needs and career development, it will positively affect employee motivation, which will indirectly enhance employee engagement and job effort. More so, Lindholm (2013) opined that continuous career development of employee is also an inspiration to employee engagement. It makes employee to be engaged to their job without motivation toward the job.

Locally, Kemboi (2014) looked at the perceived effect of career development practices on employee retention at the Kenya post office savings bank. The study found out that career development practices that are being practiced in Post Bank include career planning, guidance and counseling, coaching and mentoring and training. These are geared towards retention of employees in the bank. The study found that these practices in promoting decision-making, providing guidance to staff on career related rights and obligation, development of a healthy self-concept among individual employees and improve relationship and teamwork between staff at different levels.

Kelly (2012) examined career development practices among commercial Banks in Kenya. The main objective of the study was to determine the career development

practices among commercial bank in Kenya. The study adopted a cross sectional census design and primary data was collected using questionnaire. The study established that there are several career development practices that are evident among commercial banks in Kenya. These practices include: Existence of career growth information for employees, treating career development as a core HR function, practicing career counseling, incorporating career growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives.

2.3.1 Employee training and employee engagement

Employee training and employee engagement are two key factors that can influence the productivity of a company or organization. Training is the process of equipping employees with the knowledge and skills needed to perform their job effectively, while employee engagement is a measure of how employees feel about their job and the company they work for. Studies have shown that when employees are provided with adequate training, they are more engaged and motivated in their job, leading to higher levels of productivity and job satisfaction (Wang., 2018).

Studies have also found a strong correlation between employee training and employee engagement. For example, a study by Teo and Lim (2015) found that employees who received training were more likely to report higher levels of job satisfaction and organizational commitment. Similarly, a study by Boon and Rani (2017) showed that employees who underwent training were significantly more likely to be engaged in their job and to be committed to their organization. Research has also demonstrated that employee training can have a positive impact on employee engagement.

A study by Cai *et al.* (2016) found that employees who received training were more likely to be engaged in their job due to improved job knowledge, increased job satisfaction, and better communication between employees and management. Similarly, a study by Zhang *et al.* (2015) showed that employees who received training experienced higher levels of job satisfaction, organizational commitment, and job involvement. Overall, research suggests that providing employees with adequate training can have a positive impact on employee engagement. Training can equip employees with the necessary knowledge and skills to perform their job effectively, resulting in higher levels of job satisfaction and organizational commitment. Furthermore, providing employees with training can lead to improved communication between employees and management, further increasing employee engagement.

According to Chen *et al.* (2017), training programs should concentrate on achieving organizational strategic goals. It is essential to tailor training programs to meet organization's goals; as ineffective training programs degrade organizational performance as well as improving employee performances. Training acts as intervention to improve the organization's service quality in tough competition by upgrading in technical skills of employees (Manju and Suresh 2011). Training therefore is a long term career development initiative that leads to benefits like increased loyalty by staff and improved performance and engagement.

2.3.2 Career Planning and Employee engagement

Career planning and employee engagement are two important elements for successful organizations. Career planning involves establishing a set of goals, objectives, and strategies for employees to achieve their career goals. Employee engagement is the extent to which employees are motivated to contribute to the success of their organization (Tucker & Loughhead, 2019). Research has demonstrated that

organizations with effective career planning and employee engagement strategies have higher employee satisfaction and productivity. They also tend to experience lower employee turnover, increased customer satisfaction, and more successful organizational change initiatives (McGuire & Kiechel, 2018).

Furthermore, research has found that organizations with strong career planning and engagement strategies have greater organizational commitment, greater job satisfaction, and higher levels of job performance (Gantner & Bamberger, 2017). The most successful organizations are those that actively engage with their employees by providing them with career planning and development opportunities. These organizations have found that providing employees with support and guidance, as well as providing them with opportunities to develop their skills, can lead to greater job satisfaction and motivation (Gardner & Bamberger, 2017).

Additionally, organizations that provide employees with career planning and development opportunities are more likely to attract and retain top talent, which can lead to increased organizational success (O'Neill & Hwang, 2016). In summary, career planning and employee engagement are essential components of successful organizations. Organizations that provide their employees with support, guidance, and development opportunities are more likely to achieve greater success. Furthermore, these organizations are more likely to experience higher levels of employee satisfaction and productivity, as well as lower employee turnover.

Smit *et al.*, (2017) agree and note that the prospect of career advancement might in itself motivate employees to work hard. Mullins, (2017) also confirm that employees aspire to progress steadily in organizations for which they work. Under common belief, career advancement would involve the existence of alternative career paths based on the individual employee's and organizational needs. Career planning

therefore, improves loyalty of employees, and encourages employees' growth and development. It ensures that senior management knows about the caliber and capacity of the employees who can advance upwards.

2.3.3 Career mentoring and employee engagement

By implementing mentoring programs, an organization is make sure that they are not dependent on one person because of the knowledge that they have but have other options in worst scenarios. Mentoring programs also help in recruiting the right candidates and retaining the best in the industry by ensuring a positive motivated environment (Suharti and Suliyanto 2012). Career mentoring has been identified as an effective tool for increasing employee engagement. According to a study by the Society for Human Resource Management (SHRM), career mentoring programs can help to increase employee engagement and motivation (Lee, 2014). The study found that employees who participated in career mentoring programs experienced increased job satisfaction, which in turn led to greater levels of engagement and motivation. In addition, a study conducted by the Center for Creative Leadership (CCL) found that employees who participated in career mentoring programs felt more connected to their organization and had higher levels of satisfaction with their work (Lambert, 2017).

The study also found that career mentoring was associated with higher levels of job performance and career development. The study concluded that career mentoring can be an effective tool for increasing job satisfaction and engagement. Overall, research has shown that career mentoring can be a powerful tool for increasing employee engagement and motivation. Career mentoring helps to create a sense of connection between employees and their organization and can lead to higher levels of job

satisfaction and performance. As such, implementing career mentoring programs can be an effective way to increase employee engagement and motivation.

Mentoring has now become the main tool for recruitment and retention as it gives the best results in productivity and job satisfaction. There are many junior employees who at times need help in shaping up their career and making their mark in the organization. Mentors with immense experience, knowledge and expertise help their juniors to set a path for themselves and achieve their goals. Mentors will never make a decision on other employees' behalf; they help them analyze the positives and negatives of the situation, giving you in-depth analysis that will help employees to decide what you want to do. Mentors benefit themselves as they get to learn a lot while guiding their juniors, at the same time mentoring also benefits the company as it makes sure that their employees are on the right track of growth.

2.3.4 Career Counseling and employee engagement

According to Chen *et al.* (2017), career counseling basically consist of four elements; a) helping individuals to gain greater self awareness in such as interest, values, abilities and personality style, b)connecting employees to resources so that they can become more knowledgeable about their careers, c) engaging employees in the decision making process in order that they can select their career path that is well suited to their own , values, abilities and personality style, and d) assisting individuals to be active managers of their careers paths (including managing career transitions and balancing various roles) as well as becoming lifelong learners in the sense of professional development over lifespan. Therefore, career counseling ensures the right kind of help to employees to overcome challenges at work places.

