



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

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ABSTRACT

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

Key Words: Career Management, Career management Strategies, Career, Employee Performance, Policies, State Corporation, Succession planning, career mentoring

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INTRODUCTION

In India, Kumudha and Abraham (2018) revealed that staff members not considering the type of their industry, have satisfaction in their career because of the effort put in place by their company in managing their career. To be specific, programs that are associated with development of one self, information regarding job opportunities, chances to learn new skills and programs for retirement planning self-development, information about job improve the level of satisfaction in one's career. They feel that the programs have short and long-term benefits; hence Managements of banks devised strategies to involve employees in self-development so that they take the responsibility for their career growth.

The statistics that were provided by CBM indicated that the average number of insurance agents rose to 118,783 from 116,008 this was for the period of 2009 to in 2011 (Annual insurance statistics 2011, 2012). Additionally according to LIAM there was a reduction of 6% between 2011 and 2012 on the Malaysia's life insurance (Annual report 2011, 2012). Malaysia has experienced a tremendous increase in life insurance business which has caused increased competition because agents dealing with the same business have been on the rise.

Theresia, Severine and Franklyn (2015) stated that one of the main factors influencing the growth of the African economy and that of the organization is lacking the capacity to perform tasks that are crucial in facilitating growth. It's therefore very crucial to take part in capacity building as an element of growth. It shows that advantage of career management. Because of its advantages, majority of the organizations in Africa have started training programs for staff members in Public Companies. The programs are sponsored by donors who have the same opinion as those of the World Bank Long-Term Perspective Study of Africa identifying that the continent can grow and develop through capacity building. This has led to the creation of different policies that are focused on training and development and a lot of money has

been used on them. It is therefore very important to assess how effective the trainings and developments are.

The role of a CEO in an African company is to employ new employees but it's hard to find the right individuals. This has led to career management being the main agenda of the CEO this is as indicated by 85% that they plan to focus on various strategies to manage talent in the coming years and 75% indicated that growth is threatened by lack of talent (Price Water House Coopers, 2016). In the public service of South Africa, practices of HRM didn't really focus on developing and implementing programs for managing career. Prescripts and measures that are applied in different occupations in the public sector were the great determinants of individual's career path.

On the contrary, development of career for public servants especially those who are low level workers especially the ones dealing with cleaning services were not considered. In the year, 1994 there was the dawn of the democratic order, and this followed with rationalization and restructuring of the Public Service. After there was the new political dispensation in SA, transformation of the HRM practices in the public sector started being focused on (Hartzenberg, 2016). The practices of Career Management have significantly inroad the corporate world of Ghana. In Ghana, it is a common scene to see large companies setting up departments whose main responsibility is overseeing HR and hiring experts in the same field to be in charge of the HRM practices.

The advantage that comes with proper management of HR cannot be emphasized enough. On the other hand, most of the Ghanaian rural banks haven't cached the HRM cold. The lack of HRM specialists and departments in the banks can be attributed to absence of appropriate policies and practice on HRM. The study established that company's HRM practices and the way they perform are positively associated. Majority of the banks are not aware of the effects of proper HRM and therefore expect managers and directors with

no experience or expertise to deal with implementing/enforcing strategies, policies, processes, programmes and practices (Quansah, 2016).

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

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

The State Corporations Acts (1987) revised in 2013 gives 10 criteria through which an institution can be considered to be a state corporation. The common variable in all the 10 is control by the government of Kenya. A state corporation is therefore an entity which the government has significant influence over it. By law, state corporations are guided by government regulations and appointed bodies such as the State Corporations Advisory committee (SCAC) and the Efficiency Monitoring Unit and Public Procurement Oversight Authority (PPOA). The terms and conditions guidelines for state corporations released through the State

Corporations Advisory committee emphasizes that there is no alternative for state corporations but for them to adopt practices of managing businesses that are modern.

Through the guidelines, it is further pointed out that every single corporation needs to have corporate strategies that clearly outline their goals, mission, values and objectives. Njiru (2018) stated that the reason why the Kenyan government has state corporations is for meeting commercial as well as social needs which include rectifying failures in the market, exploitation of social and political objectives and the provision of education, health, and the development of the marginalized areas. From June of the year 2005, the Kenya government requires that state corporation board sign performance contracts with CEOs and the government and it is then cascaded to individual employees (GoK, 2018).

