

## **INFLUENCE OF CAREER RELATED SUPPORT ON EMPLOYEE PERFORMANCE AT GARISSA COUNTY GOVERNMENT, KENYA**

<sup>1\*</sup> **Idle Mohamud Muhamed**  
idlemoaha@gmail.com

<sup>2\*\*</sup> **Appolonius S. Kembu**  
stappolo@yahoo.com

<sup>1,2</sup> *Mount Kenya University, Kenya*

---

**Abstract:** *This study aimed to assess the influence of career related support on employee performance at Garissa County, Kenya. The study was informed by Reinforcement and Expectancy Theory, the study adopted a descriptive research design which was suitable as it enabled the study to describe the existing relationship between explanatory variables on the outcome variable. The study's target population was 2632 employees from Garissa County Government's ten departments. A sample size of 335 was calculated using Kricie and Morgan formula. Data was collected using a semi-structured questionnaire, 194 questionnaires were properly completed and returned representing a response rate of 57.9%. The data collected was analysed by a combination of descriptive and inferential statistics to show the relationship between the variables and summarized in tables and charts. Regression results indicated that career related support positively and significantly influence employee performance at Garissa County Government. This study thus concludes that career related support significantly influences employee performance at Garissa County Government. The study advises the county to pay particular attention to all aspects of career-related support because it has demonstrated a significant link between career-related support and employee performance at Garissa County government.*

**Keywords:** *Career-related support, Employee performance, Mentorship*

---

### **Introduction**

Institutions are required to mentor their staff as a consequence of globalization, technological breakthroughs, and changes in the political as well as economic environment, in the process of adapting to the aforementioned and so boost their productivity (Boahin & Hofman, 2014). Any institution's capacity to coach its workers to be creative, innovative, as well as imaginative will undoubtedly raise productivity by creating competitive advantage in today's increasingly competitive markets. Career related support which is an element of Mentoring is a human resource management method that assists employees in improving their abilities, skills, and competence, allowing them to perform more efficiently (Ellinger & Ellinger, 2014). In order to be successful, a public or private institution must invest in mentoring. It is one of the most often employed approaches at work for increasing employee engagement as well as performance (Moon, 2014).

Employees advance through a series of phases with the help of career development support, each of which is defined by a particular set of activities, development tasks, and connections (Nagy, Froidevaux, & Hirschi, 2019). There are several career development models. The organization-based model, in particular, promotes the idea that a career progresses through a number of phases and that career growth includes individuals learning to do specific tasks. HR staff assist employees with their career development in a number of ways. Career planning include taking action in terms of gaining work experience, including job transitions, as well

as gaining access to formal and non-formal learning (Seibert, Kraimer & Heslin, 2016). This activity entails coordinating a variety of official and informal procedures as well as obtaining help from others.

Career support holds out both opportunities and threats to an organization. Among its threatening components are its emphasis on the future; the probability of raising employee expectations which the organization may not be capable to satisfy; and the specific fear that discussing career issues may make employee's wish to leave their current job or even leave to go to another employer (Consiglio, Borgogni, Di Tecco & Schaufeli, 2016). On the positive aspect, career development holds out the opportunity of growing vital skills inside the organization, which are not offered on the external labor market; of improved positioning of individuals in jobs wherever their skills are well used; of an increased ability to charm decent people and presumably retrieve them; and of increased flexibility within the workers and thus the capability to retort to business modification which impact greatly on employee performance (Gope, Elia & Passiante, 2018).