Career counseling and employee engagement have been shown to be key components of successful organizations. A study by Barker and Mowday (2009) found that career counseling is a tool to increase employee engagement and commitment. The study found that employees who receive career counseling are more likely to be engaged in their jobs and to have a higher commitment to the organization. Furthermore, employees who receive career counseling also reported higher levels of job satisfaction and job commitment.

Another study by West and Gardner (2013) explored the relationship between career counseling and employee engagement. The study found that employees who received career counseling were more likely to report higher levels of job satisfaction, job commitment, and organizational commitment compared to those who did not receive career counseling. Furthermore, those who received career counseling reported feeling more empowered in their roles and having better relationships with their supervisors.

Finally, a study by Ghanizadeh *et al.* (2016) examined the impact of career counseling on employee engagement. The study found that employees who had received career counseling reported higher levels of job satisfaction, job commitment, and organizational commitment. Additionally, the study found that those who received career counseling were more likely to engage in activities that benefitted the organization and to be more committed to the organization. Overall, research suggests that career counseling is a key component to increasing employee engagement. Career counseling can help employees gain a better understanding of their roles, develop better relationships with supervisors, and increase their commitment to the organization.

2.4 Research Gap

In today's competitive market, successful organizations regardless of size need employees who have the necessary knowledge and skills to make an effective contribution as drivers towards achieving a competitive edge in the organization. Therefore, vision of a competent, confident, loyal and valued workforce delivering high quality, person-centered service is rightly ambitious. From the literature reviewed in this study, it is coming out that career development is one factor that transforms employee behavioral thinking, improve competencies and work capabilities. From this research's perspective, public institutions in Kenya have trained personnel but they have remained stagnant with little evidence of career advancement.

There is a level from which employees find it difficult to move upwards or get promoted yet same institutions (both at National and County levels) needs employees who perform their duties well. The literature review showed that lack of career advancement after training is a problem. However, how lack of career advancement affects the employee's engagement remains not well understood in Kenya, especially at the County levels. In addition, the hindrances to career development are not known and the solutions to these hindrances are not known either. If this problem continues and employee commitment and engagement gets seriously affected, the performance of the employees is likely to dwindle and this could seriously affect the achievement of the goals and objectives of the institution. This study tried to close this gap by looking at the effect of career development on employee engagement at County level of governance in Kenya.

2.5 Conceptual Framework

Conceptual framework is a diagram showing the relationship between dependent variable and independent variable (Bradley, 2008). The diagram below showed the relationship between the variables of concern as shown below.

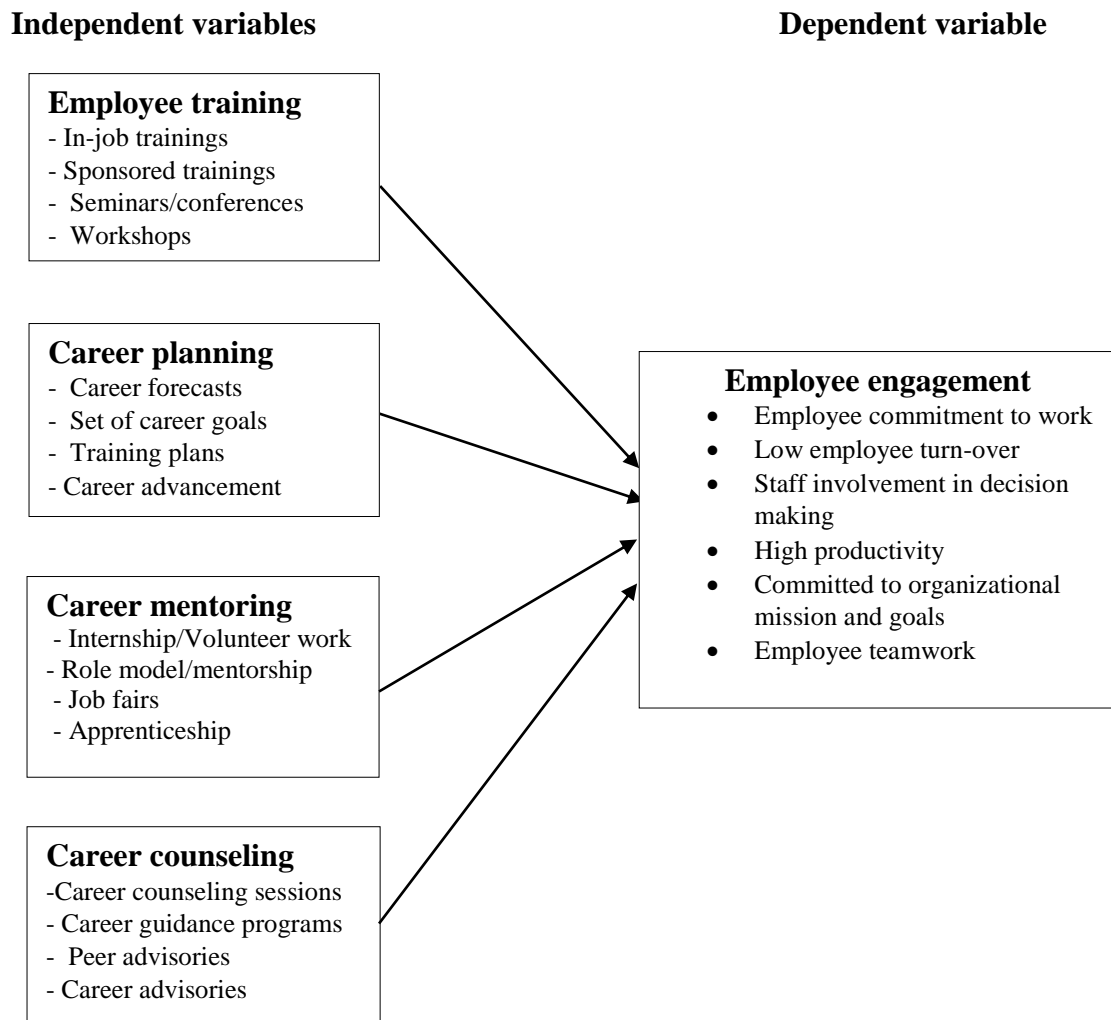


Figure 2.1: Conceptual framework

Source: (Author, 2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines detailed description of the research methodology that was adopted in this study. It focuses on research design, target population, sample sampling techniques, data collection methods and concludes with the data analysis and presentation methods used in the study.

3.2 Research Design

Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and control of variance (Coopers and Schindler, 2011). This research study employed descriptive survey design. This type of research design is particularly beneficial for researchers that seek to answer questions about a particular population or for those that wish to understand the characteristics of a population. Descriptive survey design is advantageous because it allows the researcher to collect data from a large sample size, which can then be used to make generalizations about the population in question.

Furthermore, descriptive survey design allows the researcher to accurately measure opinion and attitudes of the sample population by using various types of questions (e.g., open-ended, closed-ended, semantic differential, etc.). This type of survey design is also often used in combination with other research methods, such as focus groups and interviews, to gain a more comprehensive understanding of a population (O'Reilly, 2005). By using descriptive survey design, researchers are able to collect data from a large sample size and accurately assess opinion and attitudes of the sample population.

3.3 Target Population

Mugenda and Mugenda (2003) explained that the target population should have observable characteristics to which the study intends to generalize the result of the study. Target population as described by Borg and Grall (2009) is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population will be employees in HR department working in the three cadres in the Nairobi City County. According to HR records (2022), there are two hundred and eighty two (282) employees working in top, middle and lower management levels in this department as per table 3.1.