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

Then came the NARC government took power in 2003 and an attempt to embrace strategic planning was made through the Economic Recovery Strategy for Wealth and Employment Creation (ERS) of 2003 – 2007 (Kenney, 2015). This was closely followed by a launch of a longer term strategic plan on 30th October 2006 which resulted to the Vision 2030 launched by President Kibaki 10th June 2008 to cover the period 2008. These plans were cascaded

down to state corporations which were tasked to develop their own strategies which should be in line with the 'corporate strategy' of the Kenyan government, currently the Vision 2030. Kenya has more than 125 state corporations (Ajwang, 2015). Looking at the performance of the government over the last 10 years, it is evident that there has been an improvement in performance of state corporations with most of them having turned around from loss making entities to reporting billions of shillings as profits.

Statement of the Problem

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

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

pay or venture into private practice (Mwende, 2015).

Majority of the companies today find it important to acquire and retain talented individuals (Kamau, 2016). Vaiman and Holder (2016) researched on management of talent in private institutions and established that despite the fact that management of career is very important in PSS, the amount of research and guidelines on the way the government can impellent effective practices for managing career and therefore improving the performance of employees remain to be scares. Njiru, (2018) researched on Kenya's state corporations and established that those corporations are suffering from deficiencies which could be because of low tenure, lack of effective commitment of employees and their retention schemes aren't attractive.

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

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

Objective of the study

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

- To analyze the relationship between career planning and employee performance in state corporations in Kenya
- To evaluate the relationship between career mentoring and employee performance in state corporations in Kenya

The study answered the following research questions;

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

The research hypotheses that guided the study were;

- H_{A1} Career planning has a positive relationship with employee performance in state corporations in Kenya
- H_{A2} Career mentoring has a positive relationship with employee performance in state corporations in Kenya

LITERATURE REVIEW

Theoretical Framework

Theory of Work Adjustment

René, Dawis and Lofquist, (1964) developed this theory. This TWA is a class of theory in development of career and its based is the difference in traditions of a person regarding vocational behavior (Dawis, 1992) referred to as person-environment (PE) correspondence theory, which view choice of career and development as processes that are continuous which involves accommodating and adjusting where an individual searches for a company or an environment that will match their personal requirements and the organization also searches for an individual who will

meet their requirements (Dawis, 2005; Dawis & Lofquist, 1984). Satisfaction is a term that is used to suggest individuals' level of satisfaction with an institution while institutions satisfaction with an employee is termed as satisfactoriness. The main requirements that an individual expects to be met by the organization is their needs both psychological and physical. The organization also expects the employee to have the abilities which are personal skills the company is interested in.

The key advantage of this theory is that there are several measures that have been created in order to provide measures of different aspects that relate with the theory and this includes satisfaction, skills, needs and values, satisfactoriness, and abilities, and correspondence indexes (Dawis, 2005). In the past few decades, here are a number of research studies that have been carried out with the aim of investigating the proposition that is drawn from TWA, more so in linking abilities/needs and satisfactoriness/satisfaction, and tenure/work adjustment (Dawis, 2015).

In order for a company to attain good performance, the organization has to invest in developing career of their employees. Career management of employees can be implemented appropriately if there exists proper plan which calls for the need of career plan in organizations. This theory was in support of career planning by linking the theory of work adjustment to performance of employee in state corporations in Kenya.

Self-Concept Theory

Super (1969) developed this theory. In his suggestion, the choice of one's career and their development is mainly the process of developing and implementing an individual's self-ideas. Super (1990), stated that self-concept is as a result of complicated association of different aspects which include mental and physical growth, individual experience and character traits of the environment. It is presumed that there are organic mechanisms that act behind the process of developing and maturing, recent articulation (Herr, 1997; Savickas, 2016) of Super's theory have strongly emphasized

on the impact of social context and the reciprocating impact between an individual and the environment. Super (1990) suggested a developmental framework with several stages; management, growth, establishment, exploration, and disengagement.