Employee performance in Kenyan County Governments is based on plans, which are documented performance aspects that lay forth the intended employee performance, and the performance must meet the organization's standards (Chebet, 2015). Employees are viewed as a significant asset in achieving organizational objectives. Employees in Kenya's county administrations demonstrate this in their daily operations. The same objectives, on the other hand, can only be met by a workforce that is content with and devoted to the organization's mission and vision. Employees who believe that the county government is looking out for their best interests will fall into this category. If a workforce is content with the organizational environment, including mentorship opportunities, career related support, and leadership, they will be more likely to go above and beyond to guarantee that the company meets its goals (Massoudi, & Hamdi, 2017)

### **Problem Statement**

In today's world, rising competition forces the public sector to enhance its performance on a constant basis in order to compete advantageously not just with its neighbours, but also with the rest of the globe. Career related support plays a key role in ensuring employees perform according to the expectations. According to Korir, Rotich, and Bengat (2015), Employee performance in Garissa County has deteriorated over time, with the majority of employees failing to meet individual and departmental goals. Despite the role of the employees in the counties, According to Gitamo, Koyier, and Wachira (2016), seventy-five percent of Garissa County workers were unaware of the county's career related mentorship programs. As a result, it's critical to comprehend how diverse career mentoring approaches influence employee performance. Studies by Mundia and Iravo (2014) believe that most institutions neglect the benefit of preparation, resulting in high turnover, increased recruiting costs, and reduced institutional profitability in the Kenyan setting. Employees are inspired by the career mentoring provided, and many have participated in mentoring programs.

Umar (2015) on the impact of motivation and career advancement support on employee performance and work satisfaction in Indonesia; Saleem *et al.*, (2013) investigated the influence of organizational support for career advancement as well as top management support on employee performance in Pakistani academic sector; and Ismail *et al.*, (2013) on social support in the workplace as a predictor of family conflict caused by work intrusion in a Malaysia demonstrate contextual gaps. This study therefore sought to analyse the influence of career related support on employee performance by taking a case of Garissa County Government, Kenya

### **Objective of the Study**

To assess the influence of career related support on employee performance at Garissa County, Kenya.

## **Literature Review**

### **Theoretical Foundation of the research**

#### **Reinforcement and Expectancy Theory**

The reinforcement and expectation theory was created by Skinner (1938). This idea states that an individual's conduct is influenced by the consequences of their actions. The effect of career-related support mentoring on employee performance at Garissa County government is explained by reinforcement theory in this study. The notion focuses on how a person learns behavior as their career progresses. The county can also encourage excellent employee behavior by providing chances for skill development, advancement, and equitable possibilities for advancement. As a consequence, positive reinforcement can drive employees to enhance their work attitude as desired attributes become routine practices, resulting in improved performance

### **Empirical Literature Review**

#### **Career Related Support and Employee Performance**

Umar (2015) investigated the impact of motivation and career advancement support on employee performance and work satisfaction in the governor's office in Indonesia's South Sulawesi Province. The researcher used an exploratory research approach. During the study, simple random sampling was used. The findings demonstrated that there is a considerable link between career growth support, motivation, and employee performance. Variable Employee performance was proven to be influenced by career growth support, motivation, and organizational commitment. Umar (2015) suggested that while it was not demonstrated, motivation can be an intervening element in the link between career growth support and employee performance.

At NHIF Kenya, Mark and Nzulwa (2018) evaluated the impact of career development programs on employee performance. The study drew a sample of 120 respondents from a population of 402 employees at the NHIF headquarters in Nairobi, accounting for 30% of the target population. A stratified sampling strategy was used to pick the sample. Using a questionnaire, the researcher gathered primary data. The study employed a descriptive research technique to show that career development programs had a significant impact on NHIF employee performance. Furthermore, the study found that training had a favorable impact on employee performance. Furthermore, the findings demonstrated that career counselling had a detrimental impact on employee performance. Furthermore, the research found that employee mentoring had a significant impact on employee performance.

Adeyeye (2021) looked on the impact of career development support on employee performance in Nigerian polytechnics. The research used a cross-sectional survey method. A total of 443 respondents were surveyed using a questionnaire, and they were chosen using a non-probability convenience sample approach. Data was gathered from some of Kwara State's most prestigious polytechnics. Three hypotheses were developed, and the data was analyzed using the PLS-SEM path model. All career development support factors (career mentoring, career planning, and training) have a positive as well as significant impact on employees' performance in Polytechnics, according to the findings. As a result, the study indicated that one of the most important techniques for improving employee performance in Polytechnics is career development support.