Table 3.1: Target Population

Strata	Population
Top level management	52
Middle level management	98
Lower level of management	132
Total	282

Source: (HR-NCC, 2022)

3.4 Sample Size and Sampling Technique

Sampling is the process of choosing a subset of the population to be researched in order to allow the findings to be applied to a larger population (Oso and Onen, 2005). The objective of sampling is to create a representative group that enables the researcher to obtain insights about the entire population when there are constraints on time, cost, and effort. In this case, Nairobi City County department of HR was purposively selected since the population (282) employees are small, census sampling technique was employed.

3.5 Data Collection Instruments

The researcher collected primary data using questionnaires. A structured questionnaire with open and closed ended questions was employed. Through the structured questionnaire the researcher was able to contact large numbers of people quickly, easily and efficiently through self-administered questionnaires. Questionnaires were used because of ease of preparing coding and interpreting, especially in the case of closed questions (Cooper & Schindler, 2011). More so, the instrument was pre-tested for validity and reliability before distribution to respondents.

3.6 Validity and Reliability of Research Instruments

3.6.1 Pilot Study

A pilot study was conducted in Kiambu County Human Resource Department to reduce obscurity of questionnaire items and enhance data integrity. The researcher selected randomly 10 respondents to be used in piloting; the questionnaires were issued to 10 respondents twice at an interval of 2 weeks and the findings were checked for consistency. This helped in examining feasibility of methods and procedures that were used in the study as elaborated below.

3.6.2 Reliability of research Instruments

According to Nachimias (1996), reliability refers to consistency of a measuring instrument that is the extent to which a measuring instrument contains variable error. Through piloting, questionnaires were distributed to ten respondents who were not part of the sample. Cronbach's Alpha test was then carried out to test reliability of the instrument. According to Cronbach (1951), the coefficient results of above 0.7 is regarded as reliable as showed in table 3.2.

Table 3.2: Summary of Cronbach's Alpha Reliability Coefficients

Variable	Cronbach's Alpha	N of Items
Employee training	0.893	10
Career planning	0.794	10
Career mentorship	0.779	10
Career counseling	0.712	10
Overall	0.794	

Source: (Pilot study, 2022)

3.6.3 Validity of research Instruments

According to Nachmias (1996) validity is the degree to which a measuring instrument measures what it is supposed to measure. Some questions may be unclear and ambiguous and therefore, questionnaire testing is necessary to identify and eliminate such problems. Validity therefore has to do with how accurately; the data obtained in the study represent the variables of the study. Content validity of the questionnaires was adhered to right from the design stage. Where valuable contribution from the supervisors and relevant academic staff was sought. The researcher modified the items in the questionnaire using the suggestions put forward by the said experts and the information obtained from the piloted questionnaires

3.7 Data Collection Procedure

The researcher started by obtaining an authorization letter from Moi University that allowed the researcher to apply for a research permit from NACOSTI. Consequently, the study questionnaires were prepared and piloted in Kiambu County HR Department. After piloting, the questionnaires were then administered to the 282 staff in the HR Department in Nairobi City County. The permission was granted to the researcher who proceeded to collect data from the staff in the department. Before

actual data collection the researcher briefed the respondents on the purpose of collecting data and assured them that the information collected was for academic purposes only.

After that the researcher administered the questionnaires in person to the respondents, they were given a time frame of week to return the completed questionnaires. The reason for this was to give them humble time because of their busy schedule and ensure high return rates.

3.8 Data Analysis and Presentation

Quantitative data was obtained due to the nature of the study. Data analysis was carried out with aid of Statistical Package for Social Sciences (SPSS) version 21.0, analytical tool. Firstly, data was coded to facilitate computer input or entry. The actual data analysis was carried out by use of descriptive statistical approaches; to draw mean, mode, standard deviations and variance. In order to determine the relationship between study variables, correlation and regression analysis was adopted. A test of Multicollinearity was also carried out to check whether there is correlation between study variables. The findings were presented in form of frequency tables, charts and narrations.

3.9 Statistical Model

The model below was formulated for the researcher to statistically determine the contribution made by the independent variable on the dependent variable. This study adopted a regression model equation as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y is the dependent variable (employee engagement),

β_0 is the regression constant,
 $\beta_1, \beta_2, \beta_3$ and β_4 are the coefficients of independent variables,
 X_1 is employee training,
 X_2 is career planning,
 X_3 is career mentoring,
 X_4 is career counseling;
 ε is standard error

This study involved several variables as illustrated above in the equation; the regression model specifies the relation between dependent variable (Y) to a function combination of independent variables (X_k) and unknown parameters (β).

3.9.1 Diagnostic tests

This study used regression technique in order to determine the relationship between career development and employee engagement. However, before running the regression the researcher did a number of diagnostic tests to check for violation of the assumptions of the classical linear regression. These tests included Normality, Multicollinearity and Homoscedasticity tests.

3.10 Ethical Consideration

In regard to ethical consideration, all literature sources were acknowledged and referenced accordingly. Before data collection was carried out, permission was sought from Nairobi City County HR department. Both letters from Moi University and NACOSTI were presented to the HR manager as evidence for data collection. Similarly, respondents were briefed about the purpose of the study and researcher had to confirm to them that it was purely intended for academic purposes and not any other intentions. In addition, respondents were told not to write their personal details on the questionnaire to ensure that privacy and confidentiality is observed throughout the study period.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results and discussion of the study findings. It begins by showing response rate and demographic information. This chapter also provides descriptive findings based on the objectives of the study. It also provides correlation and regression test that were adopted to establish the kind of relationship that exists between study variables and aided hypothesis testing.

4.2 Summary of Responses

According to Morton, Bandara, Robinson and Carr (2012), a return rate approximating to 60% for most studies is good. Therefore, in this study, the researcher distributed 282 questionnaires to staff at NCC HR department, 262 (93%) were returned while 20(7%) were not returned due to unavailability of the respondents. Therefore, response rate was within acceptable limits as shown in table 4.1 below.

Table 4.1: Summary of the responses

Category	No. of questionnaires	Percentage %
Returned questionnaires	262	93%
Unreturned questionnaires	20	7%
Total	282	100%

Source: (Field data 2022)

4.3 Demographic Information

4.3.1 Education level

The researcher sought to determine the level of education for all the respondents of 83(31.4%) had diploma qualification, 76(28.8%) had obtained various trainings at certificate level, while bachelors graduates were 54(20.5%), those with postgraduates'

trainings were 23(8.7%) and the rest 28(10.6%) had other qualifications not related to Human Resource as shown in fig. 4.1. this implies that most of the respondents were knowledgeable enough relating to the variables under study.