Super's theory (1980, 1990) contextually emphasized though his postulation of roles and space in life. At any particular point in life, one has to take up a particular role e.g. child, student, worker, homemaker and parent. As one progresses in various stages in life, the salience of their roles changes and at any single moment one can take up more than one key role while other roles remain peripheral. Life space refers to constellation of

various roles of life played by an individual in distinct contexts but at same given time this could include at work, school and home. Conflict, confusion and interference of role has a great likelihood of taking place if a person is constrained in their ability of coping with demands related to the various roles they are performing. The theory further explains that employees mentoring in their areas of specialization assist to better the productivity level in the company because through mentoring, employees are equipped with more skills as well as knowledge which assist them in performing their tasks. The theory supports the variable of career mentoring by linking the self-concept theory to employee performance in state corporations in Kenya.

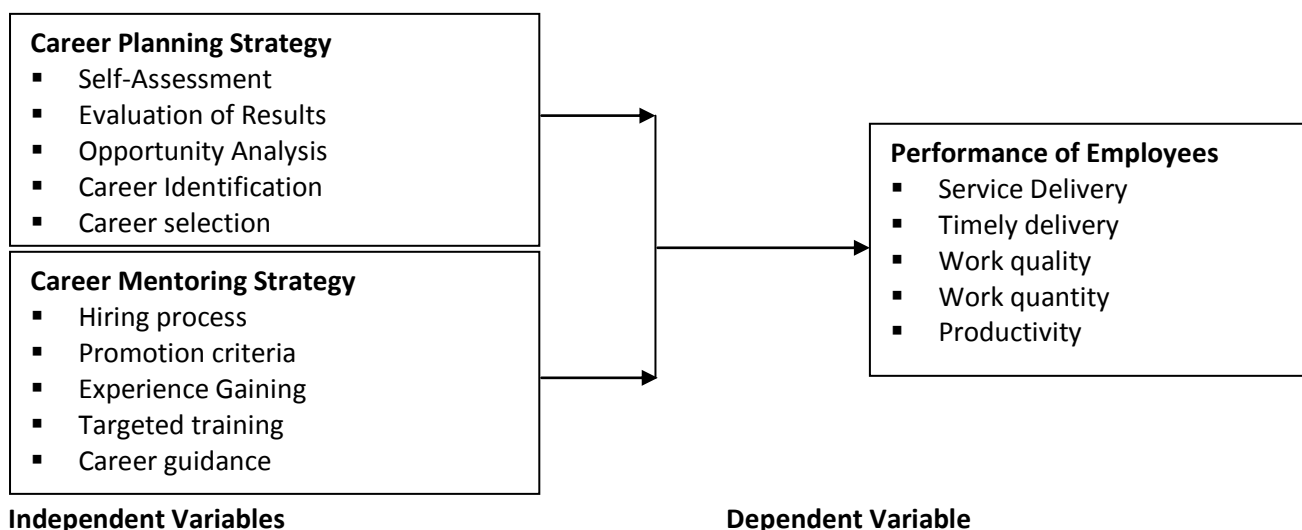


Figure 1: Conceptual Framework

Career Planning is a process through which one evaluates their lifestyle, personality, skills, career path and skills and the process is continuous. Also one corrects and improves some aspects to ensure that the future of their career is better. Planning of one's career is a lifetime process which involves selecting an occupation, being employed, growing in their employment, change career and finally retire (Mishra & Sachan, 2015).

This study used the theory of work adjustments which identifies several measures that have been created in order to provide measures of different aspects that relate with employee performance and

this includes satisfaction, skills, needs and values, satisfactoriness, and abilities, and correspondence indexes (Dawis, 2015). Several studies that have used TWA in linking abilities/needs and satisfactoriness/satisfaction, and tenure/work adjustment (Dawis, 2015) have established that in order for a company to attain good performance, the organization has to invest in developing career of their employees. Career management of employees can be implemented appropriately if there exists proper plan which calls for the need of career plan in organizations. This theory was in support of career planning by linking the work

adjustment to performance of employee in state corporations in Kenya.