In the Pakistani academic sector, Saleem and Amin (2013) investigated the influence of organizational support for career advancement as well as top management support on employee performance. The goal of this study was to establish the need for employee career development and to investigate the degree to which it is important

to an organization's performance. It was comparative research that looked at the differences in attitudes of the organization as a whole toward individual career advancement. The relevance and commitment associated to an individual's career development, as well as its integration into HR processes and procedures by firms with various management styles, were examined in this study. Organizational and managerial support for career development were found to have a positive and significant impact.

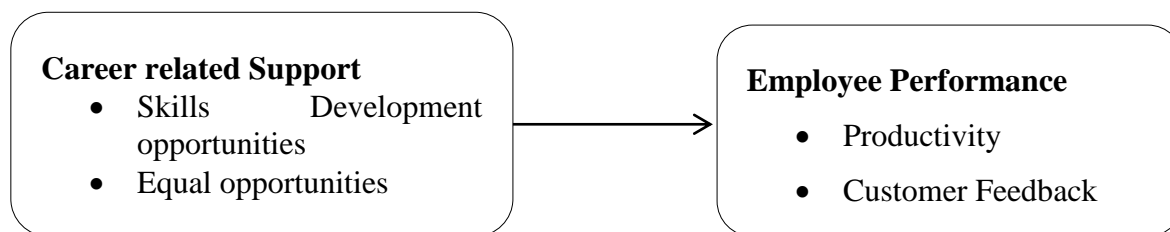
### Conceptual Frame Work

Fig 1 below shows the visual depiction of the theorized relation of variables

Fig 1. A Conceptual Model showing Career related Support and Employee Performance

#### Independent

#### Dependent



### Source Researchers (2022)

A conceptual framework provides a link between the predictor and outcome variables in a study presented in a figure format. Fig 1 shows the conceptual framework for this study. The summary of variables are; independent variable is represented by career related support which include, skills development and equal opportunities while the dependent variable is employee performance

### Methodology

#### Research Design

Descriptive research design was utilised in this study as it is deemed the most suitable when it comes to making enquiries based primary data examinations. According to Creswell (2018), this research takes a quantitative technique incorporating standard questionnaires, which offers five-point Likert replies, which are necessary for numerical manipulation.

#### Population of the study.

Garissa county government was the targeted population (unit of analysis) while the employees in the county was the unit of observation. Respondents were therefore drawn from a total population 2632 employees working in the ten departments of Garissa County government according to the county's HR Management Information System.

#### Sampling Technique and Sample Size

Stratified random sampling was used in the study. The stratified random sampling ensured that every stratum is well represented in the study and that the respondents have equal chances of been included in the study

(Kothari and Gaurav, 2014). Simple random sampling was then used to pick the respondents from each of the 10 strata. Krejcie and Morgan (1970) came up with a formula for determining sample size for a given population for easy reference and this was applied to calculate sample size for this study as shown in *Table 1*:

*Table 1: Sample Size*

<b>Department</b>	<b>Target population</b>	<b>percentage</b>	<b>Sample size</b>
Agriculture and Fisheries	201	7.64	26
Education, Youth and Social Sciences	117	4.45	15
Finance and Economic Planning	159	6.04	20
Health Services	521	19.79	66
Information and E-government	93	3.53	12
Land, Housing and Physical Planning	225	8.55	29
Public Service Management	327	12.42	42
Public Works, Road and Transport	421	16.00	54
Trade and Industrialization	136	5.17	17
Water, Energy and Natural Resources	432	16.41	55
<b>Total</b>	<b>2632</b>	<b>100</b>	<b>335</b>

**Source: Researcher Calculation**

**Data Collection**

To examine respondents' views of the influence of employee mentoring on employee performance, a questionnaire based on a 5-point Likert scale was employed in primary data collection for this study.