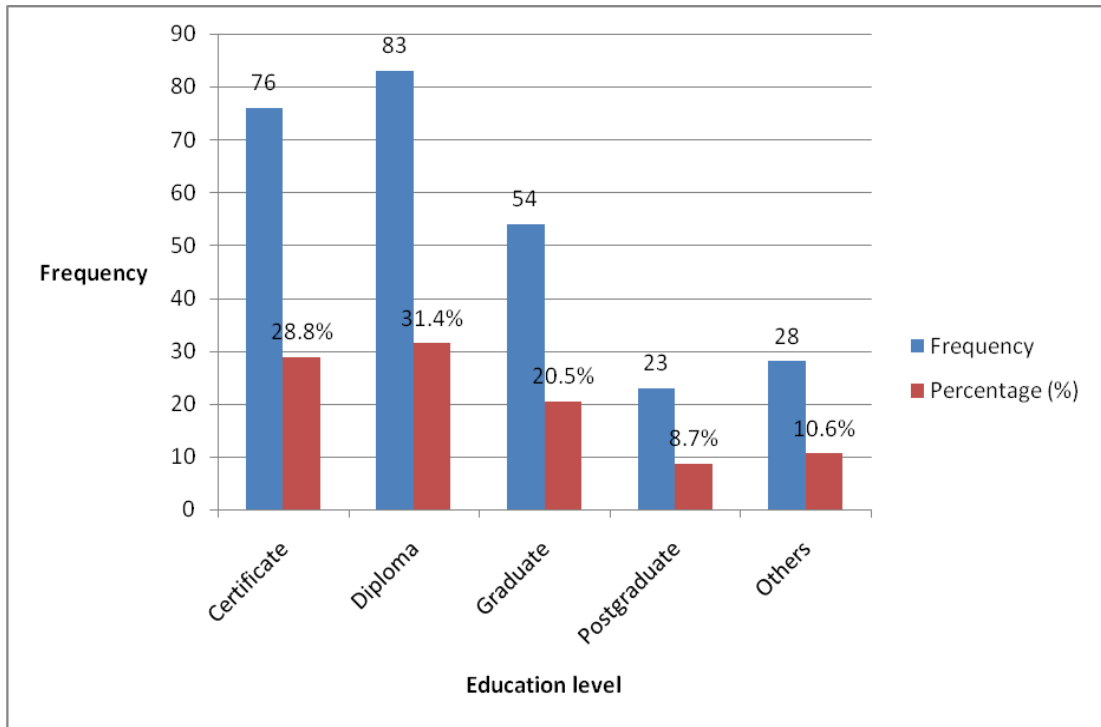


Figure 4.1 – Respondent's education level

Source: (Field data 2022)

4.3.2 Duration in Service

This study sought to establish the duration of service at NCC. The findings as shown in 4.2.1 revealed that 116(46.0%) had worked for over 20 years, while 68(27.0%) had been in service for a period between 16-20 years, 36(14.3%) had worked for 5 years, 21(8.3%) had worked for a period between 6-10 years and only 11(4.4%) had worked for a period between 11-15 years as shown in table 4.2 below. This finding indicates that majority of the respondents have long experience and therefore suitable to give information that is vital for the study.

Table 4.2: Duration in service

Work duration	Frequency	Percentage (%)
0-5yrs	36	14.3
6-10yrs	21	8.3
11-15yrs	11	4.4
16-20yrs	78	27.0
Above 20yrs	116	46.0
Total	262	100.0

Source: (Field data 2022)

4.4 Employee Training and Employee Engagement

The first objective of this study was to establish effect of employee training on employee engagement and it is elaborated in table 4.3.

Table 4.3: Employee trainings

Employee trainings	Mean	Std. Dev.		Min	Max	Sample (N)
		Dev.	Min			
The County management provide regular training on all cadres of staff to enhance their engagement	2.8	1.2	1.0	5.0	262	
County management gives employees the opportunity for training	4.1	1.0	1.0	5.0	262	
There is a well-designed and widely shared training policy in the County	3.2	1.2	1.0	5.0	262	
Training need analysis is conducted before embarking on any training	3.8	1.1	1.0	5.0	262	
Staff training is well-planned and given adequate importance	2.5	1.2	1.0	5.0	267	
There is adequate emphasis to develop managerial capabilities through training	3.7	1.0	1.0	5.0	262	

Source: (Field data 2022)

The findings showed that majority of the respondents were of agreement that County management gives employees an opportunity for trainings (Mean = 4.1, Std. dev =1.0), and that training need analysis is conducted before embarking on any training (Mean = 3.8, Std. dev =1.1), and there is adequate emphasis to develop managerial

capabilities through training (Mean = 3.7, Std. dev =1.0). However, it was uncertain whether the County management provides regular training on all cadres of staff to enhance employee engagement (Mean = 2.8, Std. dev =1.2), and whether staff training is well-planned and given adequate importance (Mean = 2.5, Std. dev =1.2).

In this case, training of employee is seen as a way to improve the organization's performance by upgrading in technical skills of employees. It provides integrated aim of developing employees and guiding them in fulfilling the organizational needs besides enhancing employee's potential to create career development opportunities. In terms of engagement, training creates employee capacity to get engaged on new roles and responsibilities.

The findings in this study concur with Chacha (2013) that concluded that employee training provides the strong base for dynamic organization and to manage the creative culture that can promote their abilities and competency as well as strategic priorities to gain competitive advantages. Nzulwa and Mark (2018) in their study on effect of career development programs on employee performance established that a unit increase in employee training leads to an increase in the employee performance.

Therefore, it can be concluded that investment in training of employees at County level would produce tangible results in the long run. Further, when the employee training is strengthened, then the employees would benefit from promotions and progression in their career resulting to more engagements at work place.

4.5 Career Planning and Employee Engagement

Employees' career development occurs through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and

promotion. The second objective was to determine the effect of career planning on employee engagement at Nairobi City County as elaborated below.

Table 4.4: Career planning

Career Planning	Std.				Sample (N)
	Mean	Dev.	Min	Max	
The County discusses career plans with staff before decisions are taken on what is appropriate for both parties.	3.3	1.2	1.0	5.0	262
The County has policy that governs career growth for staff	3.8	1.1	1.0	5.0	262
The County has a dedicated officer responsible for career planning for staff.	2.3	1.0	1.0	5.0	262
The County has a training policy for all staff	3.9	1.2	1.0	5.0	262
The County does forecasts of personnel inadequacy	3.7	1.2	1.0	5.0	262
The County has programmes that allow employees to discover a career path	4.3	1.0	1.0	5.0	262

Source: (Field data 2022)

The findings in table 4.4 above indicated that the County has programmes that allow employees to discover a career path (Mean = 4.3, Std. dev =1.0) and that County has a training policy for all staff (Mean = 3.9, Std. dev =1.2); and also has policy that governs career growth for staff (Mean = 3.8, Std. dev =1.1) and relatively does forecasts of personnel inadequacy (Mean = 3.7, Std. dev =1.2). However, it was not clear whether the County discusses career plans with staff before decisions are taken on what is appropriate for both parties (Mean = 3.3, Std. dev =1.2). It was also found that the County do not have a dedicated officer responsible for career planning for staff (Mean = 2.3, Std. dev =1.0).

In my view, career development helps individual workers to enhance their career advancement in organization if the organization gives opportunities such as by being offered responsibilities, challenging assignments, and learning opportunities. This may help individual worker to gain new skills and knowledge as they worked on work

assignments. The findings concurred with Mullins, (2017) that asserted that career planning help employees to aspire to progress steadily in organizations for which they work. It is established in this study that career planning improves loyalty of employees, and encourages employees' performance, teamwork and more engagement at work.

4.6 Career Mentorship and Employee Engagement

Career Mentorship usually takes the form of a senior or experienced employee taking a supporting role in the development of a new or inexperienced employee. The third objective was to evaluate effect of career mentorship on employee engagement at Nairobi City County, the findings are discussed below.