Majority of the companies have adopted mentoring as a practice of managing career. Murray (2018) stated that mentoring is a practice where employees are helped and supported in managing their learning for the purpose of optimizing their skills, potential, and better the way they perform to be people they want to be aligning with the objectives of the company. For several years, different cultures have practiced mentoring. It's only in the recent past that the private industry discovered mentoring as a practice of managing career and a way of developing leadership. Mentoring is not a new practice because it was used in the ancient times by the Greeks, Romans, Chinese, Indians and African civilizations. The idea of mentoring played a very key role in the craft society in passing knowledge and in apprenticeship. Mentoring is also used today in different cultures and contexts.

According to self-concept theory Super (1990), at any particular point in life, one has to take up a particular role. Conflict, confusion and interference of role has a great likelihood of taking place if a person is constrained in their ability of coping with demands related to the various roles they are performing. The theory further explains that employees mentoring in their areas of specialization assist to better the productivity level in the company because through mentoring, employees are equipped with more skills as well as knowledge which assist them in performing their tasks. The theory supports the variable of career mentoring and this study sought to determine its influence on employee performance.

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

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

METHODOLOGY

This study used explanatory and cross-sectional survey design. The study targeted staff members of 110 Kenyan state corporations under the 14 Ministries in Kenya. The study targeted management employees from the 6 main departments in the organizations. There were approximately 10,000 staff members in Kenyan state corporations, who formed the target population of the study. For this study, the sampling frame was a list of 10,000 employees in 110 state corporations in Kenya. The researcher selected a sample of 50% of the state corporations in Kenya. The state corporations were selected using stratified sampling method. Stratification was done by sector. Each sector (stratum) contributed 50% of its total number of corporations to the overall sample. The final respondents were picked randomly from each stratum. The heads of departments were the respondents in the study. 55 State corporations were selected which formed slightly more than 50% of the target population. The target population comprised of all the employees in the state corporations in Kenya. The

respondents of the study were 385 heads of various departments in the sampled state corporations. They helped to provide information on the influence of career management strategies on their organization, the employees they supervise and their immediate supervisors. Both primary and secondary data were used. Survey Questionnaire was the tool for collecting primary data and it comprised of open and closed ended questions. Descriptive and inferential statistics were used in analysing Quantitative data. Qualitative data was analysed using content analysis and its presentation was done in prose form. Inferential analysis was used in examining the association between career management strategies and the way employees of state corporations in Nairobi performed. The researcher made use of the correlation coefficient to test for strength and the direction of the relationship between the variables. The study sought to predict employee performance of state corporations in Nairobi on the basis of career planning and career mentoring. The regression model adopted was;

$$A. Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$$

Where;

Y = Employee Performance

X₁= Career Planning

X₂= Career Mentoring

β₀= constant coefficient

β₀₋₁= are regression coefficients to be estimated

ε = Error term

RESULTS AND DISCUSSIONS

The study distributed 385 questionnaires but only 341 questionnaires were returned having been dully filled. As shown in Table 1, the response rate was 341 questionnaires which translated to 88.6%. Therefore, a response rate of 88.6% was excellent and was used for further analysis and reporting.

Descriptive Statistics

In this section, the study presented findings on the Likert scale questions. Mean (M) and standard deviation (SD) values are used to interpret the

findings. The study used as 5-point liker scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. Means and standard deviation values were used to interpret the findings.

Career Planning

Respondents indicated their level of agreement with the statements given below on career planning. The findings were as presented in Table 1. Specifically, the findings showed on self-assessment that 80.1% respondents agreed that the organization assess the abilities of each employee (M=3.982, SD=1.370); 80.9% agreed the organization assess the employees development needs (M=3.889, SD=1.381) and 75.7% agreed that the organization assess the employees area of interest (M=3.777, SD=1.275). On career exploration, 74.8% respondents agreed that there is a set evaluation schedule which helps improve employee performance (M=3.948, SD=1.263) 77.4% agreed that they work as a team towards set goals in this organization (M=3.738, SD=1.320); and 77.4% that there are set guidelines for feedback (M=3.698, SD=1.331).