**Reliability Analysis**

Internal consistency is measured by the Cronbach's Alpha, which was calculated using the SPSS version. A Cronbach's Alpha Coefficient of 0.70 was deemed satisfactory for this investigation. *Table 2* displays the reliability results.

*Table 2: Reliability Test Results*

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>	<b>Comment</b>
Career related support	0.746	7	Reliable
Employee performance	0.712	10	Reliable

**Source: Pilot Data, 2022**

According to the results shown in *Table 2*, employee performance had a coefficient value of 0.712, and career-related support had a coefficient value of 0.746. All of the variables had Cronbach Alpha Coefficient values

that were higher than 0.70, according to the results. This demonstrates that every statement and question in the survey satisfied the reliability threshold (>0.70).

**Response Rate**

In total, 335 questionnaires were issued as part of the study, however only 194 were returned with complete information. 194 questionnaires were properly completed and returned, as indicated in Table 3, for a response rate of 57.9 percent. According to Mugenda and Mugenda (2018), an analysis and reporting response rate of 50% or more is sufficient. For analysis and reporting of results, a response rate of 57.9% was deemed sufficient.

**Descriptive statistics**

**Career Related Support**

Respondents indicated their level of agreement with the statements given below on career related support. The findings were as presented in Table 3.

*Table 3: Descriptive Results on Career Related Support*

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Employees of the county who successfully undertake career development programs are given additional responsibilities.	6.2%	5.2%	24.2%	30.4%	34.0%	3.81	1.15
The county encourages employees to undertake career development programs	9.8%	6.2%	28.9%	29.4%	25.8%	3.55	1.22
The county gives salary increments to academic staff upon successful completion of the career development program.	6.2%	5.7%	31.4%	27.8%	28.9%	3.68	1.13
The county pays participation fees and upkeep for employees attending conferences seminars, workshops and other career development programs	5.7%	7.7%	25.3%	28.4%	33.0%	3.75	1.16
The county prioritizes internal appointments and promotions for the staff that have successfully completed further studies.	7.2%	8.2%	38.7%	21.6%	24.2%	3.47	1.16
The support given by the county on career development to staff has had a positive influence on performance.	6.2%	6.2%	27.3%	30.9%	29.4%	3.71	1.14
Employees of the county who successfully undertake career development programs are given additional responsibilities.	8.8%	7.7%	25.3%	29.4%	28.9%	3.62	1.23
<b>Average</b>						<b>3.66</b>	<b>1.16</b>

**Source:** Research Data (2022)

The results showed that majority of the respondents, mean 3.81 and SD 1.15, moderately agreed that employees of the county who successfully undertake career development programs are given additional responsibilities. On whether the county encourages employees to undertake career development programs, majority of respondents, mean 3.55 and SD 1.22, moderately agreed. Only 16% of the total sample of respondents did not indicate agreement to the statement. Another statement sought to determine whether the county gives salary increments to academic staff upon successful completion of the career development program in which case only 6.2% of the respondents strongly disagreed and as shown by a mean of 3.68, majority of them moderately agreed. With regard to whether the county pays participation fees and upkeep for employees attending conferences seminars, workshops and other career development programs, majority of the study participants moderately agreed while only 13.4 percent disagreed. This it confirmed by a mean of 3.75 while SD of 1.16 indicates that the responses had relatively high spread among the respondents.

On the claim that the county prioritizes internal appointments and promotions for the staff that have successfully completed further studies, majority of the participants also moderately agreed, mean 3.47 and SD 1.16, as only 15.4 percent of them disagreed with the statement. Results also show that majority moderately agreed that the support given by the county on career development to staff has had a positive influence on performance as shown by a mean of 3.71 and SD of 1.14. The last statement sought to find out whether employees of the county who successfully undertake career development programs are given additional responsibilities whereby majority of respondents, mean 3.62 and SD moderately agreed. The average value of 3.66 for all the statements implies that majority of the respondents moderately agreed that career related support has an influence on employee performance in Garissa County government.