Table 4.5: Career mentorship

Career mentorship	Std.		Sample		
	Mean	Dev.	Min	Max	(N)
County management provides junior employee specific guidance for achieving career goals	3.9	1.2	1.0	5.0	262
County management give junior employees assignments that prepare them for a higher position	3.2	1.1	1.0	5.0	262
The management suggests specific strategies to accomplish work objectives	4.0	1.0	1.0	5.0	262
The management exchanges experiences with junior employees to improve job problems in the workplace	4.1	1.2	1.0	5.0	262
County government have internship and volunteering programmes	4.4	1.0	1.0	5.0	262

Source: (Field data 2022)

The findings in table 4.5 above showed that County management provides junior employee specific guidance for achieving career goals (Mean = 3.9, Std. dev =1.2); they also provide specific strategies to accomplish work objectives (Mean = 4.0, Std. dev =1.0); the management exchanges experiences with junior employees to improve

job problems in the workplace (Mean = 4.1, Std. dev =1.2) and provide internship and volunteering programmes (Mean = 4.4, Std. dev =1.0).

However, uncertainty whether County management give junior employees assignments that prepare them for a higher position (Mean = 3.2, Std. dev =1.1) as elaborated in table 4.5 below. Career mentoring is a tool for recruitment and retention as it gives the best results in productivity and job satisfaction of employees. It allows the most knowledgeable and experienced expertise to impart skills to the potential employees for future engagement at work places.

It is clear that NCC to some extent practice career mentoring through skills of coaching, facilitating, counseling and networking within and outside other Counties. This has been asserted by Smith (2017) that career mentoring ensures that senior and experienced employees share their knowledge to help their juniors to develop, as well as new employees to grow in their careers. This study found that through career mentorship programs employees' professional and problem solving skills that are very vital in the productive workforce. This conclusion is in line with Murray (2008) who mentioned that mentoring entails helping and supporting people to manage their own learning in order to maximize their potential, develop their skills, improve their performance and become the person they want to be in alignment with organization objective.

4.7 Career Counseling and Employee Engagement

The fourth objective was to evaluate effect of career counseling on employee engagement at Nairobi City County, as elaborated below.

Table 4.6: Career counseling

Career Counseling	Mean	Std. Dev.	Min	Max	Sample (N)
Career counseling is a fundamental human resource policy in the County.	4.2	1.1	1.0	5.0	262
The County dedicates formal sessions for discussing career development of each staff	3.8	1.3	1.0	5.0	262
The County prepares career forecast for each employee	3.0	1.3	1.0	5.0	262
The County gives incentives to staff for career achievement	2.4	1.2	1.0	5.0	262
The County has linkage with educational institution for employee career development	2.3	1.2	1.0	5.0	267
The County provides guidance to staff on career related rights and obligation in the staff hand book	3.9	1.4	1.0	5.0	262

Source: (Field data 2022)

The findings showed that career counseling is a fundamental human resource policy in the County (Mean = 4.2, Std. dev =1.1); and that the County dedicates formal sessions for discussing career development of each staff (Mean = 3.8, Std. dev =1.3); they also provide guidance to staff on career related rights and obligation in the staff hand book (Mean = 3.9, Std. dev =1.4). But there was disagreement on the fact that County gives incentives to staff for career achievement (Mean = 2.4, Std. dev =1.2) and that County has linkage with educational institution for employee career development (Mean = 2.4, Std. dev =1.2).

Career counselling provides a vital role in employee's career progress, and a sense of direction in career path. It is one way of ensuring that an organization builds a robust workforce, by ensuring professionalism and productivity is retained in the organization. The findings in this study concur with that of Manju and Suresh (2011) that established that career counseling ensures the right kind of help to employees to overcome challenges at work places. In this study, it was established that employees have benefited from career counseling programs, which are vital role in employee's

career progress, and ability to give a sense of direction in career path among employees.

4.8 Employee Engagement

Employees are an organizational most important asset or resource. Employee engagement is a focal point of employee efficiency, productivity and retention. This study sought to establish the status of employee engagement at NCC. The findings are shown below.

Table 4.7: Employee engagement

	Mean	Std. Dev.	Min	Max	Sample (N)
Employees at the County work closely with colleagues to improve performance within the job for the benefit of the organization	4.0	1.1	1.0	5.0	262
Employees in the County are positively involved to their organization	3.8	.9	1.0	5.0	262
Employees in the County willingly and voluntarily make changes within their department	3.3	1.1	1.0	5.0	262
The County employees have trust in their organization	3.2	1.0	1.0	5.0	262
County employees possess self-efficacy	3.7	.9	1.0	5.0	262
The County employees aspire to achieve improvements within the organization	3.9	1.0	1.0	5.0	262
The organization culture puts emphasis on staff engagement	3.6	1.0	1.0	5.0	262
Management encourages employees' engagement within the organization	3.4	1.1	1.0	5.0	262

Source: (Field data 2022)

The findings showed that employees at the County work closely with colleagues to improve performance within the job for the benefit of the organization (Mean = 4.0, Std. dev =1.1); and that employees in the County are positively involved to their organization (Mean = 3.8, Std. dev =0.9); they also aspire to achieve improvements within the organization (Mean = 3.9, Std. dev =1.0) and they possess self-efficacy

(Mean = 3.7, Std. dev =0.9). Engagement in this context is the ability for employees to coordinate their work and themselves well, put their own physical strength, cognitive, emotion into work and translate them into action, creating job performance in the work process. A proper and well defined employee engagement framework translates to high employee productivity and job satisfaction.

However, the findings showed some issues that were uncertain; for instance, the fact that employees in the County willingly and voluntarily make changes within their department, and that County employees have trust in their organization. There was also uncertainty in the fact that management encourages employees' engagement within the organization.

4.9 Correlation Analysis

Before running the model, the researcher conducted some diagnostic tests in order to see whether there is any violation of the classical linear regression assumptions. The researcher conducted a test of Multicollinearity using the Pearson Correlation test and the results are presented in table 4.7.

Table 4.8: Correlation analysis

		Employee trainings	Career planning	Career mentorship	Career counseling	Employee engagement
Employee trainings	Pearson Correlation	1				
	Sig. (2-tailed)					
Career planning	Pearson Correlation	.519**	1			
	Sig. (2-tailed)	0.000				
Career mentorship	Pearson Correlation	.509**	.702**	1		
	Sig. (2-tailed)	0.000	0.000			
Career counseling	Pearson Correlation	.513**	.743**	.694**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Employee engagement	Pearson Correlation	.392**	.234**	.414**	.533**	1
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	
	N	267	267	267	267	267

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

Source: (Field data 2022)

The findings from correlation test showed that, all the variables showed a positive significant relationship as indicated in the matrix table below. The employee training showed a positive relationship with employees engagement, (Pearson's $r=0.392$, $p<0.000$), career planning, (Pearson's $r=0.234$, $p<0.001$), career mentorship (Pearson's $r=0.414$, $p<0.000$) and career counseling (Pearson's $r=0.533$, $p<0.000$), all showing absolute significance as shown in table matrix above.

4.10 Diagnostic Results

4.10.1 Normality test

Normality test was carried out and the results showed the p-values for all the variables were greater than 0.05 indicating that there is no problem of normality as all the p-value >0.05 (5%). For the purposes of visualization, histogram was plotted to illustrate the normal distribution curve showing the best fit for each dataset as shown in figure 4.2 below.