Also, on opportunity analysis, 78.9% respondents agreed that the employees are given to choose career opportunities that suit their needs (M=3.915, SD=1.343); 73% agreed that the organization identifies the available employees career opportunities (M=3.863, SD=1.326); and 73% that the employees analyses the available career opportunities (M=3.836, SD=1.220). Regarding career identification, 85.3% respondents agreed that in the organization career identification is a continuous process of development (M=3.994, SD=1.476); 85.3% agreed that the organization identifies careers that match their personal goals (M=3.961, SD=1.476); and 87.4% that the organization identifies opportunities that are realistically available (M=3.856, SD=1.525). The findings also shows on career selection that 88.9% respondents agreed that the organization choose among the available organization career opportunities (M=3.955, SD=1.546); and 82.7%

agreed that the employees choose careers that match their current skills (M=3.836, SD=1.426).

The study findings concurred with those of Schein (2013) that planning of a career is a process involving a continuous procedure of discovering developed by a person through their personal concept which is a result of their skills, requirements, motivation and aspiration of their own system of values. Also, Kleinknecht and

Hefferin (2016) explained that the act of managing career is a continuous process of self-assessment as well as setting of goals for the worker and their employer with the aim of attaining the goals of the company. It is also a systematic and comprehensive process that targets the practice of managing career and implementing strategies and analyzing opportunities and evaluating the outcome which agrees with this study findings.

Table 1: Descriptive Results on Career Planning

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Self-Assessment							
The organization assess the abilities of each employee	2.6	2.1	2.6	80.1	12.6	3.982	1.370
The organization assess the employees area of interest	4.7	4.7	7.3	75.7	7.9	3.777	1.275
The organization assess the employees development needs	2.6	2.6	5.9	80.9	7.9	3.889	1.381
Career Exploration							
We work as a team towards set goals in this organization	5.9	2.6	8.5	77.4	5.3	3.738	1.320
There are set guidelines for feedback	2.1	5.3	14.4	77.4	0.9	3.698	1.331
There is a set evaluation schedule which helps improve employee performance.	2.6	2.6	5.9	74.8	13.8	3.948	1.263
Opportunity analysis							
The organization identifies the available employees career opportunities	2.6	2.6	8.5	78.3	7.9	3.863	1.326
The employees analyses the available career opportunities	4.7	1.2	10.6	73.0	10.6	3.836	1.220
The employees are given to choose career opportunities that suit their needs	2.6	4.7	2.6	78.9	11.1	3.915	1.343
Career Identification							
The organization identifies careers that match their personal goals	1.2	2.6	2.6	85.3	7.9	3.961	1.476
The organization identifies opportunities that are realistically available	2.6	4.7	1.2	87.4	4.1	3.856	1.525
In the organization career identification is a continuous process of development	1.2	2.1	2.1	85.3	9.4	3.994	1.476
Career selection							
The organization choose among the available organization career opportunities	2.1	1.2	2.1	88.9	5.9	3.955	1.546
The employees choose careers that match their current skills	3.2	3.2	5.3	82.7	5.3	3.836	1.426

Career Mentoring

Respondents were asked to indicate their level of agreement with various statements that related with career monitoring. The findings in Table 2 showed that the mean values lied between 3.5 and

4.4 an indication that on average, the respondents agreed with the statements on career mentoring. The standard deviation values were also below two an indication that the responses did not deviate much from the mean values. Specifically on hiring

process, 78.9% respondents agreed that mentoring helps in understanding of diverse workers in the hiring process (M=3.994, SD=1.343); 85.3% agreed that mentoring help new employees to get acquainted with the organization (M=3.988, SD=1.475); and 83.6% that mentoring provides for easier transitions into the workplace (M=3.830, SD=1.441).

On promotion criteria, 73.6% respondents agreed that employees who participate in mentoring programs are more likely to advance in their career (M=4.007, SD=1.251); 94.7% agreed that through mentoring, experienced and competent staff are able to pass their expertise on others (M=3.961, SD=1.674); and 68.9% that employees get more responsibilities through promotion, this helps them to grow (M=3.817, SD=1.142). Regarding experience gaining, 68.9% respondents agreed that through mentoring employees gain more experience in their area of work (M=3.975, SD=1.169); 73.6% agreed that mentors and mentees set goals in what they aim to achieve in the mentorship process (M=3.902, SD=1.235); and 70.4% that mentoring helps employees plan, develop, and manage their careers (M=3.764, SD=1.168).