### Employee Performance

The dependent variable of this study was performance of employees in the county government of Garissa. Respondents were required to indicate the extent to which they agreed with the various indicators of employee performance. The results are presented on *Table 4*.

*Table 4: Performance of Employees in Garissa County Government*

<b>Employee performance indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Productivity	1.5%	21.1%	25.3%	24.7%	27.3%	3.55	1.15
Customer feedback	13.9%	5.7%	28.4%	28.4%	23.7%	3.42	1.29
Efficiency	11.3%	7.7%	12.9%	35.6%	32.5%	3.70	1.30
Timeliness of service	2.6%	13.9%	18.0%	27.8%	37.6%	3.84	1.15
Meeting performance targets	2.6%	16.0%	13.4%	28.4%	39.7%	3.87	1.18
Coming up with new ideas.	5.2%	16.5%	12.9%	33.5%	32.0%	3.71	1.22
Obtaining personal career goals	2.6%	13.4%	13.9%	37.6%	32.5%	3.84	1.10
Working for the overall good of the company.	11.3%	7.7%	14.4%	35.1%	31.4%	3.68	1.30

Developing skills needed for future	2.6%	14.4%	18.6%	27.8%	36.6%	3.81	1.15
Better process and routine.	2.6%	16.0%	13.9%	29.9%	37.6%	3.84	1.17
<b>Average</b>						<b>3.73</b>	<b>1.20</b>

**Source:** Research Data (2022)

The findings in *Table 4* above show that majority of study’s respondents, mean 3.55 and SD 1.15, moderately agreed that they had improved their productivity. Similarly, majority of the respondents moderately agreed that customer feedback had improved alongside their efficiency as shown by mean of 3.42 and 3.7 respectively. Majority also moderately agreed that timeliness of service had improved (mean=3.84, SD=1.15), had met performance targets (mean=3.87, SD=1.18), been able to come up with new ideas (mean =3.71, SD=1.22) and obtained their personal career goals (mean=3.84, SD=1.1). Moreover, majority of them moderately agreed that they were now working for the overall good of the company (mean=3.68, SD=1.3), have developed skills needed for future (mean=3.81) and have attained better routines (mean=3.84, SD=1.17).

### Inferential Statistics

*Table 5: Influence of Career related support on Employee Performance*

Model summary						
R	R Square	Adjusted R Square		Std. Error of the Estimate		
.595	0.354	0.343		0.514773		
ANOVA						
	Sum of Squares	df	Mean Square	F	Sig.	
Regression	27.543	3	9.181	34.646	.000	
Residual	50.348	190	0.265			
Total	77.891	193				
Coefficients <sup>a</sup>						
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	0.65	0.306			2.123	0.035
Career related support	0.24	0.075	0.229		3.192	0.002

a Dependent Variable: Employee performance

**Source:** Field Data (2022)

a Dependent Variable: Employee performance

b Predictors: (Constant), Career related support



The results show that career-related support will boost employee performance in the county. career-related assistance account for up to 35.4% of the variance in performance of employees in the Garissa County government, according to the model's R-square, which is 0.354.

The significance value is 0.000 which is less than 0.05 thus the model is statistically significance in predicting how Career related support influence employee performance in the county government of Garissa.

Performance of employees in the county government of Garissa would be 0.65 according to the regression equation created, accounting for career related support. Similarly, taking all factors into account and keeping the same at constant at zero, career related support positively and significantly influences employee performance in the county government of Garissa ( $\beta= 0.24$ , p-value= 0.002,  $p < 0.05$ ). This suggests that an increase in career-related support would have a considerable positive impact on employee performance in the Garissa County Government. This outcome is consistent with that of the research findings of Umar (2015) investigated the impact of motivation and career advancement support on employee performance and work satisfaction and demonstrated that there is a considerable link between the two.