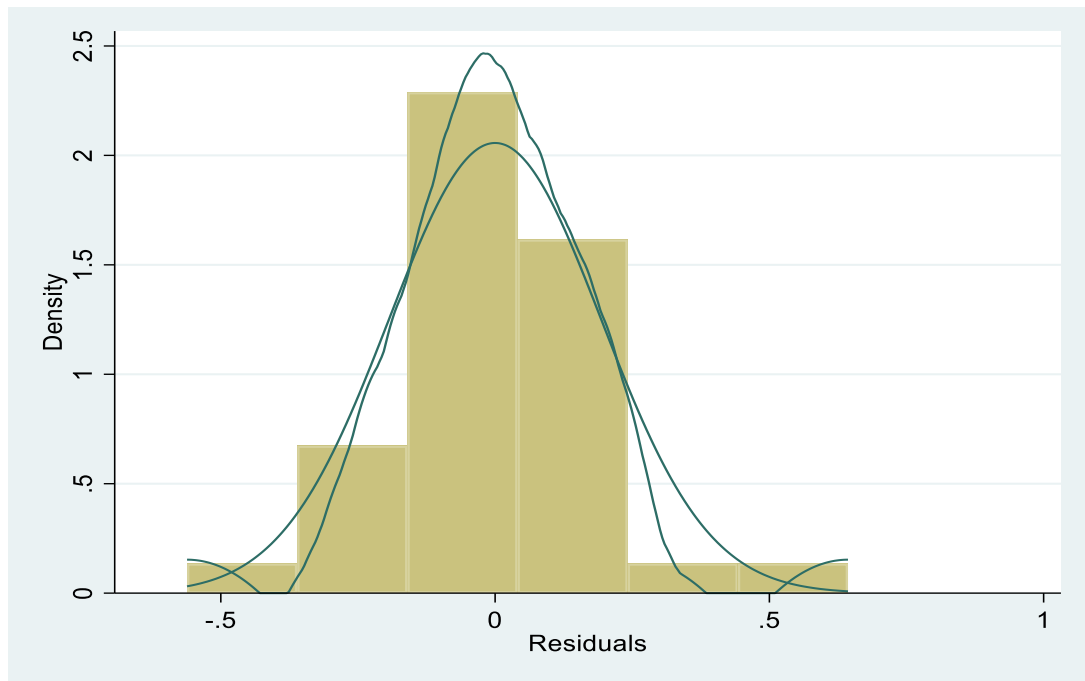


Figure 4.2 – Normality graph

Source: (Field data 2022)

4.10.2 Multicollinearity test

One of the assumptions of the classic linear regression is the assumption of Multicollinearity. Multicollinearity means the existence of a perfect or exact linear relationship among some or all predictor variables of a regression model. Multicollinearity leads to coefficients that cannot be estimated with great precision or accuracy. This study did multicollinearity test and the results showed that all VIF values were less than 10, signifying that there is no multicollinearity between the variables as shown in table 4.9 below.

Table 4.9 – Multicollinearity test

Variable	VIF
Employee training	8.56
Career planning	7.92
Career mentorship	3.82
Career counseling	4.45

Source: Field data (2022)

4.11 Results on Regression Analysis

To estimate the effect of employee training, career planning, mentorship and counseling on employee engagement, regression model was used. The results of the multiple regression analysis are shown in the Tables 4.8, 4.9 and 4.10. The model summary below (table 4.8) showed adjusted R^2 is 0.459; this implies that holding all other factors constant, the independent variables in this study accounts for 45.9% of employees' engagement at work places. In other words, employee trainings, career planning, career mentorship, career counseling relatively influences employee's engagement and performance.

Table 4.10: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686	.471	.459	.09554

a. Predictors: (Constant), Career mentorship, Employee trainings, Career planning, Career counseling

Source: (Field data 2022)

ANOVA table shows results of analysis of variance, sum of squares, degree of freedom (df), mean square, regression and residual values obtained from regression analysis. From table 4.9 below, the mean square is 1.439. The F static which is regression mean square divided by the residual mean was 39.419. Degree of freedom

df, was 4.00. Statistically, the overall relationship was very significant with significant value, P value = 0.000, ($P < 0.05$) as shown below.

Table 4.11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.439	4	.360	39.419	.000 ^a
	Residual	1.616	177	.009		
	Total	3.055	181			

a. Predictors: (Constant), Career mentorship, Employee trainings, Career planning, Career counseling

b. Dependent Variable: Employee engagement

Source: (Field data 2022)

From the coefficient table below, the first variable (constant) represents the constant, also referred to as the Y intercept, the height of the regression line when it crosses the Y axis. In other words, this is the predicted value of employee engagement at NCC when all other variables are 0. The beta values (β) are the values for the regression equation for predicting the dependent variable from the independent variable.

In this case, interpretation of beta coefficients means that holding all other independent variables constant, every unit change on employee training shall positively influence employee engagement by 0.168, while career planning shall increase on employees' engagement by 0.495, career counseling shall increase on employees' engagement by 0.570 and finally career mentorship shall increase on employees' engagement by 0.152. Therefore, all the variables in this study are positive predictors of employees' engagement at NCC as elaborated in the coefficient table below.

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.958	.080		11.969	.000
Employee trainings	.168	.052	.216	3.241	.001
Career planning	.495	.075	.568	6.565	.000
Career counseling	.570	.064	.783	8.863	.000
Career mentorship	.152	.092	.137	1.651	.101

a. Dependent Variable: Employee engagement

Source: (Field data 2022)

4.12 Testing of Hypothesis

A statistical hypothesis is an assumption about a population parameter. This assumption may or may not be true. Hypothesis testing is the formal procedures used by statisticians to accept or reject statistical hypotheses. From the analysis, three of the stated null hypothesis was accepted while one was rejected as shown below

Table 4.12: Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
(H ₀₁): Employee training has no significant effect on employee engagement at Nairobi City County	P=0.001<0.05	Reject H₀₁
(H ₀₂): Career planning has no significant effect on employee engagement at Nairobi City County.	P=0.000<0.05	Reject H₀₂
(H ₀₃): Career counseling has no significant effect on employee engagement at Nairobi City County.	P=0.000<0.05	Reject H₀₃
(H ₀₄): Career mentoring has no significant effect on employee engagement at Nairobi City County.	P=0.101>0.05	Accept H₀₄

Source: (Field data 2022)

Hypothesis testing was carried out based regression results. Using significance values from regression coefficient table, it was clear that employee training, career planning

and career counseling have significant effect on employee engagement; all had coefficient values, $P < 0.05$, while career mentoring proved to have no significant effect on employee engagement at Nairobi City County, $P = 0.101 > 0.05$.