On targeted training, 73.6% agreed that training in the organization is aligned with the employee's needs (M=3.902, SD=1.235); 72.1% agreed that training in the organization is aligned with the organization strategies (M=3.836, SD=1.207); and 76.8% that organization conducts individual and team training (M=3.830, SD=1.300). Regarding career guidance, 71% agreed that employees are guided on how to solve day to day work challenges (M=3.955, SD=1.199); and 78.9% that in the organization employee are guided on making their career choices (M=3.902, SD=1.345).

The study findings concurs with Ofobruku (2015) that mentoring positively affected by the way staffs perform; career support greatly and positively affected the way staffs perform than how support psychosocially affected. Therefore, the way staff members perform depends on the level of mentoring programs in place in the company. The findings also agree with Abomeh and Nkiru Peace (2015) that career support greatly and positively affected the way staffs perform and that the way staff members perform depends on the level of mentoring programs in place in the company. The performance response of staff members is better when their career is supported.

Table 2: Descriptive Statistics on Career Mentoring

Statements	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Hiring process							
Mentoring helps in understanding of diverse workers in the hiring process	2.1	2.1	3.8	78.9	13.2	3.994	1.343
Mentoring provides for easier transitions into the workplace	3.8	2.1	5.9	83.6	4.7	3.830	1.441
Mentoring help new employees to get acquainted with the organization	1.2	1.2	3.2	85.3	8.5	3.988	1.475
Promotion criteria							
Through mentoring, experienced and competent staff are able to pass their expertise on others	1.2	0.0	2.1	94.7	2.1	3.961	1.674
Employees who participate in mentoring programs are more likely to advance in their career	3.2	2.1	3.2	73.6	17.9	4.007	1.251
Employees get more responsibilities through promotion, this helps them to grow	4.7	4.7	8.5	68.9	13.2	3.817	1.142
Experience Gaining							
Mentors and mentees set goals in what they aim to achieve in the mentorship process	3.2	3.2	6.5	73.6	13.2	3.902	1.235

Mentoring helps employees plan, develop, and manage their careers	5.9	3.2	10.0	70.4	10.6	3.764	1.168
Through mentoring employees gain more experience in their area of work	4.7	2.1	4.7	68.9	19.9	3.975	1.169
Targeted training							
Training in the organization is aligned with the employees needs	3.2	3.2	6.5	73.6	13.2	3.902	1.235
The organization conducts individual and team training	3.2	3.2	8.5	76.8	7.9	3.830	1.300
Training in the organization is aligned with the organization strategies	4.7	2.1	10.0	72.1	11.1	3.836	1.207
Career guidance							
In the organization employee are guided on making their career choices	3.2	4.7	2.1	78.9	11.1	3.902	1.345
Employees are guided on how to solve day to day work challenges	3.2	4.7	3.2	71.0	17.9	3.955	1.199

Employee Performance in State Corporations

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

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

Table 3: Employee Performance in State Corporations

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

Inferential Results

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

with employee performance ($\beta=0.764$, $p=0.000$). The relationship was considered significant since the p-value (0.000) was less than the selected level of significance (0.05). This agrees with Lyria, Namusonge and Karanja (2014) who established that management of career positively and significantly affected the way companies perform.

Correlation Analysis

The strength and direction of relationship between two variables is determined by computing correlation analysis. From the findings in Table 4, career planning has positive significant relationship

The study also established that career mentoring has a positive significant relationship with performance of employees in state corporations in

Kenya ($\beta=0.784$, $p=0.000$). The relationship between these two variables was significant as indicated by p-value (0.000) less than the selected

level of significance (0.05). This agrees with Ofobruku (2015) who found mentoring to positively affect the way staffs perform.

Table 4: Correlation Matrix

Variable		Employee performance	Career Planning	Career Mentoring
Employee performance	Pearson Correlation	1		
	Sig. (2-tailed)			
Career Planning	N	341		
	Pearson Correlation	.764**	1	
Career Mentoring	Sig. (2-tailed)	.000		
	N	341	341	
Career Mentoring	Pearson Correlation	.784**	.844**	1
	Sig. (2-tailed)	.000	.000	
	N	341	341	341

Multiple Regression Analysis

Model Summary

Model summary was used to establish amount of variation in performance of employee that can be explained by changes in career planning and career mentoring. From the findings in the Table 5, the value of adjusted R square was 0.762 which suggests that 76.2% variation in performance of

employee can be explained by changes in career planning. The remaining 23.8% suggests that there are other factors that can be attributed to variation in employee performance in state corporations in Kenya that were not discussed in this study. Correlation coefficient (R) shows the relationship strength between the study variables. From the findings the variables were strongly and positively related as indicated $r = 0.876$.