### **Conclusion**

This study concludes that career related support positively and significantly influences employee performance at Garissa County Government. An improvement in various aspects of career related support would translate to a significant improvement in employee performance. Such practices involve giving employees additional responsibility when they successfully undertake career development programs, encouraging employees to undertake career development programs, giving salary increments to academic staff upon successful completion of the career development program and paying participation fees and upkeep for employees attending conferences seminars.

### **Recommendation**

The study recommends the county to pay particular attention to all aspects of career-related support because it has demonstrated a significant link between career-related support and employee performance at Garissa County government. It is necessary to give employees more responsibility when they complete professional development programs, to motivate them to do so, to increase academic staff members' salaries once they do so, and to cover the costs of participation and travel for employees who attend conferences and seminars.

### **References**

- Adeyeye, S. M. (2021). *Effect of Career Development on Employees Performance in an Organization (A Case Study of Some Selected Polytechnics in Kwara State (Doctoral dissertation, Kwara State University (Nigeria))*
- Boahin, P., & Hofman, W. A. (2014). *Perceived effects of competency-based training on the acquisition of professional skills. International Journal of Educational Development, 36, 81-89.*
- Chebet, J. (2015). *Determinants of employees' performance in the County Governments of Kenya; a case of Bungoma County (Doctoral dissertation, University of Nairobi)*
- Consiglio, C., Borgogni, L., Di Tecco, C., & Schaufeli, W. B. (2016). *What makes employees engaged with their work? The role of self-efficacy and employee's perceptions of social context over time. Career development international*

- Ellinger, A. E., & Ellinger, A. D. (2014). Leveraging human resource development expertise to improve supply chain managers' skills and competencies. European Journal of Training and Development.*
- Gitamo, S. M., Koyier, T. & Wachira, M. (2016). The effects of reward systems on employee satisfaction: a case study of Kenya Forestry Research Institute (KEFRI). The strategic journal of business and change management, 3(27), 452-476.*
- Gope, S., Elia, G., & Passiante, G. (2018). The effect of HRM practices on knowledge management capacity: a comparative study in Indian IT industry. Journal of Knowledge Management.*
- Ismail, A., Nor, S. M., Yahya, Z., Zahar, U. A. U., Ismail, Y., & Ainon, J. A. S. (2013). Social support in job performance as an antecedent of work intrusion on family conflict: Empirical evidence. Management: journal of contemporary management issues, 18(2), 37-55.*
- Korir, S. C., Rotich, J., & Bengat, J. K. (2015). Performance management and public service delivery in Kenya.*
- Kothari., C.R & Gaurav Garg(2014),Research Methodology, Third Edition, New Age International Publishers, New Delhi.*
- Mark, L., & Nzulwa, J. (2018). Effect of career development programs on employee performance in Kenya. a case of national hospital insurance fund. International Journal of Social Sciences and Information Technology, IV, 693-709.*
- Massoudi, A. H., & Hamdi, S. S. A. (2017). The Consequence of work environment on Employees Productivity. IOSR Journal of Business and Management, 19(01), 35-42.*
- Moon, T. M. (2014). Mentoring the next generation for innovation in today's organization. Journal of Strategic Leadership, 5(1), 23-35.*
- Mundia, C. N., & Iravo, M. (2014). Role of mentoring programs on the employee performance in organisations: A survey of public universities in Nyeri County, Kenya.*
- Nagy, N., Froidevaux, A., & Hirschi, A. (2019). Lifespan perspectives on careers and career development. In Work across the lifespan (pp. 235-259). Academic Press.*
- Saleem, S., & Amin, S. (2013). The impact of organizational support for career development and supervisory support on employee performance: An empirical study from Pakistani academic sector. European Journal of Business and Management, 5(5), 194-207.*
- Seibert, S. E., Kraimer, M. L., & Heslin, P. A. (2016). Developing career resilience and adaptability. Organizational Dynamics, 45(3), 245-257.*
- Umar, A. (2015). The Effect of Motivation and Career Development Against Employeesâ Performance and Job Satisfaction of the Governor Office South Sulawesi Province, Indonesia. International Journal of Management Sciences, 5(9), 628-638.*