4.13 Discussion of the Findings

Based on the findings from the hypotheses testing, it is evident that employee engagement within Nairobi City County is significantly influenced by various factors. The study revealed that employee training, career planning, and career counseling play crucial roles in enhancing employee engagement. These findings reinforce the existing literature that highlights the importance of investing in employee development and providing clear pathways for career advancement to foster a motivated and engaged workforce. Organizations within the public sector, such as Nairobi City County, can benefit from prioritizing these aspects to create a work environment that encourages commitment, enthusiasm, and loyalty among employees. In specific, the findings of this study indicated that employee training has a significant effect on employee engagement at Nairobi City County. Numerous studies, such as those by Macey and Schneider (2018) and Saks (2016), have emphasized the positive relationship between training opportunities and employee engagement. Training programs equip employees with the necessary skills, boost their confidence, and contribute to their sense of value within the organization. In the context of Nairobi City County, where the demands of public service are dynamic and multifaceted, investing in employee training aligns with the notion that engaged employees are more likely to contribute actively to their roles and the county's objectives. By providing opportunities for skill enhancement and professional growth, the county can not only elevate its workforce's competence but also foster a culture of engagement that ultimately enhances public service delivery.

Further, the findings in this study established that career planning has a significant effect on employee engagement at Nairobi City County. Scholars like Kahn (1990) and Agyemang *et al.* (2019) have emphasized that providing employees with clear career pathways enhances their engagement by fostering a sense of purpose and personal growth. The finding underscores the importance of aligning individual aspirations with organizational goals. In the context of Nairobi City County, where the public sector operates amidst diverse challenges and demands, offering well-defined career trajectories can serve as a powerful motivational tool. Employees who perceive a meaningful and feasible path for advancement are more likely to exhibit higher commitment and enthusiasm, thus contributing positively to the county's objectives and public service quality.

Lastly, this study established that career counseling has a significant effect on employee engagement at Nairobi City County. Researchers such as O'Reilly and Chatman (1986) and Kinyanjui and Kamau (2019) have highlighted the positive role of career support services in fostering employee commitment and enthusiasm. Career counseling provides employees with personalized guidance, helps them align their aspirations with organizational goals, and assists in addressing professional challenges. In the specific context of Nairobi City County, where the public sector operates in a demanding environment, offering career counseling reflects a commitment to employee well-being and development. By nurturing a workforce that feels valued and supported in their professional journeys, the county can cultivate higher levels of engagement, thereby positively impacting service delivery and organizational effectiveness.

Interestingly, the study did not find a significant effect of career mentoring on employee engagement. While this outcome contrasts with the impact of other factors,

it suggests that career mentoring might have a different influence within the specific context of Nairobi City County. Further research could delve into the reasons behind this finding and explore potential adjustments to mentoring programs that could enhance their impact on employee engagement. In conclusion, the study's outcomes emphasize the need for Nairobi City County and similar organizations to focus on strategic initiatives related to employee training, career planning, and career counseling to effectively enhance employee engagement levels. Recognizing the dynamic nature of the public sector and the evolving needs of its workforce, these findings provide valuable insights for creating a supportive and engaging work environment that contributes to both individual growth and the county's overall success.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section of the study summarizes the findings, draws conclusions and also gives recommendations based on the findings of the study.

5.2 Summary of the Findings

Organizations are interested in employee engagement as it directly leads to high employee performance and organization performance. Engaged employees feel concerned about their organization and work to contribute towards its success. The aim of this study was to determine the effect of career development on employee engagement at Nairobi City County. This study looked at training, career development, career mentorship and career counseling and how they influence employee engagement.

The findings established that that county management gives employees an opportunity for trainings, and that training need analysis is conducted before any training is carried out to ensure adequate development of managerial capabilities of the workforce through training and development. This study further established that employee training is one basic element which makes an employee engaged in his work and make him productive to the organization. It was finally proved that employee training have significant effect on employee engagement ($P = 0.001 < 0.05$).

The second objective was to determine the effect of career planning on employee engagement. The findings indicated that the County has programmes that allow employees to discover a career path; County has a training policy for staff and a policy that governs career growth for all staff and relatively does forecasts of

personnel inadequacy. Career development occurs through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion. This study further found that career development is crucial for organizations to engage their employees and reduce turnover. It was also established that career planning have significant effect on employee engagement ($P = 0.000 < 0.05$).

The third objective was to evaluate effect of career mentorship on employee engagement at Nairobi City County. It was found that County management provides junior employee specific guidance for achieving career goals; they also provide specific strategies to accomplish work objectives. The management exchanges experiences with junior employees to improve job problems in the workplace thus practicing mentorship. There are also variety of internship and volunteering programmes to promote career mentorship. It was further established that that NCC provide career mentoring through skills of coaching, facilitating, counseling and networking within and outside other Counties. Career Mentoring usually takes the form of a senior or experienced employee taking a supporting role in the development of a new or inexperienced employee. It can be formal or informal and relies on the development of a positive advisory relationship. Conversely, hypothesis testing showed that career mentoring has no significant effect on employee engagement ($P = 0.101 > 0.05$).

The fourth objective was to evaluate effect of career counseling on employee engagement at Nairobi City County. This study found that career counseling is a fundamental human resource policy in the County and that the County dedicates formal sessions for discussing career development of each staff. The County also provides guidance to staff on career related rights and obligation in the staff hand

book. This study further established that career counseling is a fundamental human resource policy, there is provision of guidance to staff on career related rights and obligation in the staff hand book and virtual integration competence enables fast and the County has linkage with educational institution. It concluded that career counseling has significant effect on employee engagement ($P = 0.000 < 0.05$).

Correlation analysis showed that all the variables (training, career planning, career counseling, career mentoring) had a positive relationship with employee engagement. Regression test showed that all these variables accounts for 47.1% of employees' engagement at work places. Statistically, the overall relationship was very significant with significant value, P value = 0.000, ($P < 0.05$). In other words, employee trainings, career planning, career mentorship, career counseling relatively influences employee's engagement and performance.

5.3 Conclusions

The purpose of this study was to determine the effect of career development on employee engagement at Nairobi City County (NCC). Career development usually occurs through a continuous acquisition of managerial or professional skills, trainings and experience which yield improvement of employee's performance and capabilities at work. It was established from this study that NCC have implemented career development plans which include employee trainings, staff development plans, career counselling and mentoring. This study emphasizes that career planning helps individual workers to enhance their career advancement within the organization and allows engagement of employees through added opportunities, responsibilities and challenging assignments. However, this study concluded that career planning has significant effect on employee engagement.

Similarly, the study results showed that County management gives employees an opportunity to further their career through trainings. Such trainings are offered in various forms, which include; on-training, formal trainings, seminars, workshops and exchange programmes. However, it was not clear whether the County management provides regular training to all staff at the County. This study however, concluded that employee trainings has significant effect on employee engagement at NCC.

More importantly, this study concluded that career counseling is a fundamental human resource policy at the County. Through counseling sessions, the County management dedicates formal sessions for discussing career development of every employee and put in place strategies that embraces counseling as part of career development of staff. Therefore, career counselling has been established important component in employee's career progress, which ensures that an organization builds a robust workforce, through professionalism and knowledge retention in the organization. However, in the same way, the study concluded that career counseling has significant effect on employee engagement at NCC.

Finally, on career mentorship, this study established that County management provides junior employee specific guidance for achieving career goals. They also offer provide internship and volunteering programmes that allow nurturing of young professionals and allow transfer of job skills by the seniors to the newly recruited employees. This study concludes that through career mentorship programs employees at NCC acquire professional and problem solving skills that are very vital for their work assignments. From this study therefore, career mentoring proved to have no significant effect on employee engagement at Nairobi City County.