Table 5: Model Summary

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

a. Predictors: (Constant), Career Planning

Analysis of Variance

Analysis of variance is used to determine whether the model is significant; whether the model was a good fit for the data. The significance of the model was tested at 5% level of significance. The results in Table 6 indicate that the model was significant since

the p-value (0.000) was less than 0.05. Therefore, the model was statistically significance in determining the influence effect of career planning and career mentoring on employee performance in state corporations in Kenya. Further, the F-calculated (15.585) was greater than the F-critical (2.399) suggesting significance of the model.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.436	2	0.109	15.585	.000 ^b
	Residual	2.352	336	0.007		
	Total	2.788	340			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Career Planning, Career Mentoring

Beta Coefficients of the Study Variables

From the results of the Table 7, the regression equation model was fitted as follows:

$$Y = 1.534 + 0.264 X_1 + 0.258 X_2$$

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

The findings established that career panning had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.019) was less than the selected level of significance (0.05). The finding further showed that the influence of career planning on employee performance in state corporations in Kenya was positive ($\beta=0.264$).

This implies that we accept the null hypothesis and conclude that career planning has a positive relationship with employee performance in state corporations in Kenya. These study findings agree with the findings of Abdulkadir, Isiaka and Adedoyin (2012) who indicated that systems of performance appraisal and planning of career and staff participation had a significant effect on staff commitment to their work.

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

The findings also showed that career mentoring had significant influence on employee performance in state corporations in Kenya since the p-value obtained (0.000) were less than the selected level of significance (0.05). The finding further showed that the influence of career mentoring on employee performance in state corporations in Kenya was positive ($\beta=0.258$).

This implies that we accept the null hypothesis and conclude that career mentoring has a positive relationship with employee performance in state corporations in Kenya. The study findings are in agreement with Abomeh and Nkiru Peace (2015) that mentoring positively affected the way staffs perform; career support greatly and positively affected the way staffs perform than how support psychosocially affected; and that the way staff members perform depends on the level of mentoring programs in place in the company.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.534	.154		9.961	.000
Career Planning	.264	.050	.237	5.280	.019
Career Mentoring	.258	.041	.175	6.359	.000

a. Dependent Variable: Employee performance

CONCLUSIONS AND RECOMMENDATIONS

The study found that career panning had significant influence on employee performance in state corporations in Kenya. The study further showed that the influence of career planning on employee performance in state corporations in Kenya was positive. This therefore suggested that career planning positively and significantly influences employee performance in state corporations in Kenya; implying that a unit increase in career planning will result to an increase in employee

performance in state corporations in Kenya. The study concluded that career planning has a positive relationship with employee performance in state corporations in Kenya.

The study found that career mentoring had significant influence on employee performance in state corporations in Kenya. The finding further showed that the influence of career mentoring on employee performance in state corporations in Kenya was positive. This therefore suggested that career mentoring positively and significantly

influences employee performance in state corporations in Kenya; implying that a unit increase in career monitoring will result in increase in employee performance. The study concluded that career mentoring has a positive relationship with employee performance in state corporations in Kenya.

The study recommended that the organization should first ensure that its employees are aware of policies of managing career development and that there is sufficient communication from supervisors on ways employees could better their career. In order for an organization to attain both long and short term competitive advantage the company should match their staff members with their skills and the position that best suit them. It is also important for matching to be done based on company's scope, the economy, technology, and character of consumer since skills of employees differ.

In order for the process of mentoring to be effective, teaching staff should be more corporative in providing information. They also recommended the organization to improve mentorship programs by transferring knowledge, developing career guidance and enhancing of skills through mentorship. In addition, the organization should provide its employees with a supportive environment, an environment that supports their career development.

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

and for career development practice. It is also important for the management of the organization to provide all the needed support.

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

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

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

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