5.4 Recommendation

5.4.1 Recommendation on Managerial Practices

First, the Government through legislation and policy making process should give the County governments' HR departments' ability to implement training programs and other career development initiatives to improve on employees' competencies and to ensure staff are clear on their career growth.

Secondly, the County government should put up structures and policies that promote career development and growth of employees. Both the organization and the employee benefit from knowing exactly where they stand in relation to each other's expectations. By fostering career development initiatives, employees get motivated to perform better and eventually reducing attrition in public service.

Thirdly, the County government should also develop mentoring and a strong succession plan. As employees are recruited, trained and developed, they must also see that there is possibility for them to navigate their career path within the organization. This practice also enables the organization to make plans for unforeseen circumstances, like sudden retirement, death, illness restructuring or downsizing among other factors. The plan ensures that there are available people ready to step up and take responsibility when called upon. This help creates job satisfaction and also serve as a perfect way to retain employees.

Finally, this study recommends that there should be sensitization programme to all staff on the available career development programs within the County departmental units that will help in developing the career path of the employees as this will boost the morale and ultimately the productivity of staff.

5.4.2 Recommendations on Policy implication

Based on the findings in this study, policy implications should focus on providing employees with meaningful career development opportunities and resources. Employers should strive to provide employees with access to resources and training that will help them develop their skills and gain knowledge that can be applied to their current job and future career goals. This can be done through the development of career development programs, mentorship opportunities, and the implementation of professional development courses. Employers should also support employees by providing them with the necessary resources and support needed to pursue their career goals. Additionally, employers should promote a culture of transparency and support when it comes to career development and provide employees with regular feedback and recognition for their efforts.

5.4.3 Theoretical implication

The theoretical implication of the study is that government entities should focus more on developing and implementing career development strategies that are tailored to the needs of their employees. Such strategies should focus on providing employees with meaningful career paths, offering them opportunities to advance their skills and knowledge, and providing them with mentorship and coaching. This can help to increase employees' engagement and motivation, which in turn can lead to improved performance. Additionally, public organizations should take into account their employees' individual career goals and provide them with the necessary resources and support to help them reach those goals. Finally, public organizations should also ensure that their career development strategies are monitored and evaluated regularly to ensure that they are effective.

5.5 Limitation of the Study

The researcher encountered many limitations while conducting the research. The study was limited to a particular geographical area, and the sample size was relatively small. Inclusion of all other Counties in Kenya would have provided different results. The researcher however tried to be objective and ensured that all the necessary data were obtained.

Another limitation is that the respondents were reluctant in giving some information about the County government which they viewed being confidential. The researcher however reassured the respondents that information obtained from them would be used for the purposes of the study only. The researcher also obtained a letter from the university as evidence.

Lastly, this study focused on few employees in HR department in providing information, a larger setup would also obtain varied results.

5.6 Suggestions for Further Studies

Although research has been done in most of the drivers of employee engagement, this study suggests further studies be carried out on effects of career development on employee engagement in other public sector organizations. Similarly, this study was limited to Nairobi City County; further studies can be conducted around this phenomenon that focus on all other counties and other government agencies at the national level.

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APPENDICES

Appendix I : Letter of Introduction

I am a student from MOI UNIVERSITY pursuing Master of Science in Human resource management. Currently, I am undertaking an academic research project on *“Effect of Career Development on Employee engagement at Nairobi City County, Kenya.”* This questionnaire is designed to help collect data for academic purposes only. The information given will only be used for academic purposes and kept confidential. No names of respondents or their business name(s) will be written on this questionnaire. Any assistance accorded in answering the questions below is highly appreciated.

Thank You.

Stellah Kemunto

Appendix II : Questionnaire

Please answer all questions.

Serial No: _____

Section I: GENERAL INFORMATION

Please tick where it is appropriate

1. Designation.....

2. Department.....

3. What is your education level?

a) Certificate [] b) Diploma [] c) Graduate [] d) Postgraduate []

e) Others (Please specify).....

4. How long have you served in NCC?

0-5 yrs [] 6-10yrs [] 11 – 15yrs [] 16-20yrs [] above 20yrs []

SECTION II: - STUDY VARIABLES

A. EMPLOYEE TRAINING

5. To what extent do you agree with the following statements relating to employee training and engagement?

Use the ratings criteria below.

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

	Questions	5.SA	4.A	3.U	2.D	1.SD
1	The County management provide regular training on all cadres of staff to enhance their engagement					
2	County management gives employees the opportunity for training					
3	There is a well-designed and widely shared training policy in the County					

4	Training need analysis is conducted before embarking on any training					
5	Staff training is well-planned and given adequate importance					
6	There is adequate emphasis to develop managerial capabilities through training					

6. In your own view, does training influence employee engagement at NCC? explain

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B. CAREER PLANNING

7. To what extent do you agree with the following statements relating to career planning and employee engagement?

Use the ratings criteria below.

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

	Questions	1.SD	2.D	3.U	4.A	5.SA
1	The County discusses career plans with staff before decisions are taken on what is appropriate for both parties.					
2	The County has policy that governs career growth for staff					
3	The County has a dedicated officer responsible for career planning for staff.					
4	The County has a training policy for all staff					
5	The County does forecasts of personnel inadequacy					
6	The County has programmes that allow employees to discover a career path					

8. In your own view, does career planning influence employee engagement? Explain

C. CAREER MENTORSHIP

9. To what extent do you agree with the following statements relating to career mentorship and employee engagement?

Use the ratings criteria below.

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

	Questions	1.SD	2.D	3.U	4.A	5.SA
1	County management provides junior employee specific guidance for achieving career goals					
2	County management give junior employees assignments that prepare them for a higher position					
3	The management suggests specific strategies to accomplish work objectives					
4	The management exchanges experiences with junior employees to improve job problems in the workplace					
5	County government have internship and volunteering programmes					

10. In your own view, does career mentorship influence employee engagement in your organization? Explain

.....

D. CAREER COUNSELING

11. To what extent do you agree with the following statements relating to career counseling and employee mentorship?

Use the ratings criteria below.

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

	Questions	1.SD	2.D	3.U	4.A	5.SA
1	Career counseling is a fundamental human resource policy in the County.					
2	The County dedicates formal sessions for discussing career development of each staff					
3	The County prepares career forecast for each employee					
4	The County gives incentives to staff for career achievement					
5	The County has linkage with educational institution for employee career development					
6	The County provides guidance to staff on career related rights and obligation in the staff hand book					

12. In your own view, does career mentorship influence employee engagement and performance? explain

.....

SECTION E: EMPLOYEE ENGAGEMENT

13. According to you, how do you rate the employee performance in your organization?

Excellent ()

Good ()

Fair ()

Poor ()

Very poor ()

14. To what extent do you agree with the following statements relating to employee engagement?

Use the ratings criteria below.

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

	Employee engagement factors	1.SD	2.D	3.U	4.A	5.SA
i.	Employees at the County work closely with colleagues to improve performance within the job for the benefit of the organization					
ii.	Employees in the County are positively involved to their organization					
iii.	Employees in the County willingly and voluntarily make changes within their department					
iv.	The County employees have trust in their organization					
v.	County employees possess self-efficacy					
vi.	The County employees aspire to achieve improvements within the organization					
vii.	The organization culture puts emphasis on staff engagement					
viii.	Management encourages employees' engagement					

-----End-----